

Agenda Including Addeds

Strategic Priorities and Policy Committee

3rd Meeting of the Strategic Priorities and Policy Committee

February 8, 2022, 4:00 PM

Virtual Meeting during the COVID-19 Emergency

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

Meetings can be viewed via live-streaming on YouTube and the City website

Members

Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, M. Hamou, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, J. Fyfe-Millar, S. Hillier

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	Pages
1. Disclosures of Pecuniary Interest	
2. Consent	
2.1. Anonymized Application Review for the London Community Grants Program	4
3. Scheduled Items	
4. Items for Direction	
4.1. Strategy to Reduce Core Area Vacancy - Business Case: Core Area Pilot Program	8
4.2. Draft Climate Emergency Action Plan	14
a. <i>(ADDED) Presentation</i>	214
b. <i>(ADDED) Councillor M. van Holst</i>	242
4.3. A London For Everyone: An Action Plan to Disrupt Islamophobia	243
a. Presentation	403
4.4. London and Middlesex Community Housing	
a. Tenant Recommendation from the London and Middlesex Community Housing	413
b. Consideration for Appointment to the London and Middlesex Community Housing Board (Requires 1 Tenant)	
a. Ali Coyle	414
b. Kolton Desjarlais	419

c.	Denise Dowd	421
d.	Virginia Harrie	423
e.	Gerald Hawkeye	425
f.	Sorin Lemac	427
g.	Celeste Lyons	429
h.	Peter MacDonald	431
i.	Charles Daniel Mastrotucci	433
j.	Keegan McAlpine	434
k.	Daniela Mircea	437
l.	Anne-Marie Mitchell	439
m.	Olga Mubanga	442
n.	Gene Northup	444
o.	Rebecca May Oakley	446
p.	Sarah Potter	450
q.	Rhonda Robertson	452
r.	Zulmira Rogers	455
s.	Kathleen Savoy	457
t.	Amanda Taylor	458
4.5.	Consideration of Appointment to the Waste Management Working Group (Requires a Minimum of 3 Council Members)	460
	• Councillor S. Turner	
	• Councillor M. van Holst	
	• Councillor E. Peloza	
4.6.	Appointment to the London Downtown Business Association	463
4.7.	1st Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee	464
4.8.	2nd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee	466
4.9.	7th Report of the Governance Working Group	476
4.10.	Unique Part-Time Role of Council	493
5.	Deferred Matters/Additional Business	
5.1.	<i>(ADDED) Audit and Accountability Fund - Intake 3 - Transfer Payment Agreement and Single Source Contract Award</i>	494

6. Confidential (Enclosed for Members only.)

6.1. *(ADDED) Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations*

A matter pertaining to the security of municipal property; advice that is subject to solicitor-client privilege including communications necessary for that purpose; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

7. Adjournment

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Cheryl Smith, Deputy City Manager, Neighbourhood and
Community-Wide Services

Subject: Anonymized Application Review for the London Community
Grants Program

Date: February 8, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the following report on an Anonymized Application Review for the London Community Grants Program **BE RECEIVED** for information.

Executive Summary

This report provides an overview of ongoing work to remove barriers that racialized and marginalized groups may face when applying for the London Community Grants Program (LCGP) and specifically reviews the idea of an anonymized application process for the Program. Through a municipal scan, sector expert interviews, and a literature scan, it was concluded that while common practice in academic and scientific research funding; anonymized applications are not widely used in municipal or not-for-profit sector funding and are not recommended for the LCGP at this time.

Linkage to the Corporate Strategic Plan

The London Community Grants Program is aligned with two strategic areas of focus, as presented in the City of London Strategic Plan 2019-2023.

- Strengthening Our Community – Londoners are engaged and have a sense of belonging in their neighbourhoods and community.
- Creating a Safe London for Women and Girls – London has enhanced the potential for women and girls to live safe lives.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [London Community Grants Program Policy Update](#) (January 26, 2021)
- [London Community Grants Program Allocations](#) (November 25, 2019)
- [London Community Grants Policy Update](#) (April 8, 2019)
- [London Community Grants Program: 2017 Annual Report & 2018 Innovation and Capital Stream Outcomes and Sustainability Plans](#) (March 26, 2018)
- [London Community Grants Program Innovation & Capital Funding Allocations](#) (September 17, 2018)
- [London Community Grants Program Innovation & Capital Funding Allocations](#) (September 18, 2017)

2.0 Discussion and Considerations

2.1 Background and Purpose

At its meeting held on February 2, 2021, Municipal Council resolved that the following action be taken with respect to the London Community Grants Program:
the Civic Administration **BE DIRECTED** to bring back recommendations for the potential introduction of an anonymized application process for the London

Community Grants Program that could be implemented for 2022 funding allocations and be used going forward. (2.1/4/SPPC)

The purpose of this report is to present findings from a review into the potential introduction of an anonymized application process for the LCGP and to provide an update on the ongoing LCGP review and next steps.

2.2 Anonymized Applications Key Findings

Anonymous review processes allow for the assessment of grant proposals without the inclusion of identifying information about the applicant. This concept has been used by some funders in an attempt to remove bias from the peer review process and stimulate innovation. While there are examples of funders implementing this process in scientific and academic communities it has not been widely adopted in the not-for-profit sector.

A municipal scan, interviews with sector experts, and a literature scan were used to develop the key findings included below. Further details can be found in [Appendix A](#).

Key Findings

- The use of anonymized applications presents both advantages and challenges and should be considered within the larger context of the grant review process and the objectives of the grant program.
- None of the municipalities interviewed used anonymized applications or recommended their use.
- None of the sector experts interviewed recommended the use of anonymized applications.

Themes

1. Proper administration of anonymized applications is complex.
 - Rather than simply removing an organization's name from the application, anonymization may require several steps and can add a significant amount of administrative burden.
 - Proper anonymization must remove identifying information while still allowing applicants to tell their story, including references to their mission, vision, goals, challenges, and voices of the communities they represent.
 - It is difficult to effectively conduct financial and risk assessments of anonymized applications, due to the limitations that anonymization imposes on supporting documentation such as financial records, proof of insurance, not-for-profit incorporation, etc.
 - The Community Review Panel must know the applicant identity in order to claim any conflict of interest prior to conducting an evaluation.
2. Use of anonymized applications can create unintended barriers for potential applicants.
 - Funders who are looking for diversity of applicants, particularly from underrepresented groups, may have difficulty meeting this goal with anonymous applications.
 - Grassroots organizations may want funders to know their identity in order to be recognized as a new or emerging service provider or group.
 - Using anonymized applications can create unintentional bias. For example, removing identifying information puts more focus on past accomplishments and history of funding received, rather than on potential.
 - Research on the effectiveness of anonymous applications to reduce bias is mixed. There is no consensus that anonymous applications are effective, on their own, as a tool to reduce bias.

3. If the granting process is equitable, anonymized applications are not necessary.
 - Municipalities that were interviewed as well as sector experts emphasized that a fair, transparent, and well-designed application process negates the need for anonymized applications.
 - If there are specific aspects of the application process that create barriers for potential applicants, it is better to fix those problems instead of using anonymized applications as a potential solution to these problems.
4. Anonymized applications are not a best practice in municipal or not-for-profit sector granting.
 - None of the municipalities interviewed used anonymized applications or recommended their use.
 - While anonymous applications are used in some academic and scientific granting, anonymized applications are not common in the not-for-profit sector.
 - Leaders in the not-for-profit sector are investigating the concept of redefining grant funding applications and related processes to better suit the applicant rather than the funder. Examples of this include trust-based philanthropy, single application portal for all funders, and alternate methods of applications such as story telling.

Based on the key findings presented in this report, and the current review taking place to remove barriers for racialized and marginalized groups, the introduction of an anonymized application process is not recommended at this time.

3.0 LCGP Review Update and Next Steps

Civic Administration is currently conducting a review of the LCGP to identify ways to remove barriers that racialized and marginalized groups may experience when applying for the program, as outlined in the [London Community Grants Program Policy Update](#) (January 26, 2021). As part of the review, two consulting firms with local expertise, Kiinew Kwe and Senomi Solutions Inc., were hired to engage and consult with community stakeholders.

From September to December 2021, consultants designed and administered an online survey, conducted interviews, and held focus groups with a wide cross section of racialized and marginalized groups and organizations.

Results from the LCGP review will be used to develop recommendations, and suggested actions for Council’s consideration. All future changes to the London Community Grants Program will be fully implemented by the next multi-year funding cycle (2024 – 2027).

On March 28th, the application process for the 2022 LCGP Innovation and Capital stream will launch. Through this granting stream close to \$496,000 is allocated annually for programs and initiatives that align with the City of London’s Strategic Plan or Council-directed emerging priorities.

Conclusion

This report outlines initial work completed to identify barriers that racialized and marginalized groups may face when applying to the London Community Grants Program. There is still work to do. Efforts to support a more inclusive and barrier free London Community Grants Program continue.

Prepared by: Janice Walter, Manager, Community Grants
 Alexis Kampman, Specialist, Municipal Policy

Submitted by: Kristen Pawelec, Director, Community Development and Grants

Recommended by: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Appendix A: Research Sources

Municipal scan

A scan of 13 Canadian municipalities was completed from July 1 – October 1, 2021. Interviews were conducted with staff who lead municipal grant programs in each city and relevant documents were reviewed and analyzed.

Municipalities included in scan:

- City of Calgary
- City of Edmonton
- City of Hamilton
- City of Oshawa
- City of Ottawa
- City of Toronto
- City of Vancouver
- City of Waterloo
- City of Windsor
- City of Winnipeg
- City Red Deer Alberta
- Region of Peel
- York Region

Interviews with sector experts and funders

- Director, Equity, Inclusion and Governance, Pillar Nonprofit Network
- Manager, Verge Capital
- Director, Grants, London Community Foundation
- Director Community Impact, United Way Elgin Middlesex
- Admissions at Schulich School of Medicine & Dentistry



MEMO

To: Strategic Priorities and Policy Committee

From: Planning and Economic Development

Date: February 8, 2022

Re: Strategy to Reduce Core Area Vacancy:
Business Case: Core Area Pilot Program

On November 30, 2021, the report [Strategy to Reduce Core Area Vacancy](#) was considered by the Strategic Priorities and Policy Committee. This report proposed a strategy setting out potential tools that may assist in reducing core area land and building vacancy. One of the recommendations from this report that was resolved by Municipal Council on December 7th, 2021 was:

... “d) the Civic Administration BE DIRECTED to work with the LEDC to develop a business case for consideration from the \$10 Million funding previously authorized to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures;...”

Attached to this memo, as Appendix A, is the “Business Case: Core Area Pilot Program” from LEDC and its partners, with assistance from Civic Administration, that is presented for committee consideration.

Appendix A

London Community Recovery Network Ideas for Action – Business Case

LCRN Focus Area Alignment: *Investing in People; Driving Prosperity; Fostering Community*

Idea Title: *Core Area Pilot Program*

Business Case Deliverables & Impact

Purpose: Support commercial and main street corridor recovery in core areas of downtown and Old East Village, by recruiting new businesses, home based and expanding entrepreneurs to reduce main street vacancies and further develop small business jobs and investment.

Partners: Old East Village BIA (OEV), Downtown London (MainStreet London/MSL and London Downtown Business Association/LDBA), Small Business Centre (SBC) and London Economic Development Corp (LEDC)

Background:

London's core business districts have faced significant economic impact from the pandemic, resulting in loss of retail customer base and daytime office workers, as well as high vacancy rates. These districts have an important economic and employment impact, generate destination tourism and hospitality as well as deliver unique quality of life experiences for London and region.

LEDC was asked to develop this business case in collaboration with the above partners and the city to align with established goals of the London Community Recovery Network of investing in people, driving prosperity and fostering community. The plan below identifies how community partners can collectively deliver short-term core area vacancy initiatives in 2022. In order to implement these initiatives, LEDC has prepared this business case to support a one-time funding of \$300,000 for Council's consideration, as per Council Resolution of December 7th, 2021:

... "d) the Civic Administration BE DIRECTED to work with the LEDC to develop a business case for consideration from the \$10 Million funding previously authorized to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures;..."

Phase 1 Pilot Program:

Through a new one year pilot program, LEDC, SBC, OEV and Downtown London would work together to create a pipeline of 10-15 targeted prospects, with a goal to work with 4-6 businesses to scale up their growing operations, increase employment and productively utilize vacant spaces in London's core areas, Downtown and Old East Village.

The partners would work together to create business development and recruitment channels, marketing collaterals and identify prospects in bricks and mortar retail, office and creative industries. SBC would provide their expertise in coaching and business planning; OEV BIA and Downtown London would work with property owners to develop empty spaces, and the LEDC would provide business development resources to assist with recruitment and building a roster of potential tenants. All partners would leverage external funding, corporate sponsors and current internal resources during this pilot program.

A proposed investment of \$180,000 from the \$10 million funding Council authorized to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures, as well as the LCRN Framework, would be used towards:

- staffing costs, business development consulting and marketing supports incurred by all partners to help build an attraction and growth funnel of potential storefront retail and office businesses.
- ways to develop consumer experience centres and pop-up retail opportunities. Identify and engage with companies to open consumer experience centres in the core.
- Collateral supports, inventory database, marketing, signage and advertising for these initiatives.
- Work with other agencies and community partners to broaden the reach of this program.

Once a pipeline of 10-15 targeted prospects is developed, the partners would work with a cohort of 4-6 companies on start up supports, coaching, mentoring, scaling up existing operations, accessing small business financing and working with property owners to match prospects with vacant spaces. A proposed investment of \$120,000 from the \$10 million funding Council authorized to be contributed to the Economic Development Reserve Fund to support social and economic recovery would be used for start-up grants and programming for 4-6 companies and successfully attract them to the core, downtown and OEV, through a pitch contest.

A pitch contest approach has proven successful in other communities to attract targeted new businesses to the core. Criteria, application process, prize package and other details are currently being developed by the partners, along with a funding request to the Canadian Urban Institute. This approach would ensure that successful companies have the best chances of long-term space absorption, employment and business growth.

The London Small Business Centre will provide education and coaching for business owners who are selected into the program and help them develop robust business plans. A panel of judges, including small business experts and local stakeholders, will be created to judge the contestants at a pitch competition and award a prize package of valuable services and supports.

Among the contestants who were not selected, the partners will continue to work with them to attract their businesses to the core. Local corporate sponsors will be invited to donate prizes, resources and services.

Supplemental programs being leveraged to address core area vacancy:

Ambassadors - Downtown London is developing a suite of programs to strengthen downtown's entrepreneurial ecosystem and grow the next generation of successful entrepreneurs. This new model integrates Downtown London programming, with the resources and supports available through the Small Business Centre. This includes the new Business Ambassadors recruited under the My Main Street Local Business Accelerator Program, who will act as advisory supports to share market research and coaching for individual businesses to help them grow. More partners will be added to the programs as the work progresses.

Pop-Up Shops - this program will work with core landlords who are open to short-term uses in their vacant spaces, creating a roster of potential pop-up shop spaces. This program is expected to result in short-term occupancy of 4-5 vacant spaces on an ongoing basis, with the goal of attracting at least 3 businesses to the district on a permanent basis.

Direct Attraction Campaign - Downtown London will build on their investment in market analysis and program development with Live Work Learn Play, and will leverage existing resources, market analysis, targeted retail catalogue, targeted leasing program and tools to launch a direct attraction campaign to recruit businesses to London's core areas. Among the targeted uses are creative businesses, which will lead to creation of additional music venues in support of London's UNESCO designation as a City of Music.

Marketing - a new website will be developed for MainStreet London, sharing basic information about its mandate and the new programs targeted at business attraction with links to other programs and resources to support core area entrepreneurs. Downtown London staff will also pursue a variety of strategies for window activations using professionally designed posters with strong calls to action, engaging information about programs and support services available to core area entrepreneurs.

CIPs - City of London Financial Incentive Programs support property owners within the Downtown and Old East Village CIPs through interest-free loans including a grant portion to fund building interior and exterior upgrades. These upgrades assist property owners to make their retail spaces “tenant ready” and are facilitated by Downtown London and Old East Village staff.

Actions already underway:

- Downtown London and OEV staff have started identifying potential pop-up locations.
- Funding applications underway to the Canadian Urban Institute, requesting funding through Fed Dev. A particular focus of this funding is to be inclusive and ensure representation from equity-seeking entrepreneurs, including but not limited to business owners who are female and those individuals from BIPOC, LGBTQ, youth, marginalized and people with disabilities.
- Two interns from the FIMS program at Western have been hired to support marketing and promotion of the programs, creating student employment opportunities and valuable work experience.
- Work is underway to hire a program coordinator for Downtown London to design, develop and administer and promote the programs, tracking metrics, and using a database to track activities and prospects.
- Partners have started compiling lists of targeted businesses for direct attraction efforts.

Additional funding of up to \$1 million would be leveraged against the city’s investment:

- \$120,000 from the London Downtown Business Association will be leveraged for the pilot program, to cover operating costs and to work with landlords in the core. The LDBA has also provided in-kind support covering the salary of the MainStreet London Business Development Manager, seconded from LDBA to oversee the MainStreet London programs. Other Downtown London staff would also support the work as needed.
- OEV BIA would leverage \$70,000 in funding from the Canadian Urban Institute and provide additional staff support to the initiative through existing personnel. Downtown London would leverage an estimated \$75,000 in funding from Canadian Urban Institute, if approved.
- One summer student will be hired downtown to support program activities, marketing and social media promotions, and an application has been submitted to Canada Summer Jobs program for funding (not yet confirmed).
- The Small Business Centre will leverage the recent council investment of \$57,000 in the MyMainStreet program and the FedDev investment of \$600,000 to offer start up coaching, expansion planning, mentorship and access to capital to growing entrepreneurs.
- LEDC would leverage existing business development expertise, marketing collaterals and research capacities.
- Corporate sponsorships and in-kind services will be leveraged further.

Phase 2 (upon successful results from ph.1 pilot program):

As an extension of the pilot program, the partners would work with Tourism London, London Arts Council, Music Office, Film London, Chamber of Commerce and others to further creative industries development and business recruitment, that builds on the vision of London’s Core Area as a premier Music, Entertainment and Culture District, which will attract more people and positively impact space utilization.

The partners would also look at ways of developing hybrid boardrooms and meeting spaces to entice office users and small companies out of home offices and basements and into our core areas to increase daytime office workers.

These initiatives align with the LCRN goals of investing in people by improving quality of life so that all Londoners can participate and succeed, driving prosperity as well as fostering community.

Next steps:

Upon approval of the business case, including the requested \$300,000 of funding from the \$10 million set aside by Council for social and economic recovery, the next steps would include:

- Hiring a program coordinator to manage the pilot project, develop program materials and campaigns
- Working with Small Business Centre to implement business advisory supports and access to grants
- Create pipeline of prospective tenants and conduct outreach activities

Business Case Financial Impacts

Operating Budget Impacts (\$000's)	2022	2023	2024	2022-2024 Total
Total Expenditure	\$927,000	\$0	\$0	\$0
Existing Sources of Financing:				
Downtown London BIA	\$120,000			
Small Business Centre (via City Investment)	\$57,000			
Fed Dev Investment	\$450,000			
Requested Project Financing:				
<i>Pitch Contest (start-up grants and programming)</i>	\$120,000			
<i>Business Development Resources (staffing costs, business development consulting and marketing supports)</i>	\$180,000			
Net Request	\$300,000	\$0	\$0	\$0

Business Case Metrics

Metric Description	Current	2021	2022	2023
<i>Positive space absorptions in OEV and Downtown</i>			4-6 spaces	
<i>Pipeline of new retail attractions and growth of existing companies</i>			10-15 businesses	
<i>MyMainStreet Local Business Accelerator Program</i>			Up to 20 new and expanding companies	

What are the risks of not proceeding?

Without these type of pilot initiatives, London risks not being able to reduce core area vacancy and impacting the long-term sustainability of core areas, downtown and OEV. Given the dramatic reduction in daytime office workers and overall foot traffic in the core areas, pilot programs like this provide a low risk opportunity to try new approaches to developing small businesses and productively utilizing vacant spaces.

Other Information

*** Include linkages to any reference documents, previous reports, relevant Council resolutions, etc.*

Previous report pertinent to this matter: November 30, 2021 – Strategic Priorities and Policy Committee – Strategy to Reduce Core Area Vacancy

Link: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=88119>

Council Resolution: attached as Appendix B



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December 8, 2021

G. Kotsifas
Deputy City Manager, Planning and Economic Development

I hereby certify that the Municipal Council, at its meeting held on December 7, 2021 resolved:

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions be taken with respect to a proposed strategy that sets out potential tools that may assist in reducing core area land and building vacancy:

- a) the staff report dated November 30, 2021 entitled Terms of Reference to Address the Council Resolution from July 6, 2021 BE RECEIVED;
- b) the Terms of Reference described in the staff report as Appendix "A": Terms of Reference: Scope of Work to Address the Council Resolution from July 6, 2021 BE APPROVED;
- c) the integration of the work to address the Council Resolution from May 25, 2021 with respect to parking in the core into this Terms of Reference BE APPROVED;
- d) the Civic Administration BE DIRECTED to work with the LEDC to develop a business case for consideration from the \$10 Million funding previously authorized to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures; and,
- e) the Civic Administration BE DIRECTED to move forward with the Implementation Plan described in the report dated November 29, 2021. (2.1/18/SPPC) (2021-D19)

C. Saunders
City Clerk
/hw

cc: M. Tomazincic, Manager, Strategic Land Development, Planning and Economic Development

Climate Emergency Action Plan

Draft – February 2022



#LdnOnt
ClimateAction



London
CANADA



Note to Reader

Overview and How to Use this Report

The development of the draft Climate Emergency Action Plan (CEAP) started in January 2020 with the initial release of information, the formalized community engagement component was launched in August 2020, two update reports were submitted to Municipal Council (August 2020 and April 2021), and final report writing began in the fall of 2021. These reports are found on the City of London's [Get Involved website](#):

- Report to the Strategic Priorities and Policy Committee, a Standing committee of Council;
- Climate Emergency Action Plan;
- Highlights – Executive Summary of the Climate Emergency Action Plan; and
- 13 Background Information (Supporting Documents) to Develop the draft Climate Emergency Action Plan.

This report is referred to as Climate Emergency Action Plan. It serves several different purposes. Key pieces in this report are:

- The status of climate change in London, actions taken and the rationale for increasing actions immediately;
- New milestone community and Corporate targets and the rationale;
- 10 implementation workplans covering the majority of aspects of mitigation and adaptation (Areas of Focus) pertinent to London including who needs to be involved and how multiple actions can occur at one time from different participants;
- The level of effort and example actions required for different household types to do their “fair share” of greenhouse gas reduction by 2030.
- Key requirements for implementation success; and
- Leadership needs.

Background Information

The Climate Emergency Action Plan was created based on the supporting information collected and assessed by City of London staff, as outlined below and available to review on the City of London's [Get Involved website](#). Thirteen supporting documents were prepared to capture the details that have been used to inform the development process:



1. Discussion Primer
2. eDemocracy's Climate Action Plan Simulator Engagement Report
3. Learning from People
4. Learning from Other Municipalities and Municipal Organizations
5. Impacts of Climate Change in London
6. Overview of City Plans and Strategies that Support Climate Action
7. Overview of Business and Employers Climate Action
8. Overview of Community Climate Action
9. Provincial Government – Climate Change Information, Roles and Responsibilities
10. Federal Government – Climate Change Information, Roles and Responsibilities
11. Overview of Current and Potential Climate Action Costs and Funding Opportunities
12. 2020 Community Energy Use and GHG Emissions Inventory
13. 2020 Corporate Energy Consumption and Activities Report

Areas of Focus and Implementation Workplans

To focus and coordinate efforts and acknowledge the need for leadership from the right places at the right times, specific actions that will contribute to achieving the expected results are organized into workplans (Appendix A) for 10 specific Areas of Focus:

1. Engaging, Inspiring and Learning from People
2. Taking Action Now (Household Actions)
3. Transforming Buildings and Development
4. Transforming Transportation and Mobility
5. Transforming Consumption and Waste as Part of the Circular Economy
6. Implementing Natural and Engineered Climate Solutions and Carbon Capture
7. Demonstrating Leadership in Municipal Processes and Collaborations
8. Adapting and Making London More Resilient
9. Advancing Knowledge, Research and Innovation
10. Measuring, Monitoring and Providing Feedback

Schedule of Immediate Next Steps

Timeframe	Item
February 2, 2022	Staff report is posted on the Council Meetings webpage
February 8, 2022	SPPC meeting - Table the draft CEAP, staff recommendations, foundational actions, and presentation
February 2022	Receive written comments on the City of London's Get Involved website , via email, via mail
To be determined	SPPC meeting including a public participation meeting
To be determined	Council meeting - approval to finalize Climate Emergency Action Plan



Table of Contents

1. Why Should We Care About Climate Change?	1
2. What Has Been Achieved So Far?	3
3. Why is London Ready to Take More Action?.....	5
3.1. People.....	5
3.2. Businesses and Institutions.....	6
3.3. The City of London.....	7
3.4. The Province of Ontario	8
3.5. The Federal Government.....	8
4. How Was This Plan Created?.....	9
5. Understanding Climate Change Actions	11
6. Climate Emergency Action Plan Goals	13
6.1. What Does Net-Zero Emissions Mean?	13
6.2. What Does Improved Resilience Mean?	15
6.3. What Does Bring Everyone Along Mean?.....	16
7. Pathway to Community Net-Zero Emissions by 2050.....	18
7.1. New 2030, 2035, and 2040 Greenhouse Gas Emission Reduction Milestone Targets	18
7.2. Are These Emission Reduction Milestone Targets Realistic?	20
7.3. Why is Setting Science-based Milestone Targets a Positive Step Forward? ...	24
8. Adaptation Targets and Adaptation Plan	26
8.1. What has Been Done	28
8.2. What is Coming Next	29
9. Climate Emergency Action Plan Expected Results.....	31
9.1. Things Londoners Will Notice by 2030 with the Expected Results.....	33
9.2. What are the Benefits and Costs?.....	33
9.3. What Does 2030 Look Like for Different Household Types in London?.....	34

continued



Table of Contents

10. Implementation - Ten Areas of Focus.....	46
10.1. Matrix of Workplans to Expected Results.....	48
11. Summary of Key Implementation Requirements and Leadership Needs.....	49
11.1. COP26: Local Leadership is Critical to Meet Canada’s Climate Goals	49
11.2. Summary of Key Implementation Requirements	51
11.3. How the City of London Should Lead.....	53
11.4. How People Should Lead.....	54
11.5. How Businesses and Institutions Should Lead.....	55
APPENDIX A - Workplans by Area of Focus to Implement the Climate Emergency Action Plan	A-1
1 - Engaging, Inspiring and Learning from People	A-2
2 - Taking Action Now (Household Actions)	A-11
3 - Transforming Buildings and Development	A-18
4 - Transforming Transportation and Mobility.....	A-24
5 - Transforming Consumption and Waste as Part of the Circular Economy	A-32
6 - Implementing Natural and Engineered Climate Solutions and Carbon Capture....	A-40
7 - Demonstrating Leadership in Municipal Processes and Collaborations.....	A-46
8 - Adapting and Making London More Resilient.....	A-55
9 - Advancing Knowledge, Research and Innovation	A-62
10 - Measuring, Monitoring and Providing Feedback	A-69



1. Why Should We Care About Climate Change?

Climate change is widely recognized as one of the great challenges of our time.

For more than two centuries now, human societies have tapped into a one-time gift from Earth (fossil fuels) to make technological advances that have benefited and advanced society in incredible ways. Fossil fuels in the form of coal, oil and natural gas have powered new machines, been the basis for remarkable new materials, facilitated vastly more productive agriculture and led to a technological information revolution that now connects humanity in ways unimaginable even a few short decades ago.

Advancements in human ingenuity and the harnessing of dense economical energy from fossil fuels has allowed for exponential growth of human societies on Earth. Now, however, with a deep understanding of the carbon cycle and how human actions impact climate, we must reduce and eventually eliminate greenhouse gas emissions from fossil fuels (and most other sources) to ensure the conditions we all enjoy on Earth are here for generations to come. In addition, we must work together to adapt to the changing climate we are experiencing because of historical emissions. We must also plan to become more resilient and adapt to climate changes still to come.

London has luckily remained relatively unscathed from the severe physical impacts of climate change such as forest fires, major floods and intense heat waves that have struck other parts of the world. As time progresses however, London will very likely experience more severe effects This may include increased flooding along London's 43 kilometres of rivers and 85 kilometres of creeks, heavier winter snow squalls, and increased heat and humidity in summers that would impact vulnerable populations and bring increased warm-weather diseases like Lyme Disease and West Nile virus.

In addition to the anticipated increase in physical impacts from increasing temperatures and extreme weather events, London will also see impacts arising from our connection to and reliance upon the global economy. The availability and variety of food we eat, the clothes we wear and the materials that are used every day to support our way of life now come from a global economy that is already being impacted by climate change. Increases in costs and decreases in availability of goods, rising insurance rates resulting from losses elsewhere and increasing costs for taxpayer-supported healthcare are just some of the non-physical impacts that London will continue to experience due to climate change.

While most conversations about climate change typically start with the physical science behind how and why the Earth is warming, it all really comes down to connections. The connection between the natural systems that clean and move air and water, grow food, and cycle materials around the planet; the connection between human activities and

those same natural systems; and, ultimately, the connection between every person on Earth to acknowledge and act on the collective responsibility to take care of the planet that takes care of us.

The connections between human actions and Earth's natural systems have been the focus of study for scientists for many years and it has become increasingly clear that humanity now has a significant responsibility for sustaining and maintaining these natural systems.

So, why should we care about climate change?

1. The science is clear that the course we're on is not sustainable.
2. It is everyone's responsibility to take action to correct our course.
3. There is incredible opportunity awaiting.

Technologies and solutions to solve the climate crisis currently exist and many are already being implemented. Some of these technologies and solutions can be easily implemented or adopted, while others require more significant effort and/or changes to the systems or ways things are done. The solutions to climate change also represent incredible opportunities to create wealth, healthier environments, increased equity and a healthier society.

Municipalities are uniquely positioned to act on these opportunities of a sustainable future through strong climate action. At the same time, municipalities are also forced to deal firsthand with the impacts of climate change on infrastructure that people rely on for basic needs (e.g., drinking water, wastewater, transportation, waste), so there is even more motivation to act quickly. Municipalities have the opportunity and responsibility to take strong action to address climate change in the interests of everyone.



The City of London's electric Zamboni ice resurfacer

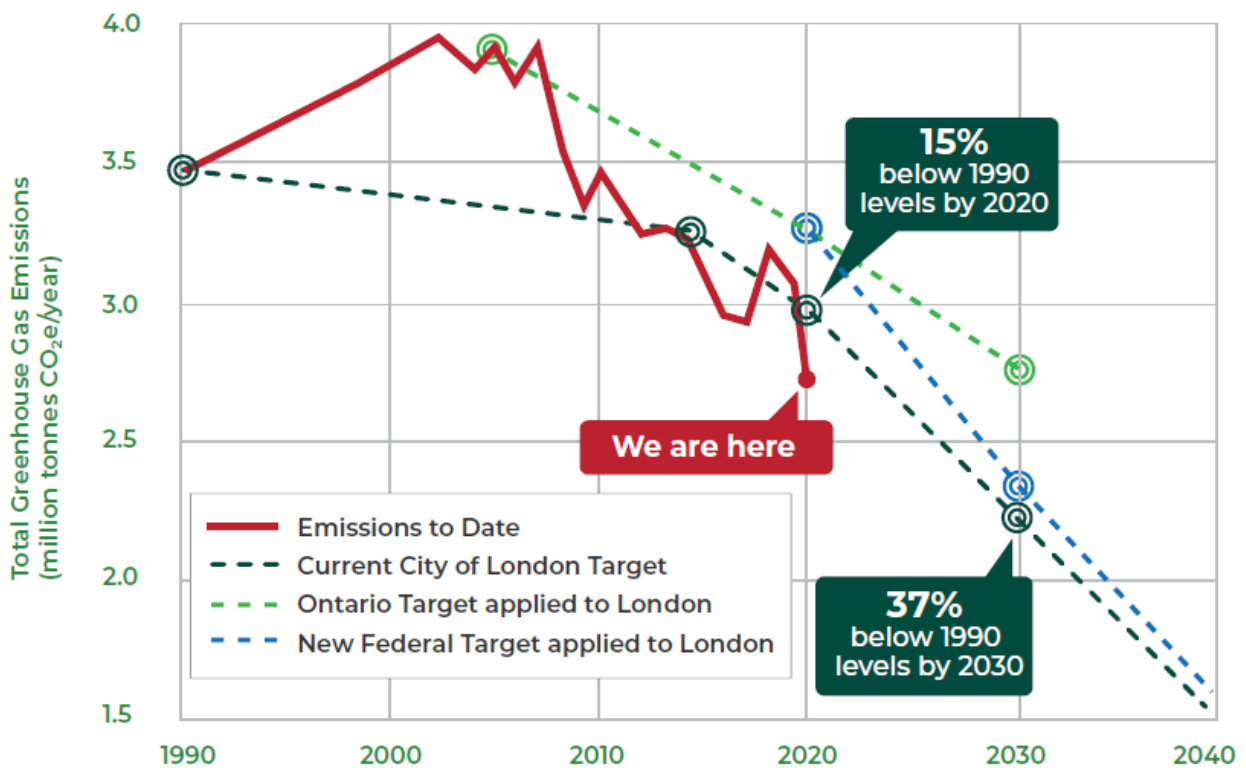
2. What Has Been Achieved So Far?

Unlike many parts of the world, city-wide greenhouse gas (GHG) emissions in London, and Ontario as a whole, peaked in the mid-2000s. Total community-wide greenhouse gas emissions in 2020 were about 2.7 million tonnes of equivalent carbon dioxide, 30 per cent lower than 2005, the new baseline year being use for measurement by the Federal and Ontario governments. Historically, the year 1990 was used as the baseline year (Figure 1).

This is well below the emission reduction target set for 2020. However, it is important to note the extraordinary impact of the COVID-19 pandemic on emissions.

Since 2005 there has been a downward trend driven by a combination of cleaner electricity generation in Ontario and improved energy efficiency in buildings and vehicles.

Figure 1: London's Greenhouse Gas Emissions Versus Federal and Provincial Reduction Targets



Source: City of London

Energy use is responsible for 95 per cent of all GHG emissions from human activity in London. Not only does burning fossil fuels such as gasoline, diesel, and natural gas produce carbon dioxide – the most common GHG associated with human activity – but the use of electricity also contributes to GHG emissions, although much less than it does in other parts of the world.

The remaining five per cent of GHG emissions are methane emissions from the anaerobic decomposition of organic materials in the active and closed landfills located in London as well as commercial sector waste disposed in landfills outside London, and nitrous oxide emissions from sewage sludge incineration. The installation of a landfill gas collection and flaring system at the W12A Landfill, which has expanded over time since the mid-2000s, now captures more than 65 per cent of the methane generated at the landfill.

Additional details pertaining to London’s corporate and community GHG emissions inventories are available in the **2020 Corporate Energy Consumption and Activities Report** and **2020 Community Energy Use and GHG Emissions Inventory** supporting documents available on the City of London’s [Get Involved website](#).

In response to London being a ‘river city’ located at the Forks of the Thames, much has already occurred to keep our neighbourhoods safe from river flooding. London has 43 km of the Thames River and 85 km of tributary creeks and channels. Historically, the river and tributaries have frequently overflowed their banks and their flow rapidly increased in response to rainstorm events and spring snow melt.

Infrastructure has been constructed in partnership with Upper Thames River Conservation Authority, to hold back floodwater and assist in keeping neighbourhoods dry and people safe. These river flood protection devices include Fanshawe Dam and several upstream flood control structures along the Thames River in addition to 7 London dykes, the largest being West London Dyke located opposite Harris Park. Community resilience has historically relied on these large flood protection infrastructure items as well as accompanying rules and recommendations for floodproofing buildings behind these structures in vulnerable areas.

Most flood prone lands along the river have been acquired by the City of London and used as public park spaces established to permit flooding to occur without damaging nearby homes and businesses. Park spaces and facilities are designed and maintained to allow flood waters to cover them without causing extensive damages and the need for costly repairs. These parks create the Thames Valley Parkway, the 40 km multi-use trail which enables Londoners to walk, cycle or roll to many neighbourhoods in the city with many more trail linkages and connections planned for the future.

3. Why is London Ready to Take More Action?

3.1. People

Community engagement efforts informing CEAP development included thousands of interactions with interested Londoners and City staff received over 2,700 individual comments. For example, within these comments, many Londoners (non-random sample involving 158 participants – Feedback Form #1) told us the following:

- 89 per cent of Londoners participating in this feedback understand that climate change is caused by human activities;
- Participating Londoners have a good understanding about climate change – an average of “8” on a scale of 1 to 10 (1 being “very little” and 10 being “high level of understanding”); and
- 83 per cent of participating Londoners believe they have the ability to influence climate change and take climate action in at least some capacity.

The Climate Action Plan Simulator was available for use from December 20, 2020 until April 30, 2021. In total, 12,190 people visited Climate Action Plan Simulator website and 1,263 people participated in the Climate Action Plan Simulator engagement process. As part of the simulator engagement process, participants were provided a series of survey questions to help City staff understand their perspectives on taking climate action. Some of the highlights include:

- 74 per cent of participants were interested in someone who can manage the paperwork of all the different home energy retrofit incentives for them;
- 65 per cent of participants were worried about climate change’s impact on the quality of life for their children and future generations;
- 57 per cent of participants were interested in reducing food waste;
- 56 per cent of participants were interested in buying an electric vehicle, or already own one;
- 53 per cent of participants were interested in solar hot water heating;
- 45 per cent of participants see cost as being the barrier to buying an electric vehicle;
- 40+ per cent of participants have already done some home energy renovations such as insulation, new furnace, new windows, and draft proofing; and
- 40 per cent of participants were interested in buying or building a net-zero energy home.

The top five barriers for taking climate change action mentioned by many Londoners (non-random sample involving 339 participants – Feedback Form #2) were:

- Need to expand city-sponsored composting, which will result in less waste going to landfill;
- Need to create more safe environments to walk or bike, including a network of protected bike lanes accessible for all ages and abilities;
- Need for more frequent, efficient, and well-distributed public transit services (including rapid transit);
- Access to financial resources to address the cost of taking climate actions, such as installing solar panels or purchasing electric vehicles; and
- Convenience of “business as usual” and not knowing where to get started.

The above details along with the results from other engagement activities highlight the willingness of many Londoners to take action. The details also highlight the need for help and action from the City of London, the federal and provincial governments, businesses and community groups. Additional details on the information and insight gained through engagement with Londoners are included in the **Learning from People** supporting document available on the City of London’s [Get Involved website](#).

3.2. Businesses and Institutions

Many London businesses and institutions have taken considerable action to acknowledge and begin to address the challenges of climate change. Almost two thirds of London’s top 85 employers (by number of employees) have taken some form of climate action recently, including one or more of the following:

- Published an environmental, climate change and/or sustainability commitment;
- Committed to reducing greenhouse gas emissions;
- Committed to a net zero emissions target;
- Committed to a zero waste target;
- Established climate change adaptation goals or strategies;
- Established natural heritage protection, conservation and/or preservation commitments or goals; and
- Engaged in partnerships with Municipal, Community and/or non-profit organizations to advance climate action.

In addition, 19 of Canada’s Greenest Employers (as selected by Mediacorp Canada Inc.) have operations in London and Green Economy London, one of seven Green Economy Hubs across Ontario, is supporting 45 London organizations as part of a wider network of businesses to set and achieve sustainability targets. Action on climate change from businesses and institutions across nearly all sectors of the economy and community shows a readiness and willingness to move even further towards a more resilient, net-zero emissions future.

Additional details on the readiness of London’s business community to advance climate action can be found in the **Overview of Business and Employers Climate Action** supporting document available on the City of London’s [Get Involved website](#).

3.3. The City of London

The London Plan (Official Plan) was developed with climate action in mind. Strategic Direction #4 of The London Plan calls for London, Ontario to “become one of the greenest cities in Canada”, supported by the following actions:

- Develop, implement, and lead plans to take action on climate change mitigation and adaptation;
- Use an ecosystems/watershed approach in all of our planning;
- Protect and enhance our Thames Valley corridor and its ecosystem;
- Protect and enhance the health of our Natural Heritage System;
- Manage growth in ways that support green and active forms of mobility;
- Reduce our human impact on the environment – reduce our carbon footprint as a city;
- Practice and promote sustainable forms of development;
- Promote green development standards such as Leadership in Energy and Environmental Design (LEED) Neighbourhood Development and LEED Building Design and Construction standards;
- Strengthen our urban forest by monitoring its condition, planting more, protecting more, and better maintaining trees and woodlands;
- Continually expand, improve, and connect our parks resources;
- Implement green infrastructure and low impact development strategies;
- Minimize waste generation, maximize resource recovery, and responsibly dispose of residual waste;
- Conserve water and energy and deliver these resources in a sustainable and affordable fashion;
- Pursue opportunities to remediate and redevelop brownfield sites;
- Strategically link and coordinate our environmental initiatives;
- Establish London as a key pollinator sanctuary within our region; and
- Promote linkages between the environment and health, such as the role of active mobility in improving health, supporting healthy lifestyles and reducing greenhouse gases.

Many plans are recently completed, currently underway or in development to support this, including the Mobility Master Plan, 60% Waste Diversion Action Plan, 2019-2023 Corporate Energy Conservation and Demand Management Plan, and Urban Agriculture Strategy

Additional details on existing and completed City Plans and Strategies that support climate action are included in the **Overview of City Plans and Strategies that Support Climate Action** supporting document available on the City of London’s [Get Involved website](#).

3.4. The Province of Ontario

As noted earlier, 93 per cent of Ontario’s electricity was generated from emissions-free sources in 2020, such as nuclear and hydro-electric generating stations as well as renewable sources (wind and solar). However, it wasn’t always this way.

Back in 2007, 25 per cent of Ontario’s electricity was generated from burning coal. However, by 2014, the last coal-fired power station in Ontario was shut down. This energy transition has become “the single largest GHG reduction measure in North America”.

This was accomplished by a combination of electricity conservation, nuclear power plant refurbishments, new natural gas power plants, and new renewable power projects (hydro-electric, wind, and solar). Ontario’s current low emission power grid enables electric vehicles and heat pumps to be powerful emission reduction actions.

Additional details on the role of the province of Ontario and current and proposed action on climate change are included in the **Provincial Government - Climate Change Information, Roles and Responsibilities** supporting document available on the City of London’s [Get Involved website](#).

3.5. The Federal Government

The federal government’s carbon pricing policy will be the largest contributor to greenhouse gas emissions this decade. With carbon prices increasing to \$170 per tonne by 2030, many actions that are seen as being “not cost effective” today will become cost-effective later this decade. With the Climate Action Incentive provided at income tax filing time, those households that do take action or already have a low-impact lifestyle will get more money back through this incentive than the carbon price they paid on the fuels they use.

The federal government is also providing incentives to assist with actions such as purchasing electric vehicles, installing electric vehicle charging stations, and carrying out home energy retrofits.

Additional details on the role of the province of Ontario and current and proposed action on climate change are included in the **Federal Government – Climate Change Information, Roles and Responsibilities** supporting document available on the City of London’s [Get Involved website](#).

4. How Was This Plan Created?

The Climate Emergency Action Plan was created based on the supporting information collected and assessed by City of London staff, as outlined below, and found on the City of London's [Get Involved website](#):

1. The **Discussion Primer** was a set of proposed climate actions, released previously on in October 2020, and used to engage Londoners and key stakeholders in 2020 and early 2021.
2. eDemocracy's **Climate Action Plan Simulator Engagement Report** summarizes the outcome of this tool as well as lessons learned from online engagements associated with this tool.
3. The **Learning from People** supporting document summarizes the outcomes of the public engagement processes including the City of London's Get Involved engagement process, comments received from the Discussion Primer, eDemocracy's Climate Action Plan simulator, and community-led and supported engagement activities.
4. The **Learning from Other Municipalities and Municipal Organizations** supporting document summarizes existing programs where municipalities are already working together on climate action, outlines what targets have been set and which actions are being taken by London's peer municipalities and summarizes what can be learned from actions taken to date.
5. The **Impacts of Climate Change in London** supporting document summarizes climate change impacts to date and forecasted impacts under different future emission reduction forecasts.
6. The **Overview of City Plans and Strategies that Support Climate Action** supporting document summarizes existing City of London plans and programs that provide a foundation for the Climate Emergency Action Plan.
7. The **Overview of Business and Employers Climate Action** supporting document summarizes existing climate actions being undertaken by London's top employers and examines current trends supporting climate action and sustainability in the global business community.

8. The **Overview of Community Climate Action** supporting document summarizes existing climate actions being undertaken by some of London's community organizations.
9. The **Provincial Government – Climate Change Information, Roles and Responsibilities** supporting document summarizes existing climate actions being undertaken by the Province of Ontario.
10. The **Federal Government – Climate Change Information, Roles and Responsibilities** supporting document summarizes existing climate actions being undertaken by the Government of Canada.
11. The **Overview of Current and Potential Climate Action Costs and Funding Opportunities** supporting document summarizes existing studies that have been undertaken by academia, the insurance industry, and some other municipalities to assess the costs and benefits of climate change.
12. The **2020 Community Energy Use and GHG Emissions Inventory**, released previously in August 2021, summarizes community wide energy use and greenhouse gas emissions trends since 1990.
13. The **2020 Corporate Energy Consumption and Activities Report**, released previously in August 2021, summarizes energy use and associated greenhouse gas emissions trends from Corporation of the City of London activities since 2007 as well as recent (2020) corporate energy management activities.

The development of the Climate Emergency Action Plan was also supported by information and expertise gained through the development of the Climate Lens Process; a process designed to advance understanding and embed climate change considerations in municipal decision-making and uncover opportunities for municipally led climate actions. Development of the Climate Lens Process was part of the City's initial response to the declaration of a climate emergency and is an important component of the CEAP's implementation moving forward.

5. Understanding Climate Change Actions

Governments at all levels use a combination of incentives to encourage voluntary actions (e.g., incentives to purchase an electric vehicle) and regulations to enforce limits or minimum standards (e.g., vehicle fuel economy standards). Understanding the various levels of climate action and government leadership is important. It is essential that each level of government works together. A sample of what different levels of government are doing or can do to tackle climate change is identified on Table 1.

Table 1: List of Sample Actions, Programs, Policies by Level of Government for Climate Change

City of London	Province of Ontario	Government of Canada
<ul style="list-style-type: none"> • Building permits • By-laws • Community improvement plans • Cycling & pedestrian infrastructure • Development approval • Land use planning • Local improvement charges • Public awareness, engagement & collaboration • Public transit • Residential rental property licencing • Social housing • Transportation planning • Urban design standards • Vehicle-for-hire licencing • Waste reduction & management 	<ul style="list-style-type: none"> • Carbon pricing • Clean fuel standards • Electricity & natural gas conservation programs • Electricity grid operation • Flood plan management (via Conservation Authorities) • Funding for public transit • Funding for social housing • Highway Traffic Act rules • Legislation & regulations • Natural gas distribution • Ontario Building Code • Provincial; land use policies • Regional & inter-city transit • Research 	<ul style="list-style-type: none"> • Approval of new technologies • Carbon pricing • Clean fuel standards • Consumer product energy efficiency standards • Electric vehicle charging incentives • Funding for public transit • Funding for social housing • Inter-city railways • Interprovincial pipelines • Legislation & regulations • Model National Building Code • Research • Vehicle fuel economy standards

To date, many of the climate actions being undertaken by all levels of government have been designed to encourage voluntary action by individuals and businesses. This often involved the use of “price signals” to shift behaviour, either through incentives (or rebates) to encourage behaviour with positive impacts or through fees (or taxes) to discourage behaviour with negative impacts. Over time, these tend to shift towards a regulatory approach as actions or behaviours become more commonplace.

Additional details regarding the roles and actions taken and underway by higher levels of government are provided in the **Federal Government - Climate Change Information, Roles and Responsibilities** and **Provincial Government - Climate Change Information, Roles and Responsibilities** supporting documents, available on the City of London’s [Get Involved website](#).



Cargo bike rider on the Dundas Street Cycle Track

6. Climate Emergency Action Plan Goals

The Climate Emergency Action Plan (CEAP) is a community-wide plan to achieve three main goals:

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

6.1. What Does Net-Zero Emissions Mean?

The Government of Canada [defines net-zero emissions](#) as “our economy either emits no greenhouse gas emissions or offsets its emissions, for example, through actions such as tree planting or employing technologies that can capture carbon before it is released into the air”

There are many factors that influence how much energy a city uses to function and thrive and the resulting local greenhouse gas emissions including:

- Land use and urban development – planning city growth sets the framework for how much energy is needed for a city to function. Mixed density balances the energy-efficiency of higher-density and social demand for living space. Mixed land use reduces the distance people and goods need to travel.
- Urban design – urban design can either negate or enhance the energy efficiency benefits of good functional planning (mixed land use and mixed density). This includes design factors such as connectivity between city blocks, streetscape design, and street orientation.
- Transportation – transportation planning accounts for the movement of people and goods. In an ideal world, you would minimize the interactions between the two. However, the reality is that a city’s transportation network often must serve both needs at the same time. An energy-efficient transportation system is one that provides several competitive choices for the movement of people and goods.

- Buildings – the design, construction, and maintenance of all building types (homes, office buildings, industrial buildings) has a significant impact on the energy consumed by that building. New buildings can be designed that approach net-zero energy use, but most of London’s buildings are old, inefficient designs that often have unseen problems with their insulation and draft-proofing. Building type can also affect energy use and associated emissions.
- Personal choices and actions – design and technology has its limits. For example, a programmable thermostat has no energy conservation benefit if its user does not program it. Social norms are a powerful influence on people’s behaviour.
- Local economy – the nature of the economic base will influence how much energy it will use. For some businesses, energy use is a minor cost. For others, energy bills can make the difference between profit and loss. For many local employers, there are opportunities for energy conservation, energy-efficiency, and renewable energy generation waiting to be developed.
- Leadership – the words spoken, commitments made, and actions taken by leaders in the business, institutional, government and non-government sectors with respect to energy conservation, sustainable energy, reducing the use of fossil fuels, reducing GHG emissions and adapting to climate change.

Reducing GHG emissions in these areas is fundamental to achieving net-zero emissions by 2050. In addition, it will require quantification and verification of local actions that remove carbon dioxide from the atmosphere to offset any remaining greenhouse gas emissions. These include:

- Carbon dioxide removed by natural heritage systems within London (e.g., woodlots, Environmentally Significant Areas);
- Carbon dioxide removed by the urban forest and other green infrastructure within London (e.g., street trees, trees in parks, trees on private property, stormwater ponds designed to mimic wetlands);
- Carbon dioxide removed by the adoption of regenerative agricultural practices within London that increase the carbon content of soil;
- Carbon dioxide removed by engineered processes within London (e.g., direct air capture, point-source carbon capture, utilization of captured carbon dioxide, storage of captured carbon dioxide); and
- Purchasing verified emission reduction offsets from projects that capture carbon dioxide that are outside of London.

Components of carbon sequestration capacity, like estimates of the quantity of carbon removed from the atmosphere by trees on public property, have been identified and measured in some jurisdictions, including London. In 2012, the City utilized the Urban Forest Effects (UFORE) model to estimate that London's trees removed (on a net basis) about 35,000 tonnes per year of carbon dioxide from the atmosphere, or just over one per cent of current community-wide greenhouse gas emissions. This estimate does not include land outside of the Urban Growth Boundary, the capacity for carbon sequestration on agricultural land, or any other sequestration capacity associated with land use or land use change. Advancing municipal capabilities and capacity to measure and track sequestration potential on the landscape (and from engineered sources) is important and will be required as milestone emission targets approach and the purchase of GHG emissions offsets are considered.

6.2. What Does Improved Resilience Mean?

Creating a resilient city means that both the “bricks and mortar” and the “people and neighbourhoods” need to be ready for current and future changes to the climate and its impacts. It means taking measures and preparing for more extreme weather events and generally a warmer climate. These measures include:

- Helping people be more self-sufficient and ready for emergencies;
- Helping businesses to anticipate changes and adapt to them;
- Strengthening the durability of infrastructure to withstand extreme weather;
- Anticipating the impacts that may result from extreme weather;
- Building new and retrofitting older homes and buildings that can withstand the impacts of a changing climate;
- Providing transportation options that are less harmful to the functioning of our City and our natural environment and more helpful for individual physical health;
- Encouraging the production of local food and community gardens (e.g., the ‘field to fork’ concept);
- Strengthening our energy grid and creating opportunities for local energy production;
- Growing, strengthening, and protecting our natural “green” infrastructure to assist our city with both mitigation and adaptation measures; and
- Measuring and monitoring our actions to enable future adjustments to match changes to the climate impacts.

By striving for and investing in improved resilience, London will be a safer place to live for residents, some significant costs resulting from the impacts of climate change will be avoided and the business case for investment in London as a city with a strong future will be strengthened. Additional details pertaining to the observed and anticipated impacts of climate change in London are included in the **Impacts of Climate Change in London** supporting document available on the City of London's [Get Involved website](#).

6.3. What Does Bring Everyone Along Mean?

Over time, everyone in London will feel the impacts of climate change, regardless of age or gender, income, or nationality. It will be in the form of flooding, severe wind, more invasive species, heat and droughts. It will also be in the form of higher prices for fossil fuels to drive the car, heat or cool a home, pay rent, or pay for groceries. It will also be felt by family and friends in other parts of Canada and the world experiencing even more issues like wildfires and sea level rise.

For children and grandchildren – our future generations – higher costs and impacts will be problems that they inherit in the future if we are too slow to become more resilient.

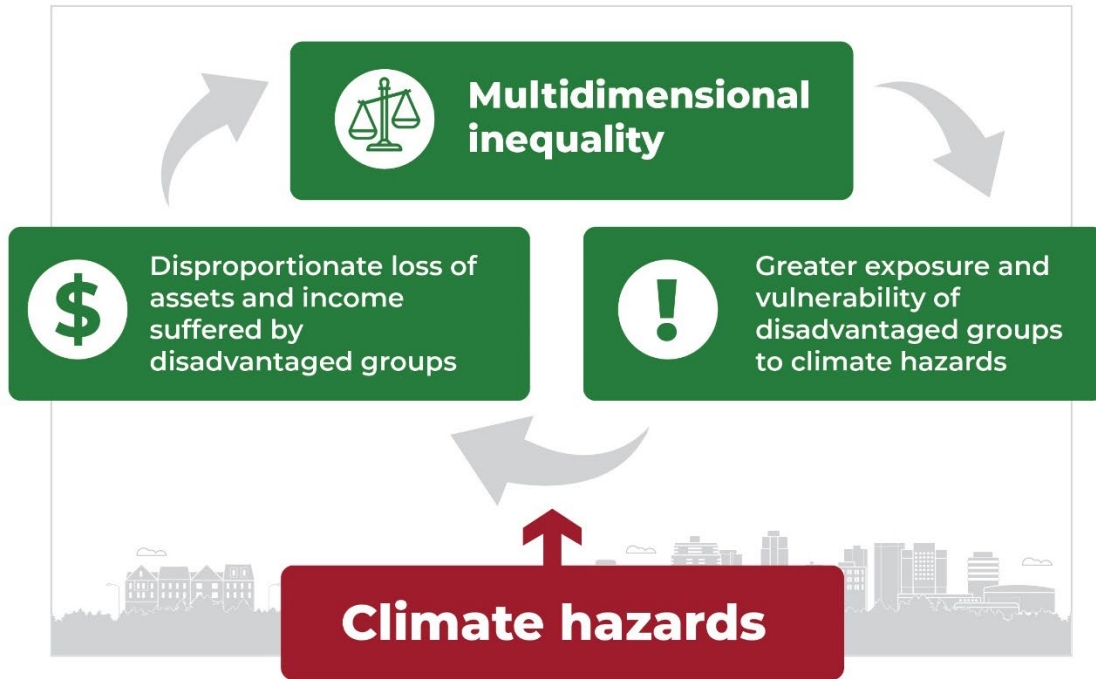
Climate change does not impact everyone equally. Furthermore, not everyone is equally able to take steps to reduce their greenhouse gas emissions or adapt to the impacts of climate change. Differences in physical ability, race, age, gender, immigration status, socio-economic status and many other factors contribute to multidimensional inequality in any society and climate change can act as a multiplier on inequality.

Researchers from the Department of Economic and Social Affairs within the United Nations Secretariat identify that available evidence indicates that the relationship between climate change and social inequality is characterized by a vicious cycle (Figure 2). Initial inequality causes disadvantaged groups to suffer disproportionately from the adverse effects of climate change, which then results in those groups experiencing greater subsequent inequality. The same researchers identify three main channels through which the “inequality-aggravating effect of climate change” materializes:

- a) Increase in the exposure of equity-deserving groups to the adverse effects of climate change;
- b) Increase in their susceptibility to damage caused by climate change; and
- c) Decrease in their ability to cope and recover from the damage suffered.

Meeting climate change mitigation and adaptation goals must, therefore, be accompanied by an equally important goal to bring everyone along. All Londoners need to be considered within the planning and implementation of climate actions so that efforts do not disproportionately assist only certain residents, or favour solutions that are only actionable by a subset of Londoners who have sufficient financial or other means.

Figure 2: Inequality and Climate Change Vicious Cycle



Source: United Nations Department of Economic and Social Affairs - 2017



Nicholas Wilson Community Garden

7. Pathway to Community Net-Zero Emissions by 2050

7.1. New 2030, 2035, and 2040 Greenhouse Gas Emission Reduction Milestone Targets

London's Climate Emergency Action Plan is a commitment to collectively achieve net-zero emissions by 2050. However, it is important that short-term and medium-term milestone targets be set to ensure that emission reduction activities are accelerated in the near term and progress is being tracked towards the 2050 target. The primary purposes of milestone targets are to:

- Divide the overall 2050 target (about 30 years) into understandable phases and time periods;
- Create milestone dates that are within a reasonable horizon so people and businesses can more closely relate to what they will be doing and what the future could look like;
- Provide a defined period of time so budgets, financial commitments, investments can be considered as part of regular operations and lifestyles and spaced out to phase in the needed changes and adjustments;
- Highlight how the community is doing on an annual basis versus the milestone target;
- Share and celebrate achievements and/or share and focus on disappointments; and
- Show progress which allows for adjustments to the plan based on new information, scientific data, changes with senior levels of government, global matters and technological changes.

Over the 2015-2019 period, city-wide emissions averaged about 3 million tonnes per year, 22 per cent lower than 2005, reflecting the early actions taken already. Annual variation in weather, particularly extreme weather events like prolonged "polar vortex," cold snaps and "heat dome" heat waves will impact building energy use and associated emissions in the future.

Total community-wide greenhouse gas emissions in 2020 were 2.69 million tonnes of equivalent carbon dioxide, or 30 per cent lower than 2005. However, it is important to note the extraordinary impact of the COVID-19 pandemic on emissions.

The following community milestone targets for 2030, 2035, and 2040 are proposed (Figure 3):

- 55 per cent reduction in total annual city-wide emissions by 2030 (about 1.75 million tonnes per year), consistent with the 1.5°C science-based target established by the United Nations Framework Convention on Climate Change’s Race to Zero campaign;
- 65 per cent by 2035 (about 1.35 million tonnes per year); and
- 75 per cent by 2040 (about 1 million tonnes per year).

For 2030, this would require a city-wide reduction in annual emissions of about 1.25 million tonnes from pre-pandemic levels.

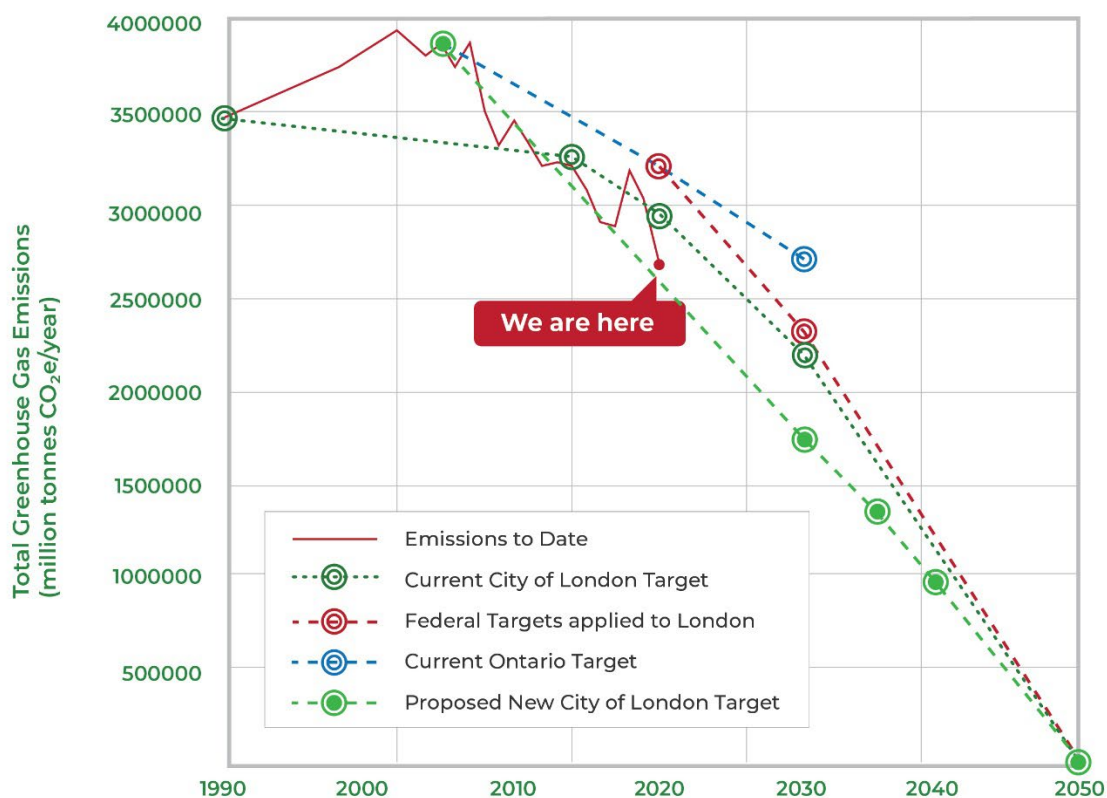
Targets adopted by cities are considered “science-based” if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement – limiting global warming to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C – and reflects a fair share of the 50 per cent global reduction in greenhouse gas emissions by 2030 identified in the United Nations (UN) Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5°C Celsius.

The “fair share” principle reflects the responsibility of nations and cities with high income and high emissions to do more to reduce emissions compared to those with lower income and emissions. Cities in North America, Australia, Japan, and Germany are considered high-income and high-emissions per capita cities.



Electric vehicle charger at the Tourism London office on Wellington Street

Figure 3: Proposed GHG Reduction Milestone Targets for 2030, 2035 and 2040



Source: City of London

7.2. Are These Emission Reduction Milestone Targets Realistic?

Achieving the milestone targets will require significant changes in how we live, work, commute, play and build. The level of effort of Londoners, employees, employers, and visitors to make the adjustments and changes required is unprecedented. This will be the same in all Canadian communities and most parts of the world.

Technology, solutions, programs, and lifestyles changes required to meet the 2030 milestone target are available today, however the willingness and desire to make these changes on a voluntary basis remains to be seen in most of the developed world.

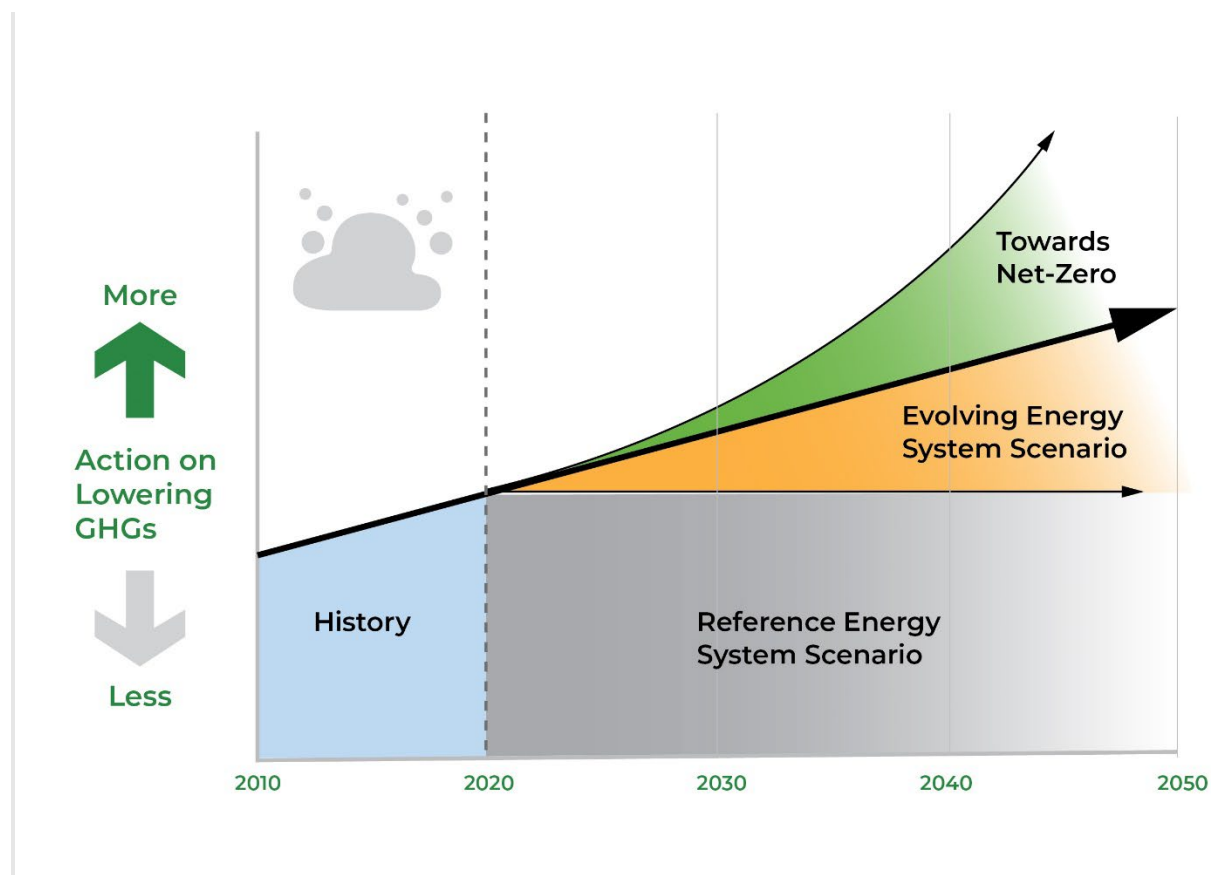
Whether or not the targets are realistic will depend on who is answering the question. Perhaps a better question is are these emission reduction targets required to minimize the impact of climate change? Current scientific information indicates “yes”.

To get a sense of how the 2030 milestone target for London could be achieved, two items were examined:

1. **Impact of current federal and provincial policies** - City of London staff looked at the provincial-level energy use forecasts provided by the Canada Energy Regulator (the federal agency in charge of regulating pipelines, energy development and trade in the Canadian public interest) in their report, *Canada's Energy Future 2020: Energy Supply and Demand Projections to 2050*. Specifically, City staff looked at the Evolving Energy System Scenario estimates for Ontario and applied these to London's community-wide energy use numbers.

As noted in their report, illustrated in Figure 4, their Evolving Energy System Scenario continues the historical trend on increasing climate change mitigation action, but recognized that this pace is likely to accelerate in the 2020s and beyond. Note that this does not include additional measures announced in 2021.

Figure 4: Conceptual Illustration of Energy Future 2020 Scenarios and a Net-Zero Future



Source: Canada Energy Regulator – 2020

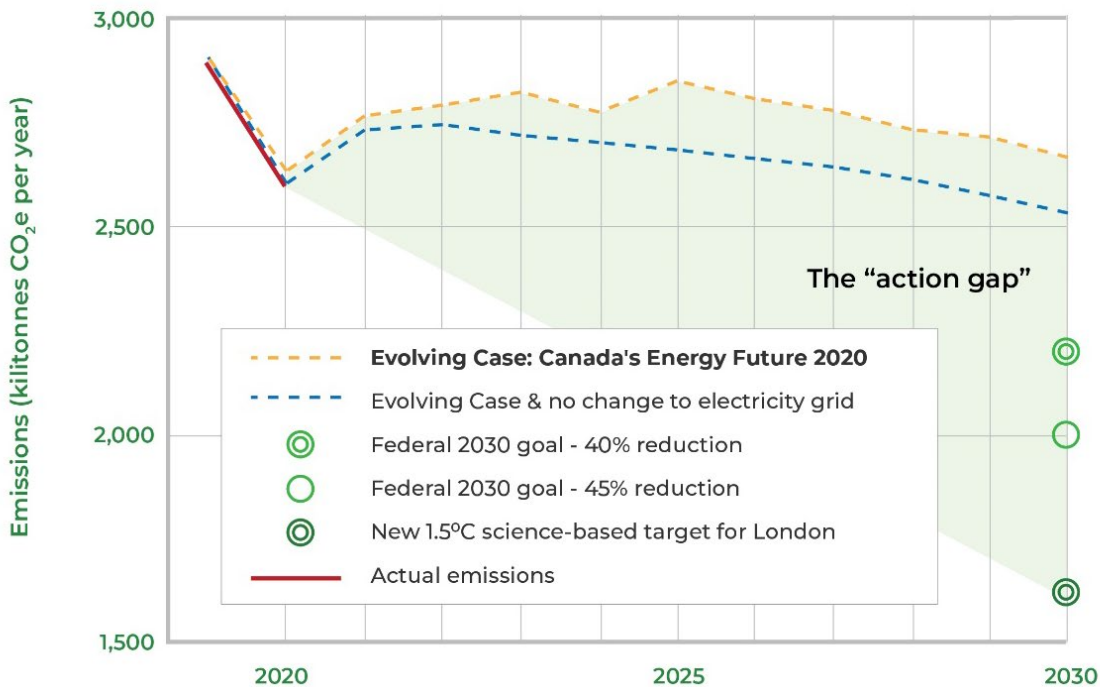
City staff then considered two scenarios for future estimates of greenhouse gas emissions from Ontario’s electricity grid. One scenario involved grid emissions increasing, as forecasted by Ontario’s Independent Electricity System Operator, as the Pickering Generating Station is scheduled to retire in 2025 and the Province of Ontario’s plan to use natural gas fueled power plants to make up most of the difference. The other scenario assumed that greenhouse gas emissions from Ontario’s electricity grid could remain unchanged from current levels.

As shown in Figure 5, a gradual increase in climate change mitigation action at the federal and provincial level clearly will not be enough for London to reach its proposed new target for 55 per cent reduction in total emissions from 2005 levels by 2030. There is a large (1 million tonnes per year) “action gap” between what a “gradual” increase in action would achieve and where London needs to be by 2030 to do our fair share to keep global warming at or below 1.5°C.

Even the federal government’s goal of reaching a 45 per cent reduction by 2030 would leave London about 400,000 tonnes per year short of the reductions required to do our fair share to keep global warming within the 1.5°C science-based target.

Therefore, additional action will be needed at all levels of government as well as by individuals and businesses here in London.

Figure 5: Energy-Related Greenhouse Gas Emission Reduction Projections to 2030 for Ontario applied to London



Source: City of London

2. **Local greenhouse gas reductions by 2030** - High-level estimates of GHG reductions from a set of potential local activities were prepared to illustrate the level of effort required to close the “action gap” and reach the new 1.5°C science-based target for 2030 have been estimated (Table 2). The scenario presented is similar to the results produced by Londoners during the Climate Action Plan Simulator engagement exercise (refer to the **eDemocracy’s Climate Action Plan Simulator** supporting document available on the City of London’s [Get Involved website](#)).

Some of the actions in the scenario presented would be enabled by accelerated action at the federal and provincial government level as well as by global and national businesses. However, local action is also required particularly with respect to mobility and buildings.

The actions shown to close the “action gap” are cumulative in nature, in that the emission reductions from reducing the number of vehicle trips are accounted for before accounting for the impact of improved vehicle fuel economy (including electric vehicle adoption).

Table 2: Examples of Energy-Related Local Reductions Needed to Close the “Action Gap”

Sector	Actions (between 2022 and 2030) to Close the Action Gap	GHG Emission Reduction by 2030 (tonnes per year)
Transportation	Electrifying LTC bus fleet - 25% by 2030	4,000
Transportation	40% fewer in-town vehicle trips by car	100,000
Transportation	25% fewer out-of-town trips by car	60,000
Transportation	50% lower fuel use (L/100 km) for personal vehicles (e.g., through EV adoption, use of transit)	260,000
Transportation	75% lower fuel use (L/100 km) for local vehicle fleets (e.g., through EV adoption)	40,000
Energy/waste	Renewable natural gas produced locally	20,000
Energy	Solar PV – 270 MW of rooftop solar by 2030	20,000
Buildings	Natural gas use 50% lower than 2019	500,000
Buildings	100% replacement of local fuel oil heating with heat pumps	40,000
	<i>Total Reductions to Close Action Gap</i>	<i>1,044,000</i>

Source: City of London

Waste minimization and diversion activities will also have climate change mitigation benefits. The measures contained within the 60% Waste Diversion Action Plan are estimated to reduce GHG emissions by 17,000 to 27,000 tonnes annually, some with GHG reduction benefits in London and others with GHG reductions outside London (Table 3).

Table 3: GHG Reductions from Additional Waste Diversion Actions

Additional Waste Reduction Actions	Range of GHG Emission Reductions by 2030 (tonnes per year)
Food waste avoidance	2,300 - 6,000
Home composting	600 - 1,000
Community composting	100 - 200
Curbside Green Bin program	10,000 – 16,000

Source: City of London

In summary, it is important to note that achieving reductions of this scale in just eight or nine years will be very challenging and require commitments from the community, from London’s businesses and institutions, and all City Services Areas. It will also require senior levels of governments to achieve their commitments. If Londoners are to do their fair share to keep the 1.5°C goal of the Paris Agreement within reach, these kinds of greenhouse gas reductions is what climate science says is required from Londoners, the Province of Ontario, and the Government of Canada.

7.3. Why is Setting Science-based Milestone Targets a Positive Step Forward?

As shown on the [Climate Action Tracker website](#), a goal of net-zero greenhouse gas emissions by 2050 has been set or is being considered by over 140 countries including Canada, United States, United Kingdom, France, Italy, Japan and Mexico. A few countries including Germany and Sweden have set 2045 as the year for carbon neutrality. The world’s largest greenhouse gas emitter, China, has set 2060 for net zero emissions.

To measure the path to net zero in London requires milestone targets. Setting science-based community GHG reduction milestone targets can:

- Demonstrate a commitment on the importance of aligning climate action with the science to support community and businesses actions, direction, and aspirations;
- Provide transparency about where GHG emission reduction commitments need to be according to the science and where the gaps are to help prioritize actions that

may be easier to achieve, while more challenging ones require more planning and longer periods of time;

- Bring a long-term target of 2050 into a more meaningful near-term timeframe (i.e., 2030) where today's generations can more closely relate to the challenges;
- Create more manageable steps that can be measured and reported annually;
- Build capacity in the community and with businesses to deal with budgets, resources, information needs and other requirements to meet milestone targets;
- Signal to new businesses and investors that London is committed to climate change action and environmentally sustainable practices; and
- Highlight to existing businesses that London is aligned, is a community of committed people, employees and employers, and ready for the challenges and opportunities in the short, medium and longer terms.

Setting science-based but achievable Corporate GHG reduction milestone targets can:

- Help prioritize the needs for sustainable funding sources, new funding sources and/or re-allocate existing funding for internal GHG reduction projects;
- Help prioritize actions that may be easier to achieve while more challenging ones require more planning and longer periods of time;
- Encourage the identification of additional reduction opportunities when direction for GHG reduction efforts has been set;
- Create more manageable steps that can be measured and reported annually; encourage innovation and creativity, improve staff morale, and help in the recruiting and retention of qualified employees;
- Showcase projects and programs to assist other with decision-making and fast tracking the learning curve; and
- Demonstrate leadership.

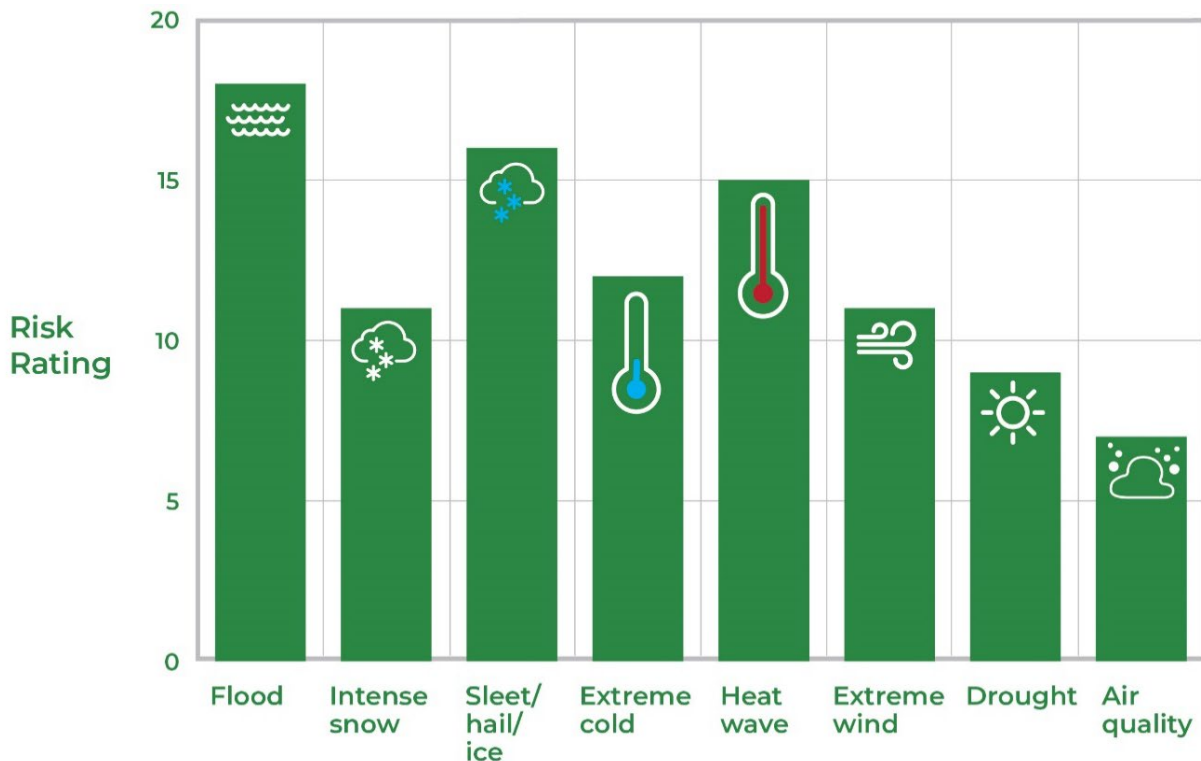
8. Adaptation Targets and Adaptation Plan

Adaptation is different from climate change mitigation although they are closely related and often complementary. Some actions such as tree planting and wetland preservation or expansion serve both as mitigation and adaptation actions. This is because they both result in carbon being removed from the atmosphere (mitigation) and reduce the severity of climate change related impacts by providing shade to reduce heat effects and absorbing water to reduce flood severity (adaptation).

Adaptation targets are more challenging to set and measure progress towards, but we need to understand and/or plan for the expected results in order to enable our city to bounce back after severe weather events driven by climate change.

To prepare for extreme weather events, assessment work for the Corporation was completed in 2014 by the City of London. This assessment identified eight weather events which London has been and will be further subject to in the future (Figure 6).

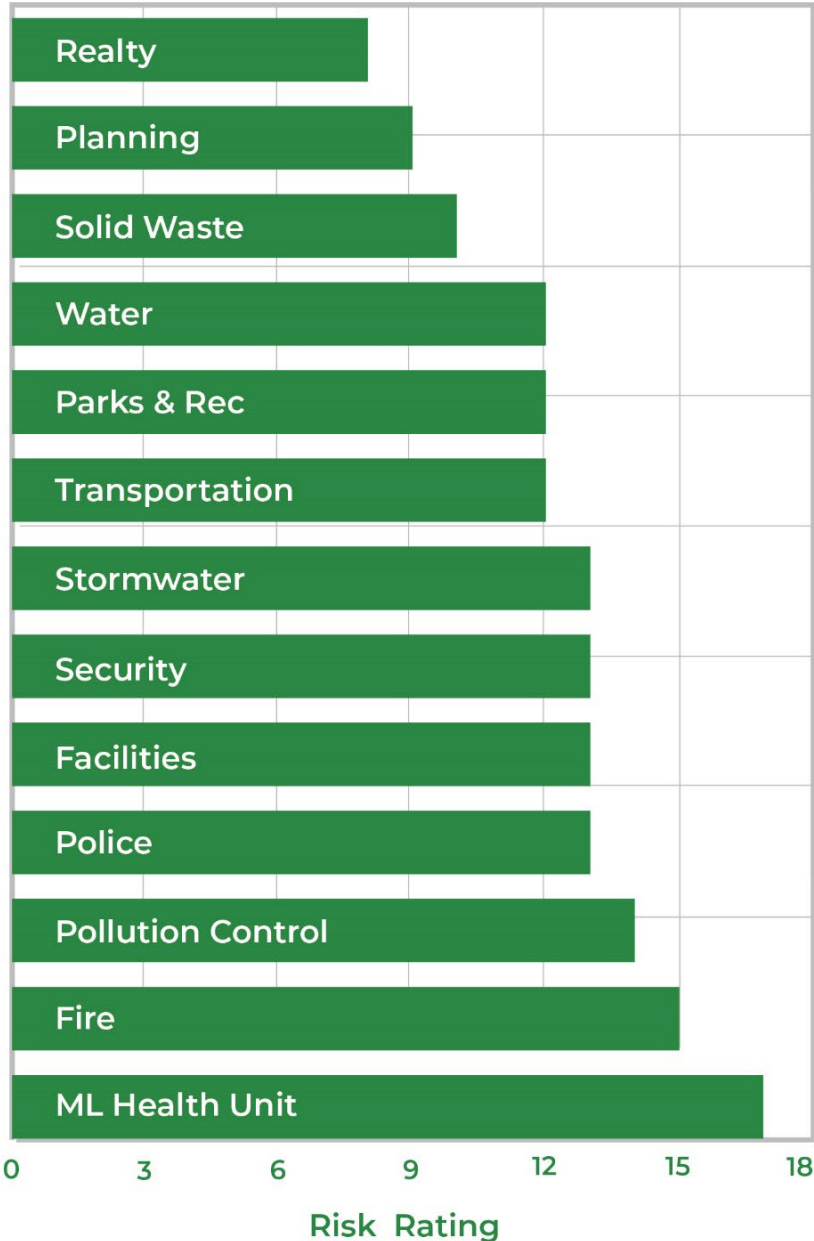
Figure 6: Risk Exposures by Weather Event to 2050



Source: City of London

The risk rating for each of the eight weather events combined the likelihood of occurrence with the probability of damages from these weather events to obtain a general score which was then compared across many City services (Figure 7). The impact was generally even across the Corporation with the impacts being most felt by the Middlesex London Health Unit (MLHU), emergency services (fire and police) and subsequently the remainder of the service areas.

Figure 7: Risk Exposure Rated by City Service



Source: City of London

The City of London has partnered with the Canadian office of the International Council for Local Environmental Initiatives (ICLEI) to update the previous work, confirm previous climate assumptions and assessments, and expand the focus to the entire London community. ICLEI, a non-profit organization that supports local governments for sustainability, and London along with 21 other Ontario municipalities, are actively participating in the Advancing Adaptation Program. ICLEI Canada has decades of experience assisting municipalities in completing Adaptation Strategies using industry-standard adaptation processes (e.g., Building Adaptive and Resilient Communities, or BARC, tool).

This approach has already guided many southern Ontario cities with creating adaptation plans and implementation. London has previously taken part and benefitted from several collaborations with ICLEI Canada and their partners (e.g., Showcase Cities in 2019). By partnering with others, we benefit from the knowledge gained by the ICLEI organization and their results in dealing with other Ontario and Canadian municipalities focused on climate change. Preliminary targets have been prepared to suggest that:

- By 2030, address 50 per cent of the areas where London is most vulnerable as identified by the Adaptation Plan and provide clear direction to address the remaining 50 per cent.
- By 2050, address 90 per cent of the areas where London is most vulnerable as identified by the Adaptation Plan and provide clear direction and timetable to address the remaining 10 per cent.

8.1. What has Been Done

City staff have incorporated climate change adaptation into many service areas and many residents, businesses and organizations in the community have already taken important action as well.

The earlier Climate Change Risk Assessment work informed decision-making and allowed for wise management of existing City infrastructure and services. Due to the London community containing 43 km of the Thames River in addition to 85 km of other waterways, flooding mitigation has been a major focus of past work. Several examples include:

- Flooding Matters Program – a response to basement flooding after heavy rainfall events led to incentive programs to assist homeowners;
- West London Dyke Master Plan – provided a phased approach to rehabilitating the 2.4 km structure that protects West London (Kensington Village and Blackfriars neighbourhoods) including 1,100 structures and over 1,200 residents. This work is ongoing;

- Dingman Creek constructed wetland – providing flood storage and erosion control for the creek and downstream Lambeth neighbourhood in addition to the wildlife habitat and ecosystem services associated with the creation of large wetland complexes; and
- Floodproofing at wastewater treatment plants – given their necessary locations next to the Thames River, federal climate change funding has been used to upgrade floodproofing systems at half of the plants located in the floodplain with work to complete the remaining half scheduled for 2022/2023.

8.2. What is Coming Next

The partnership with ICLEI Advancing Adaptation means that the experiences of other municipalities supported by ICLEI staff will inform our adaptation actions. Taking the earlier Risk Assessment work focused on the Corporation and expanding it to the entire community means that the issues and actions will be community-wide and include impacts to our vulnerable communities.

Currently, there have been 25 impact statements identified that will be confirmed by community and business engagement sessions and actions will be proposed to address the statements. The eight impacts identified with the highest risk rating are:

- **Urban Forest** - more extreme weather events causing damaging winds and winter sleet storms will damage the urban forest and kill vegetation.
- **Winter Emergencies** - more extreme weather events causing more heavy snowfall/ice/ sleet events will create challenges for transportation and snow clearing resulting in increased medical emergencies.
- **Straining EMS response** - more extreme weather events resulting in more response calls for EMS for rescue and evacuation due to flooding, severe winds and snow squalls will strain emergency services capacity and ability to respond (staff, and equipment resources).
- **Health Service Demands** - more extreme weather events will increase the demand for health services due to increased trauma, testing needs and mental stress.
- **Basement Flooding** - more extreme rainfall events leading to increased flooding in low-lying areas and basements will cause property damage/loss.
- **Sanitary Sewer Challenges** – more extreme rainfall events increasing inflow and infiltration of rainwater into sanitary sewer systems will cause sanitary sewer backup into residential/commercial properties.

- **Park Infrastructure Damage** - more extreme rainfall events will result in more frequent and intense localized flooding of environmentally sensitive areas and city park infrastructure will cause the need for repair/replacement of park pathways, structures and vegetation.
- **Floodplain Reassessment** - more extreme rainfall events resulting in flooding that expands the size of floodplains and will require property redesignations, acquisitions of the most impacted properties, and re-examination of overland water flow routes.



Flooding on Queens Avenue after heavy rainfall in August 2019

9. Climate Emergency Action Plan

Expected Results

The goals identified in Chapter 6 will be achieved through actions that will be taken to deliver on a series of expected results. These expected results embody the changes required in London to address the climate emergency and are identified on Table 4:

Table 4: Expected Results

Expected Result	Description
Walkable, Complete Neighbourhoods	Ensure Londoners can access nearby daily needs while reducing automobile dependence and improving equity
Increased Active Transportation and Transit	Increase the viability and attractiveness of active transportation and transit to reduce automobile dependence, improve equity, and promote physical health
More Zero Emission Vehicles	Reduce or eliminate fossil fuel use in vehicles
More Net-zero Buildings	Improve energy efficiency and reduce or eliminate fossil fuel use in buildings
Lower Carbon Construction	Reduce the use of construction materials with high lifecycle GHG emissions from raw material extraction to manufacturing and final end-use/disposal. Design for less material use overall and utilize recycled products where possible
More Resilient Buildings and Infrastructure	Build and maintain civic infrastructure and buildings to increase public safety and reduce unexpected and long-term cost burdens as a result of climate change
More Carbon Capture	Protect, maintain, and improve London's natural heritage system, urban plantings and agricultural lands to reduce carbon in the atmosphere, support biodiversity, and reduce the effects of climate change
Move Towards a Circular Economy	Support our economy's transition to reduced emissions from consumption and waste, more efficient material use, and the creation of regenerative prosperity
Increased Community Resilience	Improve Londoners' ability to withstand, adapt, and recover from extreme weather events and other impacts of climate change
Increased Engagement on Climate Action	Improve education, awareness and engagement to accelerate action on climate change by businesses, employees, community groups, institutions and individuals

In 2022, City staff will confirm or establish baselines and 2030 milestone targets for each of the expected results as shown on Table 5.

Table 5: 2030 Milestone Target Outcome

Expected Result	2030 Milestone Outcome
Walkable, Complete Neighbourhoods	Ensure the majority of Londoners live within an easy walk/roll of their daily needs. Baseline data currently under development.
Increased Active Transportation and Transit	Strive to reduce the annual number of in-town automobile trips per person in London by 30-50% from 2019 levels Currently at around 550 trips per person (2019)
More Zero Emission Vehicles	Strive for at least 50% of the kilometres travelled on London's roads to be by zero emissions vehicles. Currently at around 0.5%
More Net-zero Buildings	Strive to reduce fossil fuel use by buildings to 50% of where it was in 2019. Buildings (excluding industrial) in 2019 used 20.7 million gigajoules of fossil fuel energy (natural gas, fuel oil, and propane).
Lower Carbon Construction	Strive for at least 40% less embodied emissions from new buildings and construction projects compared to 2019. Baseline data to be developed in 2022.
More Resilient Buildings and Infrastructure	Strive for at least one-third of buildings in London to have at least one or more climate resiliency measure. Baseline data to be developed in 2022.
More Carbon Capture	Strive for at least 25% higher carbon dioxide removal from the air in London by natural processes, agricultural practices, and engineered solutions than 2008. Baseline data from 2012 urban forest effects model is being updated.
Move Towards a Circular Economy	Strive for at least 60% waste diversion from landfill through reduced waste generation and improved material efficiency, driving towards a circular economy. Residential diversion rate is currently 45%, total waste diversion rate is 33%.
Increased Community Resilience	Strive for at least 50% of Londoners to have measures in place to withstand and recover from extreme weather events and other impacts of climate change. Baseline data currently under development.
Increased Engagement on Climate Action	Strive for at least 75% of Londoners to understand and acknowledge their contributions to and impacts from climate change. Baseline data to be developed in 2022.

9.1. Things Londoners Will Notice by 2030 with the Expected Results

In addition to reducing community GHG emissions and increasing resilience to climate change impacts, achieving the expected results, by 2030, will provide additional benefits to Londoners. Some of these benefits include:

- There will be more safe and attractive options available to get around London, with safe and connected cycling and walking networks city-wide and more frequent and reliable transit service;
- There will be more services meeting your daily needs within your neighbourhood;
- There will be a thriving local renovation economy, with attractive employment opportunities for HVAC technicians, plumbers, insulators, and other skilled trades;
- There will be additional resources and incentives to help with low-carbon renovations;
- There will be more buildings that are cooler in the summer and more comfortable in the winter;
- There will be a thriving circular economy which attracts businesses and people passionate about a sustainable, prosperous future; and
- There will be a connected local food system, including more plant-based products farmed with regenerative agriculture methods and increased urban agriculture.

By pursuing the expected results, London will open the door to opportunities for growth and prosperity that respect the natural systems of southern Ontario, create a higher quality of life for Londoners, and ensure that London is seen as a leader in forward-thinking municipal service delivery.

9.2. What are the Benefits and Costs?

The exact benefits and costs have not been determined for London at this time. Undertaking a detailed cost-benefit analysis of different measures to achieve the GHG emission reductions will be undertaken in 2022 (Area of Focus Demonstrating Leadership in Municipal Processes and Collaborations Workplan).

A few Ontario cities (e.g., Toronto, Ottawa, Guelph, Burlington, Hamilton) have undertaken detailed modelling of community-wide climate change mitigation plan costs under business as usual and future GHG emission reduction scenarios, including capital costs, operating and maintenance costs and savings, energy cost savings, carbon price savings, and local energy generation revenues. This has been used by a few communities to determine estimated costs and benefits for emissions reductions measures.

These studies have consistently shown that there is a net economic benefit to investing in science-based emission reduction measures compared to doing nothing just from an energy cost perspective alone. In addition, many of the measures may involve spending differently rather than being a true additional cost for residents and businesses.

For example, the analysis provided for Burlington's Climate Action Plan (2020) indicated that their Low Carbon scenario (consistent with a 1.5°C science-based fair share reduction target) would be less expensive than a Business-As-Usual approach, where no additional climate action efforts occurred. Over the 2020-2050 period, their Low Carbon scenario would save residents and businesses in Burlington about \$6.7 billion in today's dollars.

The analysis provided for Ottawa's Energy Evolution: Ottawa's Community Energy Transition Strategy (2020) indicated that there would be a net savings of \$12.4 billion in today's dollars over the 2020-2050 period.

It is important to emphasize that these are primarily investments made by individual households and businesses, with the municipal government investing in those actions that it has direct control over (e.g., municipal buildings, social housing, fleet, mobility infrastructure, transit) as well as making changes to support action by others (e.g., removing hurdles to better development in zoning, facilitating loans/grants for retrofits).

For adapting to extreme weather, the Federation of Canadian Municipalities and the Insurance Bureau of Canada estimate that, for Central Canada (Ontario and Quebec), the average cost for municipalities to adapt was estimated to be 0.12 per cent of Gross Domestic Product (GDP; the total value of goods produced and services provided in a region during one year).

This is a lot of money, but the cost of being unprepared can be a lot higher. For example, Toronto's December 2013 ice storm cost their municipal government alone almost \$107 million in unplanned costs not including the costs incurred by residents and businesses in terms of property damage and lost business.

Additional details on the costs and benefits of climate action in other municipalities is provided in the **Overview of Current and Potential Climate Action Costs and Funding Opportunities** supporting document available on the City of London's [Get Involved website](#).

9.3. What Does 2030 Look Like for Different Household Types in London?

As previously noted, the 2030 milestone target can be achieved using existing GHG reductions programs and technologies, financial investments for those that can make them and making the necessary lifestyle changes. To illustrate the level of effort required for eleven different household types to do their fair share to reach the new

1.5°C science-based target for 2030, examples have been developed. It is recognized that every single household in London will have their own unique conditions. It is also important to note that the different household types are not meant to be the same people today and in 2030, given that people’s needs change over time such as when children are born or when children leave the home.

The concept of doing your “fair share” is important since some households will already have lower-than-average emissions while others will be higher than average. This is due to choices such as the type of housing they live in, how often they drive their own vehicles, and what types of vehicles they drive (if they drive at all). Therefore, those households with higher-emitting lifestyles will need to do more.

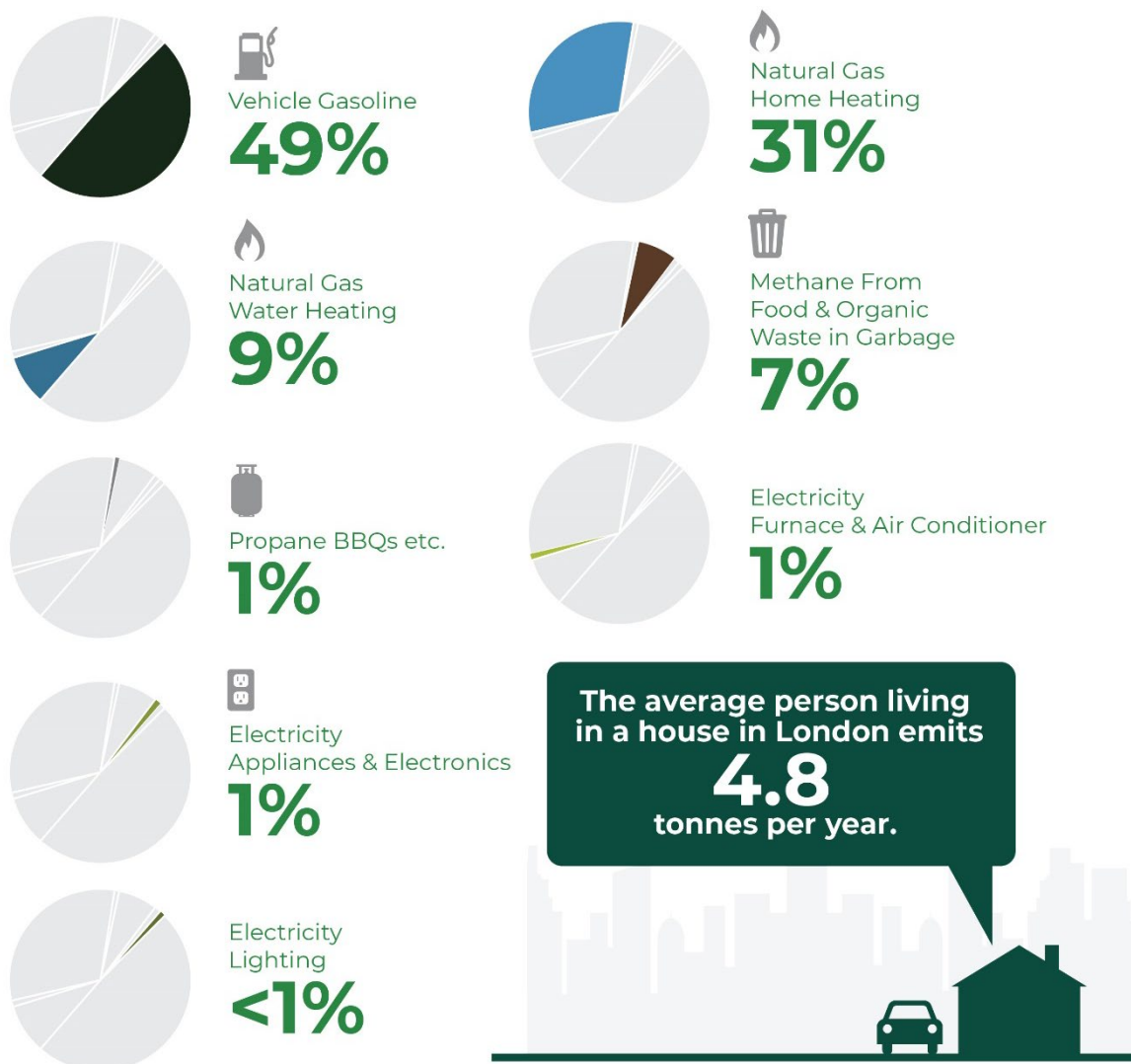
To determine what the “fair share” looks like, City staff used the average household emission estimates from the 2019 (pre-COVID pandemic) Community Energy Use and Greenhouse Gas Emissions Inventory report and estimated what they would need to be in 2030 to meet the new target. In 2019, the average household in a single-family home in London emitted 10.5 tonnes of GHG emissions or 4.8 tonnes per person given the average household size of 2.2 people per household (Figure 8).

In 2030, the average household GHG emissions per person needs to be reduced to 2.2 tonnes per person. As shown in the household examples, households living in apartments who drive very little (or not at all) already have low emissions, whereas people living in larger homes and who use personal vehicles may need to invest in green technologies (EVs, heat pumps, etc.) to get to the same level.



London Transit bus serving passengers in downtown London

Figure 8: Greenhouse Gas Emission Sources from the Average Household in London (2019)



Source: City of London

The impacts of the following actions were estimated at a high level as these reflect the most common actions that are likely to be taken between now and 2030 using available technologies and solutions, proven practices and behaviours that already exist with many London households:

- Reducing heat loss** – this is done through the combination of adding more insulation, draft-proofing, smart thermostat use, and other actions that conserve natural gas. This action usually provides payback over time. Incentives are available for these measures today, including free home weatherization for qualifying households based on income.

- **Hybrid home heating** – heat pumps can be used to provide both air conditioning in the summer and heating in colder months. However, when the temperature drops well below freezing, heat pumps become expensive to operate and may not provide enough heat. Therefore, existing gas furnaces can be used as back-up heating on colder days. This action will be a net cost today, but as carbon pricing increases to \$170/tonne by 2030, the payback will improve. Incentives are available for heat pumps today.
- **Cold climate air-sourced heat pump** – these are heat pumps can provide heat at temperatures as low as -15°C. However, back-up sources of heat are still needed for those rare days when temperature fall below -15°C. This action is more expensive than regular heat pumps, but as carbon pricing increases to \$170/tonne, the payback will improve. Incentives are available for this action today. Incentives are available for heat pumps today.
- **Rooftop solar power** – in Ontario, homeowners can use solar power in a “net-metering” arrangement where excess solar power is credited for use at other times. This action is a breakeven cost today, but as the cost of panels decrease, the payback will improve. Incentives are available for solar panels today.
- **Reducing vehicle use** – in London, the average vehicle is driven about 15,000 kilometres every year. Up to one-half of these trips are in-town trips, with the rest being trips to and from London. In-town trips can be reduced by walking, biking, taking transit, and/or working from home, while out-of-town trips can be reduced by taking the train, carpooling, and/or web-based meetings. This action has instant cost-saving benefits.
- **Hybrid electric vehicles** – these are vehicles that use batteries to store energy when applying the brakes, which is then used to accelerate the vehicle when moving again. This action will be a breakeven cost today, but the payback will improve as carbon pricing increases to \$170/tonne.
- **Plug-in hybrid electric vehicles** – these are vehicles that use batteries for local trips, while using a gasoline engine for longer trips. This action will be a breakeven cost today given the lower costs of driving and maintenance. As carbon pricing increases to \$170/tonne and the cost of batteries decrease, the payback will improve. Incentives are available today.
- **Battery electric vehicles** – these are vehicles that only use batteries for power. Many affordable (under \$45,000) 2022 model year vehicles can now travel over 350 kilometres, with some premium long-range models now capable of travelling over 600 kilometres. This action will be a breakeven cost today given the lower costs of driving and maintenance. As carbon pricing increases to \$170/tonne and the cost of batteries decrease, electric vehicles will be cheaper than gas-powered vehicles later this decade. Incentives are available today.

- **Retiring vehicles** – vehicles are expensive to operate, maintain, and insure, so getting rid of a vehicle and using an e-bike or transit has instant cost-saving benefits.
- **Reducing organic waste** – through the combination of reducing food waste, using backyard composters, and using the upcoming Green Bin program, households can reduce the amount of organic waste going to landfill.
- **Battery back-up power** – either paired with rooftop solar panels or on their own, battery back-up power is a zero emission alternative to a portable generator. Incentives are available for battery back-up systems paired with solar panels today.
- **Vehicle-to-home back-up power** – A fully-charged electric vehicle has enough power stored to provide the average home with up to three days of emergency power. Trials are already underway in Ontario by Hydro One.
- **Shade trees** – Deciduous (leafy) trees planted on the south and west side of a house can provide shade for a house to reduce air conditioning demand during the summer.
- **Windbreak trees** – Coniferous trees planted on the north and west side of a house can provide relief from winter winds and reduce heating costs.
- **Basement flood protection** – measures for your basement to prevent flooding from sewer back-up and overland flow including sump pits, sump pumps with back-up power supply, sewer backflow prevention devices, proper lot grading and basement window well covers.
- **Increased permeable surfaces** – lot design features such as permeable driveways, rain gardens and bio swales that allow surface water to infiltrate the soil and reduce surface water runoff.
- **72-hour emergency kits** – power disruptions and other extreme weather caused emergencies can happen anytime so being prepared with kits (price ranges from \$50 to \$250) containing such items as flashlights, battery powered radio, solar mobile phone generators, bottled water and nutritious food for 72 hours can ease the disruption.

The level of effort required for eleven different household types to do their “fair share” by 2030 is identified in the following examples. Not all actions have to be done at the same time. They can be phased in to meet the needs, affordability and desire of the household.

High income household of three in older single-family house in established neighbourhood, two vehicles (one large, one compact)



Current GHG emissions by this household type:
6.3 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
1.9 tonnes per person (2030)

- ☑ 25% reduction in heat loss
- ☑ Cold-climate heat pump with gas back-up
- ☑ 1st vehicle 20% reduction in distance travelled
- ☑ 1st vehicle switched to plug-in hybrid EV
- ☑ 2nd vehicle switched to battery EV
- ☑ Reduction in organic waste
- ☑ Vehicle-to-home back-up power
- ☑ 72-hour emergency preparedness kit
- ☑ Permeable paver driveway and raingardens installed
- ☑ Basement flooding measures incorporated
- ☑ Solar panels with battery back-up

70% reduction in GHG emissions by taking these actions

High income household of five in large new suburban house, three vehicles (two large vehicles, one compact)



Current GHG emissions by this household type:
4.7 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
1.7 tonnes per person (2030)

- ☑ Hybrid (heat pump and gas) home heating
- ☑ Net-metered solar power and battery back-up power
- ☑ 1st vehicle switched to plug-in hybrid EV
- ☑ 2nd vehicle switched to battery EV
- ☑ 3rd vehicle replaced with e-bike
- ☑ Reduction in organic waste
- ☑ 72-hour emergency preparedness kit
- ☑ Permeable paver driveway and raingardens installed
- ☑ Solar panels with battery back-up
- ☑ Shade trees planted

63% reduction in GHG emissions by taking these actions

High income single-parent household of two in renovated older single-family house in established neighbourhood, one compact hybrid



Current GHG emissions by this household type:
5.3 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
2.1 tonnes per person (2030)

- ☑ 10% reduction in heat loss
- ☑ Hybrid (heat pump and gas) home heating
- ☑ Net-metered rooftop solar PV and battery back-up power
- ☑ Vehicle 15% reduction in distance travelled
- ☑ Vehicle switched to battery EV
- ☑ Reduction in organic waste
- ☑ 72-hour emergency preparedness kit
- ☑ Basement flooding measures incorporated
- ☑ Solar panels with battery back-up

57% reduction in GHG emissions by taking these actions

Average income household of four in new suburban townhouse, two vehicles (one compact SUV, one compact)



Current GHG emissions by this household type:
3.0 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
1.8 tonnes per person (2030)

- ☑ 1st vehicle switched to plug-in hybrid EV
- ☑ 2nd vehicle switched to battery EV
- ☑ Reduction in organic waste
- ☑ 72-hour emergency preparedness kit
- ☑ Permeable paver driveway and raingardens installed

39% reduction in GHG emissions by taking these actions

Average income household of two in new multi-family condominium building downtown (92 m² or 1,000 ft²), one SUV hybrid



Current GHG emissions by this household type:
3.1 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
2.1 tonnes per person (2030)

- ☑ Vehicle 20% reduction in distance travelled
- ☑ Vehicle switched to plug-in hybrid EV
- ☑ Reduction in organic waste
- ☑ 72-hour emergency preparedness kit

32% reduction in GHG emissions by taking these actions

Average income household of four in older single-family house in established neighbourhood, two vehicles (one large, one compact)



Current GHG emissions by this household type:
3.4 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
1.9 tonnes per person (2030)

- ☑ 20% reduction in heat loss
- ☑ 1st vehicle 10% reduction in distance travelled
- ☑ 1st vehicle downsized to used hybrid
- ☑ 2nd vehicle replaced with bike
- ☑ Reduction in organic waste
- ☑ 72-hour emergency preparedness kit
- ☑ Basement flooding measures incorporated
- ☑ Permeable paver driveway and raingardens installed

44% reduction in GHG emissions by taking these actions

Low income household of two in older single-family house in established neighbourhood, one large vehicle



Current GHG emissions by this household type:
6.6 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
3.5 tonnes per person (2030)

- ☑ 35% reduction in heat loss
- ☑ Vehicle 20% reduction in distance travelled
- ☑ Vehicle downsized to used hybrid
- ☑ Reduction in organic waste
- ☑ 72-hour emergency preparedness kit
- ☑ Permeable paver driveway and raingardens installed
- ☑ Basement flooding measures incorporated

47% reduction in GHG emissions by taking these actions

Low income single-parent household of two in townhouse, transit user



Current GHG emissions by this household type:
2.7 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
2.0 tonnes per person (2030)

- ☑ 20% reduction in heat loss
- ☑ Reduction in organic waste
- ☑ 72-hour emergency preparedness kit

26% reduction in GHG emissions by taking these actions

Low income household of two in multi-family apartment building (92 m² or 1,000 ft²), one compact car



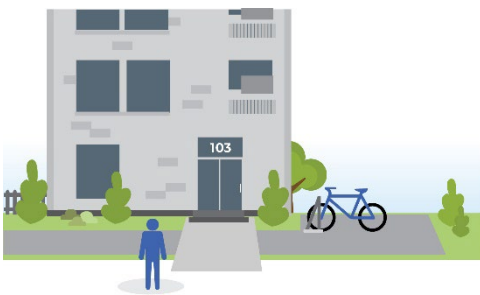
Current GHG emissions by this household type:
2.7 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
2.1 tonnes per person (2030)

- ☑ 10% reduction in heat loss
- ☑ Vehicle 10% reduction in distance travelled
- ☑ Vehicle replaced with used hybrid
- ☑ Reduction in food waste
- ☑ 72-hour emergency preparedness kit

23% reduction in GHG emissions by taking these actions

Low income single person household in multi-family apartment building (74 m² or 800 ft²), walking and cycling for transportation



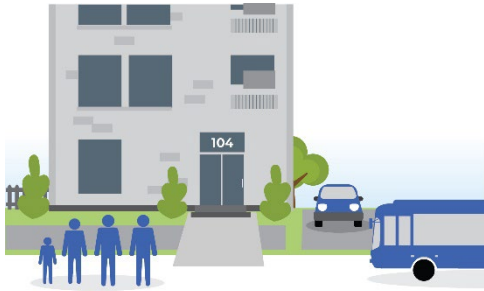
Current GHG emissions by this household type:
2.3 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
2.1 tonnes per person (2030)

- ☑ 10% reduction in heat loss
- ☑ Reduction in food waste
- ☑ 72-hour emergency preparedness kit

10% reduction in GHG emissions by taking these actions

Low income household of four in multi-family building (92 m² or 1,000 ft²), one compact car and transit use



Current GHG emissions by this household type:
1.7 tonnes per person (2022)

2030 GHG emitted by this household type if the following actions are taken
1.6 tonnes per person (2030)

- 5% reduction in heat loss
- Reduction in food waste
- 72-hour emergency preparedness kit

4% reduction in GHG emissions by taking these actions

It is also important to recognize the fact that the production and transportation of the consumer goods we purchase also have an environmental impact, and that some types of goods (e.g., meat and dairy products) do have a larger impact than others. At this point in time, there is no easy-to-use methodology to estimate this at the community-wide scale for Scope 3 emissions (i.e., covers all other indirect emissions not included in Scope 1 and 2 local emissions, such as transmission and distribution of energy, manufacture and distribution of food). However, with the information contained within the Environmental Commissioner of Ontario report, *Climate Pollution: Reducing My Footprint*, consumption related GHG emissions per person for Ontario residents are estimated and shown on Table 6.

As can be seen from Table 6, GHG emissions associated with the manufacturing and delivery of the goods purchased is larger than the emissions from the direct use of energy and from waste. This highlights the importance climate change mitigation of several environmental initiatives such as:

- Food waste reduction;
- Buying durable products;
- Buying local products;
- Recycling and the circular economy (end-of-product-life material recovery and reuse); and
- Repurposing and renovating existing buildings.

Table 6: Estimated Average Consumption-Related GHG Emissions in Ontario

Household activity or purchases	Average Annual Lifecycle GHG Emissions (tonnes CO ₂ e per person)
Air travel – domestic	0.2
Air travel – international	1.2
Food – beef (e.g., enteric fermentation, processing, transportation)	0.5
Food – other (e.g., fertilizer, farm fuel use, processing, transportation)	0.9
Home – raw material extraction and processing, home construction	0.3
Home – natural gas extraction and processing, pipeline transportation	0.5
Other purchased goods and services (e.g., clothing, electronics, internet)	3.2
Vehicle – raw material extraction and processing, parts manufacturing and assembly	0.5
Vehicle fuel – oil extraction, fuel refining, pipeline transportation	0.7
Total Consumption (Scope 3) Emissions	8.1

Source: Environmental Commissioner of Ontario report, *Climate Pollution: Reducing My Footprint*, 2019



Tomatoes grown in the Meredith Community Garden

10. Implementation - Ten Areas of Focus

In designing the Climate Emergency Action Plan for London, it was determined that a comprehensive, multi-sector, collaborative approach is needed to address the three goals of mitigation, adaptation and equity. It is important that efforts begin immediately.

Progress towards the expected results will be made through efforts by individuals, community organizations, employees, businesses, institutions and the City. To focus and coordinate efforts and acknowledge the need for leadership and collaboration from the right places at the right times, specific actions that will contribute to achieving the expected results are organized into 10 specific Areas of Focus.

The Areas of Focus have been developed based on details provided during the community engagement; compiled or recommended from other municipalities, organizations, committees, and others specializing in climate change actions; approved by Council; and/or recommended by City staff.

The Areas of Focus reflect the sectors of the economy that have responsibility for significant emissions in London. Together, these Areas of Focus include all activities and sources that contribute to London's current GHG emissions inventory and include sectors and activities beyond the current GHG emissions inventory that will become more significant as data sources become more readily available and emission reduction efforts progress (e.g., Scope 3 emissions from consumption and agricultural emissions).

These Areas of Focus also capture the needs, partners and entities that will be instrumental to improving London's resilience to climate change impacts. For each Area of Focus, an implementation workplan has been designed that is grounded in action and will be led or co-led by those with relevant expertise, authority and collective responsibilities. City staff will have involvement in all workplans as noted in the responsible services area(s) section. City staff will lead, co-lead and/or provide backbone support where it makes sense or is desirable. In some cases, limited to no City involvement is needed. Community and business leads and champions are fundamental to implementing the workplans.

The workplans are designed to be inclusive with specific emphasis placed on reaching groups not traditionally engaged. The workplans have room for many refinements and improvements to meet the needs of those who will be engaged.

Alignment of where to take action to address climate change is essential. The workplans provide this framework for all to understand the general direction for moving forward. This allows many participants to get engaged, develop their own plans, undertake work and take action at the same time while heading in the same direction. It

also avoids duplication and creates a stronger network. The workplans tell a short story about the importance of the Area of Focus for climate change mitigation and adaptation.

In summary, the workplans demonstrate the need to focus on collaboration, celebrate success, create opportunities for local and regional job growth, grow businesses, be creative, foster innovation and be inclusive. The workplans are contained in Appendix A and summarized below:

1. Engaging, Inspiring and Learning from People

- Increasing Londoners' understanding of climate change, the need to act and fostering partnerships for action; moving from engaging to engaged.

2. Taking Action Now (Household Actions)

- Empowering and enabling households to make climate-wise decisions right now.

3. Transforming Buildings and Development

- Reducing emissions from new and existing buildings and building London towards a low-carbon, equitable and inclusive future.

4. Transforming Transportation and Mobility

- Reducing emissions associated with the movement of people and goods.

5. Transforming Consumption and Waste as Part of the Circular Economy

- Supporting and promoting responsible consumption, reduced waste and the growth of the local circular economy.

6. Implementing Natural and Engineered Climate Solutions and Carbon Capture

- Accounting for, protecting and enhancing our natural infrastructure to preserve vital ecosystem services and exploring engineered solutions to capture carbon.

7. Demonstrating Leadership in Municipal Processes and Collaborations

- Continuing to strive for net-zero, resilient municipal operations.

8. Adapting and Making London More Resilient

- Improving the physical and social resilience of existing communities in the face of climate change.

9. Advancing Knowledge, Research and Innovation

- Supporting and facilitating the ever-improving understanding of climate systems, potential solutions and their implementation in academia, private and government sectors.

10. Measuring, Monitoring and Providing Feedback

- Grounding actions in real data that can be used to measure and monitor progress and communicate it transparently.

10.1. Matrix of Workplans to Expected Results

Each Area of Focus and its accompanying workplan address more than one expected result. Presented in Table 8 is the matrix alignment (intersection) of each Area of Focus workplan with the expected results. For example, the Engaging, Inspiring and Learning from People Workplan has actions that will lead to progress on all the Expected Results. The Implementing Natural and Engineered Climate Solutions and Carbon Capture Workplan focuses primarily on six of the Expected Results.

Table 8: Alignment Matrix of Area of Focus and Expected Results (● = aligned)

Area of Focus Workplans	Walkable, Complete Neighbourhoods	Increased Active Transportation & Transit	More Zero Emission Vehicles	More Net-zero Buildings	Lower Carbon Construction	More Resilient Buildings and Infrastructure	More Carbon Capture	Move Towards a Circular Economy	Increased Community Resilience	Increased Engagement on Climate Action
Engaging, Inspiring and Learning from People	●	●	●	●	●	●	●	●	●	●
Taking Action Now (Household Actions)	○	●	●	●	○	●	○	●	●	●
Transforming Buildings and Development	●	●	●	●	●	●	●	○	○	●
Transforming Transportation and Mobility	●	●	●	○	○	●	●	○	○	●
Transforming Consumption and Waste as Part of the Circular Economy	○	○	○	●	●	●	○	●	○	●
Implementing Natural and Engineered Climate Solutions and Carbon Capture	●	○	○	○	○	●	●	●	●	●
Demonstrating Leadership in Municipal Processes and Collaborations	●	●	●	●	●	●	●	●	●	●
Adapting and Making London More Resilient	●	●	○	●	○	●	●	○	●	●
Advancing Knowledge, Research and Innovation	●	●	●	●	●	●	●	●	●	●
Measuring, Monitoring and Providing Feedback	●	●	●	●	●	●	●	●	●	●

11. Summary of Key Implementation Requirements and Leadership Needs

For the Climate Emergency Action Plan to be successfully implemented, key steps, actions, nudging/changing attitudes, collaboration, and leadership are required. This chapter summarizes what is vitally important.

It begins with a public statement in section 11.1 from the Federation of Canadian Municipalities (FCM), the national voice of municipal government since 1901 with a membership that includes more than 2,000 municipalities and 20 provincial and territorial municipal associations.

Listed in Section 11.2 are implementation requirements that will be very helpful in moving from our current greenhouse gas reduction levels to the 2030 milestone target. Sections 11.3 to 11.5 highlight leadership needs.

The challenges, opportunities, and rewards of achieving higher levels of greenhouse gas reduction and making London more resilient require everyone to embrace change, adjust lifestyles, revise investments, and make new investments. At the same time, Londoners, employees, and employers will be required to accept that new initiatives come with some frustration and inconvenience. However, reducing emissions and making London more resilient must be considered as a long-term community investment opportunity in a similar light as our investments in education and health care. All this can be achieved through leadership and commitment.

11.1. COP26: Local Leadership is Critical to Meet Canada's Climate Goals

The President of the Federation of Canadian Municipalities (FCM), Joanne Vanderheyden, issued the following statement at the close of the United Nations climate change conference (COP26) on November 12, 2021.

“FCM was pleased to be part of Canada’s representation at COP26, where crucial work was done to highlight climate innovations happening in our communities that can be scaled up to help meet national goals to stop climate change.

FCM proudly brought Canadian municipal voices to the international fight against climate change. Local governments have influence over half of the country's greenhouse gas emissions (GHG) and are key to meeting Canada's climate

goals. From coast to coast to coast, communities of all sizes are on the front lines of climate change, but they are also at the forefront of climate action.

In advance of COP26, FCM's [Big City Mayors Caucus declared support for the Cities Race to Zero](#) pledge as part of the United Nation's Race to Zero campaign. FCM's priorities at COP26 were to align national and local climate action, and promote the importance of scaling-up investments in local pathways to net-zero.

At COP and beyond, FCM is supporting disaster mitigation, strengthening local capacity on climate, supporting communities transitioning to net zero, as well as expanding the federal-municipal collaboration on climate action in our shared mission to meet Canada's 2030 emissions reduction target.

Municipal leaders play a critical role in the mission to meet Canada's emissions reduction target and set the country on a pathway to net-zero by 2050. FCM's representation at COP26 continued building strong relationships with key partners, including Minister of Environment and Climate Change Steven Guilbeault, the Minister of Natural Resources Jonathan Wilkinson and Canada's Ambassador for Climate Change Patricia Fuller.

Deepening federal-municipal coordination, aligning national and local climate action and identifying opportunities to scale up local solutions for deeper GHG reductions were at the heart of our discussions. It was also an opportunity to promote the ways municipalities can partner with the federal government to retrofit buildings, electrify the transportation sector, reduce methane from landfills and implement natural-climate solutions.

Our delegation also engaged with mayors and organizations from around the world who are committed to taking urgent action on the climate crisis. That is why our delegation met with important organizations such as the federally mandated Net Zero Advisory Body, the Canadian Institute for Climate Choices, C-40 and the Global Covenant of Mayors, to name a few.

Whether we're looking at retrofitting buildings and switching to zero emission transit, restoring wetlands and other natural assets, building bike paths, diverting waste, or building resilient infrastructure, municipal leaders know how to build more sustainable communities. Our unique expertise makes us creative and innovative problem solvers, and empowered with the right tools, local leaders will play a vital role in this mission.

The climate crisis is the defining challenge of our time, and while our participation in COP26 has given us determination to act, we know how much work remains to be done. As our window to act is growing smaller, FCM remains committed to working with its federal partners to tackle climate change and make it a pillar of our post-COVID recovery efforts.”

11.2. Summary of Key Implementation Requirements

The key implementation requirements, in brief, have been developed from successful initiatives in London, a review of peer communities in Ontario and across Canada, and successful implementation of programs in related services.

1. **Supportive elected officials and City Council.** Elected officials are key to engaging their constituents in a manner that meets their needs. Consistent information that contains easy to understand expectations for all involved is key. A common voice, whenever possible, builds confidence in decisions and direction made by Council.
2. **Sustainable program funding from different levels of government.** Programs must be funded to meet requirements, meet community expectations and balance other priorities in the community. Funding must come from different sources as the local tax base cannot be expected to go beyond its “fair share”.
3. **The role and value of volunteers.** Volunteers matter to climate change. The role of volunteering in London has always been strong. With respect to the environment, it has been growing in the last five to ten years. Environmental volunteers undertake vital activities to improve environmental health and knowledge in London. This work is worth hundreds of thousands of dollars each year and could not be done by governments alone. Talking about local environmental issues within the community helps others to see and understand the importance of the environment.
4. **The role of media.** Media play a critical role in informing the community about climate change initiatives and programs. It is critical that information is easily accessible and that spokespeople are available to respond to media requests for additional information. This will help the community learn about new initiatives and programs, as well as encourage them to obtain further details to help them understand how to participate.
5. **The role of implementation workplans.** The number of undertakings in the Climate Emergency Action Plan is significant. Ten workplans have been designed to address the required direction, focus on collaboration, identify potential participants, reach deep into the community, leave plenty of room for new ideas, and align direction wherever possible.
6. **Demonstrate leadership through examples.** Members of Council, City staff and community leaders must demonstrate that they are part of the change and prepared to participate in the new programs and initiatives (“lead by example”).
7. **Delivery of information, education and promotion on climate change.** Climate change literacy is fundamental for the community. Meeting the needs of various audiences is equally important. For example, there are important similarities and differences between information (e.g., how to participate), education (e.g., how climate change impacts London) and promotion (e.g., incentives for energy efficiency in your home).

8. **Convenient, accessible and understandable programs and initiatives.** The more Londoners and businesses are asked to do, the more challenges can occur. It must be recognized that action on climate change is not priority for many households and businesses. Programs and initiatives need to be considered in the context of all Londoners and be as accessible as possible.
9. **Willingness of many Londoners to embrace lifestyle changes.** Londoners need to be behind these climate change programs and initiatives and embrace a culture of change.
10. **Incentives and rewards need to be considered.** Wherever possible, incentives and rewards should be considered to help with achieving the new and/or adjusted behaviours.
11. **Strong collaborations to deliver the new programs.** Opportunities to have shared implementation experiences and other collaborations will assist in achieving results in different communities across London.
12. **Build local capacity in the community.** Many of the initiatives will not be led by the City, rather they will be led by the community. This can be achieved by ensuring that resources are available and a collaborative approach is established at the start.
13. **Flexibility and transition capabilities.** Some initiatives and programs planned today may need to be adjusted prior to implementation or after implementation. A certain mind-set is required to allow some initiatives and programs to develop on their own. This can allow for additional creativity, innovation and fun. In addition, larger programs can be designed at the outset to have transition capabilities as new technology and techniques become available.
14. **Strong and enforceable by-laws also must be considered.** By-laws are a strong form of education coupled with appropriate levels of enforcement. Locally, they are an important tool that moves beyond voluntary action, when needed.
15. **Tracking and measurement systems.** It is imperative that understandable tracking and measurement systems are established. Tracking and measuring progress is essential for continually improving climate action programs.
16. **Regular feedback.** Opportunities to provide feedback and information to elected officials, residents, media, businesses, service providers, etc. will ensure that progress (or lack of progress) is being shared. An annual report on climate action in an easy-to-read format that can be widely shared (in different formats) will be key.

11.3. How the City of London Should Lead

Community Leadership

The City of London – elected officials and staff - plays a critical role in reducing emissions and adapting to climate change.

The City has numerous leadership opportunities through Council directions, policies, frameworks and by-laws that can reduce greenhouse gas generation and make London more resilient. Strong leadership, forging partnerships and creating a collaborative environment will foster innovation and creativity, contain costs as best as possible, and will create an environment favourable to change and investment.

The City's leadership can help mobilize community action where there is none, facilitate communities where people are already coming together, and convene powerful networks of community groups, businesses, partners, stakeholders and others.

The City of London is often the first to respond to localized climate change impacts and has strong connections to the community and local knowledge.

Corporate Leadership

The net-zero GHG emissions target for energy-related emissions from City of London activities will be moved ahead from 2050 to 2045, supported by the following revised short and mid-term milestone targets:

- 65 per cent reduction in total energy-related emissions from 2007 levels by 2030
- 75 per cent by 2035
- 90 per cent by 2040

Striving to achieve net zero GHG emissions and improved resilience will require commitment and work in all City Service Areas. Some key actions identified in the Area of Focus Workplan for Demonstrating Leadership in Municipal Processes and Collaboration for 2022 to 2025 include:

- Utilizing the Climate Lens Process throughout the Corporation and considering options for incorporating an internal carbon price within the 2024-2027 Multi-year Budget and future budget processes;
- Reviewing City of London employee commuting and parking policies to incent reduced GHG emissions and review and strengthen anti-idling measures;
- Identifying and assessing options and resource requirements for a carbon accounting/budgeting framework to potentially be used in parallel with existing financial practices;
- Establishing appropriate performance indicators and annual targets for the phased implementation of the Sustainable Purchasing section of the Procurement of Goods and Services Policy;

- Advancing corporate energy conservation and demand management efforts;
- Continuing collaboration with partners and stakeholders on climate actions;
- Investigate options for responsible investment and borrowing to ensure City resources are working to advance corporate climate action goals;
- Revising City of London fleet vehicle and equipment procurement plans; and
- Establishing GHG emissions offsets policy.

11.4. How People Should Lead

Climate change leaders already exist in London and they are already taking important actions. They can be found working for or volunteering with community groups, clubs, schools and local government. For the amount of work ahead on climate change, this level of commitment needs to be strengthened, expanded, recognized and empowered where possible.

Just as the actions listed in the Taking Action Now (Household Actions) and the Engaging, Inspiring and Learning from People workplans appended to this document detail, there will be opportunities for partners, organizations and Londoners to participate actively in the CEAP. Opportunities for community and individual leadership are embedded in actions detailed in the Engaging, Inspiring and Learning from People Area of Focus Workplan which include:

1. Leveraging work being done to support other major projects, convene and co-create a community-led, City-supported group to extend the reach of the CEAP into the community and further inform and support climate action in London.
2. Seek input from partners, institutions, businesses, and Londoners on where efforts should be allocated to empower community and individual action as part of revisions and updating of the Climate Emergency Action Plan. This may include requesting expressions of interest from organizations to address common challenges that will lead to lower community-wide emissions and improved resilience.
3. Work with community partners to develop tools and resources to help Londoners and London businesses identify their contributions to greenhouse gas emissions and prepare for extreme weather events.
4. Work with community partners to develop means to recognize those Londoners and London businesses who are providing local leadership on climate action.
5. Maintain an engagement portal to ensure that Londoners have a place to provide feedback. This feedback will be reviewed, analyzed and referenced as part of upcoming revisions to the CEAP.

Emphasis will be placed on reaching those segments of Londoners who are typically not heard from during civic engagement exercises in order to add more unique voices and experiences to the framing of challenges ahead. There are many community groups already taking action on climate change, as detailed in the **Overview of Community Climate Action** supporting document available on the City of London's [Get Involved website](#), and wherever individuals and community organizations are motivated to lead action, the City will do what it can to support those efforts.

11.5. How Businesses and Institutions Should Lead

In the same way that community and individual leadership is being encouraged and reflected in the Area of Focus Workplans, so too is leadership from businesses and institutions. In many areas it is there now. Like the community, it needs to grow to keep pace with the action and changes required.

Wherever there are shared objectives, the City and London businesses and institutions should be coordinating efforts, whether that be through formal initiatives or informal. The Engaging, Inspiring and Learning from People workplan includes the following actions that directly relate to identification and implementation of such coordination:

1. Convene and co-create a business and institution-led group to extend the reach of the CEAP into the business community, further inform and support climate action in London, and focus on local and regional economic development opportunities small and large. A key focus of this group would include:
 - a. creating the 'business case for climate action'
 - b. supporting local business and the economy
 - c. increasing the percentage of energy expenditures in the local and regional economy
 - d. aligning CEAP actions and other related plans, where possible, to support local business planning, actions and future growth including sustainable purchasing practices, local economic development and supporting the circular economy
2. Facilitate the creation of partnerships with businesses, community organizations, non-profits and others to advance climate action in the community, where possible.

The businesses and institutions working in the development and building sectors will also have unique opportunities and responsibilities to lead on actions in their areas of expertise. The "Transforming Buildings and Development" Area of Focus Workplan refers specifically to advancing partnerships for action with London's Development Industry that will result in more energy efficient, lower emission and more resilient development.

London's business community is already taking strong action, including almost two thirds of London's 85 largest employers (by number of employees) as is detailed in the **Overview of Business and Employers Climate Action** supporting document available on the City of London's [Get Involved website](#). All businesses and institutions can also lead by example on climate action and sustainability by taking advantage of the program offerings of Green Economy London, London's Green Economy Canada hub for sustainable business. Continued support and encouraged participation by London businesses and institutions is expected to raise the bar on energy efficiency, resilience and knowledge sharing on climate action across London's economy.

Many organizations will have opportunities to speak out and engage with the CEAP where initiatives or actions intersect with business interests. This may include through transportation demand management initiatives, a Transportation Management Association, waste reduction initiatives, and opportunities to advance circular economy principles.

Visit the [Get Involved website](#) to help us respond to the climate emergency together.



Tree planting at the Celebration Forest with ReForest London

APPENDIX A

Workplans by Area of Focus to Implement the Climate Emergency Action Plan

1. Engaging, Inspiring and Learning from People
2. Taking Action Now (Household Actions)
3. Transforming Buildings and Development
4. Transforming Transportation and Mobility
5. Transforming Consumption and Waste as Part of the Circular Economy
6. Implementing Natural and Engineered Climate Solutions and Carbon Capture
7. Demonstrating Leadership in Municipal Processes and Collaborations
8. Adapting and Making London More Resilient
9. Advancing Knowledge, Research and Innovation
10. Measuring, Monitoring and Providing Feedback

Area of Focus 1 - Engaging, Inspiring and Learning from People Workplan

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
Purpose of this Workplan	<p>The Engaging, Inspiring and Learning from People Workplan has been developed based on details:</p> <ul style="list-style-type: none"> • provided during the community engagement, • compiled or recommended from other municipalities, organizations, committees, and others specializing in climate change actions, • approved by Council, and/or • recommended by City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion and action, as well as for measuring progress. Implementation strategies for the workplan are being prepared in early 2022. This workplan is designed as both a standalone item and is also connected and in support of the other nine workplans.</p> <p>A key component of this workplan is to ensure that implementation engagement is equitable and accessible, reflects the diverse needs of the community, and contributes to the success of the Climate Emergency Action Plan (CEAP) for all Londoners. This workplan uses guidance from the International Association for Public Participation (Equitable Engagement Best Practices and applying an Environment, Social, and Governance (ESG) lens. It has both a people focus and a business focus.</p> <p>Key priorities for Engaging, Inspiring and Learning from People include:</p> <ul style="list-style-type: none"> • Talking climate change – driving climate conversations with all communities and, in particular, those communities traditionally marginalized from the climate conversation to overcome polarization, meet more needs, and inspire ambition and action for everyone. • Climate change literacy, knowledge and content – enabling more Londoners and employees to understand and see their connection with climate change, in particular through understandable information, local stories and images and other content in traditional and digital forms.

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
	<ul style="list-style-type: none"> • Personal and employee action – accelerating understanding of how to shift high carbon behaviours like single occupant vehicles to lower carbon behaviours like walking, cycling and transit. • People-focused policy – working with Londoners, businesses and groups to ensure the community and employees are central to key policies and decision-making. • All levels of government, businesses, institutions, Indigenous communities and neighbouring communities’ actions and relationships – collaborating, aligning and sharing climate change goals, objectives and actions outcomes. • Co-creating the implementation specifics of this workplan – before the first phase of outreach begins, City staff will devise a plan to co-create portions of this workplan with the community, businesses, institutions, Indigenous communities and stakeholders. • Local and regional economic development – while climate change brings risks and uncertainties, it also brings business opportunities. The low-carbon transition creates opportunities to spend existing energy expenditures differently; creates opportunities for efficiency, growth and innovation; and creates opportunities for investments and to grow the circular economy.
Climate Change Expected Results	<p>This workplan has been designed to measure and report on progress towards all expected results:</p> <ul style="list-style-type: none"> Walkable, Complete Neighbourhoods Increased Active Transportation and Transit More Zero Emission Vehicles More Net-zero Buildings Lower Carbon Construction More Resilient Buildings and Infrastructure More Carbon Capture Move Towards a Circular Economy Increased Community Resilience Increased Engagement on Climate Action
Why Does this Matter?	<p>This Workplan has four key words; Engage, Inspire, Learn and People. All four words are equally important with respect to climate change and they are intertwined. They must all lead to action on climate change.</p>

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
	<p>In general, with respect to climate change, London can be described as a city where a small number of people are very engaged and many are somewhat engaged or not engaged at all. The number of Londoners in each of these three general categories has not been quantified. It is not uncommon to hear the phrase “people don’t care about climate change” and that it represents a lot of people. Most Canada-wide surveys do not support that notion. However, it must also be recognized that supportive survey responses do not always lead to action.</p> <p>In London, strong action on climate change has been demonstrated in the business, institutional and not-for-profit sectors, as well as by individuals, households, and at the City. In order to reach the targets outlined in the CEAP, however, all Londoners will need to elevate their level of understanding, engagement and action. To do this will require building on existing engagement and information approaches to provide Londoners with new information and motivation that supports their specific needs to take the actions they can on climate change. New approaches and ideas will also be needed.</p> <p>Two Canada-wide climate change polls shed some light on what Canadians think about climate change. While these polls are not London-specific, they provide a reasonable level of insight into the perspectives of Canadians that can be applied here:</p> <ul style="list-style-type: none"> • Abacus Data; What do Canadians think about Climate Change and Climate Action survey https://abacusdata.ca/climate-change-cop26-canada/: 2,200 Canadians (a random sample of panelists conducted October 15 to 20, 2021) – “Generally speaking, how would you like to see governments in Canada emphasize policies that reduce GHG emissions?” <ul style="list-style-type: none"> • 66% - more emphasis • 19% - do nothing different from what is currently being done • 15% - less emphasis • Leger; COP26 and the Future of Climate Change survey https://leger360.com/surveys/legers-north-american-tracker-november-9-2021/: 1,565 Canadians (representative panel conducted November 5 to 7, 2021) – “Do you think it is too late or that we still have time to reverse climate change?” <ul style="list-style-type: none"> • 75% - I believe we still have time to put measures in place to stop climate change • 25% - I believe it is too late and that the changes are irreversible

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
<p>Background – How did we get here?</p>	<p>The City of London has undertaken energy conservation projects as far back as the early 1990s. The connection between energy use and greenhouse gas emission began to grow slowly in the London community as the focus tended to be on a wide variety of environmental impacts and actions.</p> <p>ReThink Energy London was the first city-wide community engagement program started in 2010 that focused on public awareness, encouraging stakeholder action and seeking input on sustainable energy and greenhouse gas emission mitigation actions. It resulted in the first draft Community Energy Action Plan (2013). The Community Energy Action Plan 2014 – 2018 was approved in July 2014. The final update on the plan was provided in April 2019.</p> <p>Rethink London was launched to engage Londoners in discussing what their city should look like in 2035. It concluded with The London Plan in 2016, the city’s Official Plan. Policies that address climate change are included in almost every section of the plan.</p> <p>On April 24, 2019, Municipal Council declared a climate emergency. On November 26, 2019, Council recommended a series of actions to be completed to address the climate emergency, including the development of a CEAP and the creation and implementation of a Climate Emergency Evaluation Tool. The Climate Lens Process is now in use with two reports presented to the Civic Works Committee, a Standing Committee of Council, in August 2021.</p> <p>Over the last 10 to 20 years, many initiatives and actions have been implemented in many sectors in London that have a focus on sustainable energy, energy conservation, environmental protection, and climate change along with community engagement:</p> <ul style="list-style-type: none"> • The City of London's CityGreen program is designed to help Londoners make ‘greener choices’. CityGreen encompasses several Service Areas and divisions within the Corporation and includes such broad topics as sustainability and climate change. CityGreen displays have also been held at major events, such as the Lifestyle Home Show, Go Wild Grow Wild, Seedy Saturday, and at summer festivals in Victoria Park. • The London Environmental Network (LEN) officially launched in 2015, with a mission to build participation, collaboration, and capacity in London for community-led actions. There are about 50

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
	<p>members currently in the network, many of which advance community knowledge and engagement on climate change issues. The LEN also delivers many of their own engagement programs. It is important to recognize that many of the members of LEN have been engaged in London for decades including Thames Region Ecological Association, ReForest London, Carolinian Canada, Nature London, Thames Talbot Land Trust, to name a few.</p> <ul style="list-style-type: none"> • The Urban League of London (ULL) continues to support and encourage its members with environmental information and recently has been engaged climate change discussions. Many members of ULL such as Kensington Village Association have active projects. • Organizations such as Friends of Urban Agriculture London and the Middlesex London Food Policy Council engage in similar spaces with specific programs, actions and mandates. • Green in the City began in 2018 as a partnership between the London Public Library, LEN and the City of London as a method to engage Londoners in environmental topics and discussions. • Green Economy London, administered by the LEN, is one of seven membership-based Green Economy Hubs across Ontario supporting networks of businesses to set and achieve sustainability targets. Most of the 45+ member businesses of the Green Economy London program are small to medium enterprises, with a few larger businesses such as Libro and Trudell Medical. • The Environmentalist in Residence program is a partnership between the London Public Library and the City of London. One person from the community is competitively selected every year to act as the designated 'Environmentalist in Residence' for the Library. <p>The City of London acknowledges that there are many equally important initiatives projects and programs not mentioned above by London individuals, groups and employers.</p>
What has been done recently?	<p>Specific to the development of the CEAP, the City of London led many engagement initiatives including:</p> <ul style="list-style-type: none"> • The Get Involved website for feedback, surveys, documents, and related links;

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
	<ul style="list-style-type: none"> • used Ethelo’s eDemocracy tool to provide Londoners with a Climate Action Plan simulator for both education and outreach; and • a range of videos for climate change education, including the ‘Trouble with Bubbles’ GHG emission visualization video. <p>Summary data for the development of the Climate Emergency Action Plan indicates:</p> <ul style="list-style-type: none"> • 2,700 individual, direct responses were received through engagement efforts; • Over 19,000 views/impressions (GetInvolved and eDemocracy site visits) occurred; and • Over 7,000 people attended live or viewed online recordings of City/LEN/London Public Library events in 2020-2021. <p>The City of London acknowledges that many groups and people of London have not participated to date due to variety of reasons including challenges with COVID-19 pandemic, inability of the City to use different engagement methods, lack of awareness, trust, understanding and/or desire to participate, etc. These barriers will be addressed to the fullest extent reasonable during implementation.</p> <p>The London Environmental Network has launched a new program, Greener Homes London, offering virtual one-on-one calls with Londoners to help them make their home climate-friendly.</p> <p>Climate Action London has also hosted a number of initiatives in recent years including climate marches, movie screenings and providing climate action grants.</p> <p>Energy stakeholders, such as London Hydro and Enbridge, participate in pilot projects, offer incentives, information, and guidance.</p> <p>London businesses and institutions have also taken considerable action to acknowledge and begin to address the challenges of climate change. Almost two thirds of London’s top 85 employers (by number of employees) have taken some form of climate action recently, including one or more of the following:</p> <ul style="list-style-type: none"> • Published an environmental, climate change and/or sustainability commitment; • Committed to reducing greenhouse gas emissions; • Committed to a net-zero emissions target;

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
	<ul style="list-style-type: none"> • Committed to a zero-waste target; • Established climate change adaptation goals or strategies; • Established natural heritage protection, conservation and/or preservation commitments or goals; and/or • Engaged in partnerships with the City, the community and/or non-profit organizations to advance climate action.
Responsible City Service Area(s)	<ul style="list-style-type: none"> • Co-Led by Environment & Infrastructure, City Manager’s Office, Enterprise Supports, Planning & Economic Development, and Neighbourhood and Community-Wide Services
Key Community Partners and Stakeholders	<ul style="list-style-type: none"> • City of London Advisory Committees • Community Networks (e.g., London Environmental Network, Urban League of London, Pillar Nonprofit Network, other networks) • Community Groups, Associations, Others (e.g., ReForest London, Carolinian Canada) • Other Organizations (e.g., Middlesex-London Food Policy Council, London Community Foundation) • Local First Nations and Urban Indigenous communities • Business Networks (e.g., Chamber of Commerce, London Economic Development Corporation, London Development Institute, London Home Builder’s Association, Green Economy London, etc.) • Middlesex London Health Unit • Businesses, Institutions, Employers and Employees • Western University • Fanshawe College • London Transit Commission • Energy Stakeholders (London Hydro, Enbridge, Enwave) • Individuals, Students
Key Actions (and Milestones)	<ol style="list-style-type: none"> 1. Leveraging work being done to support other major projects, convene and co-create a community-led, City-supported group to extend the reach of the CEAP into the community and further inform and support climate action in London. Before the first phase of broad implementation of the CEAP 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: <ol style="list-style-type: none"> a. Leverage existing structures (e.g., advisory committees, third-party organizations with established community networks) to

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
	<p>ensure a range of perspectives and experiences are leveraged throughout the process;</p> <ul style="list-style-type: none"> b. Work with other major initiatives and service areas, and in partnership with London’s Community Diversity and Inclusion Strategy (CDIS) leadership and its working groups to develop, review and implement engagement plans that improve the inclusion of all Londoners; c. Ensure representation from Indigenous people, Black people and other equity-deserving groups on the workplan project team and ensuring the expanded project team provides a range of lived experience; d. Identify existing and historical engagement barriers as community connections are made, and form plans to remove/address them proactively; and e. Clearly define where each task lands on the spectrum of public participation as presented by the International Association for Public Participation (IAP2 Equitable Engagement Best Practices) and to ensure there is a mutual understanding between practitioners, decision makers and the community about how input and ideas will be used. <p>2. Convene and co-create a business and institution-led group to extend the reach of the CEAP into the business community, further inform and support climate action in London, and focus on local and regional economic development opportunities small and large. A key focus of this group would include:</p> <ul style="list-style-type: none"> a. creating the “business case for climate action;” b. supporting local business and the economy; c. increasing the percentage of energy expenditures in the local and regional economy; and d. aligning CEAP actions and other related plans, where possible, to support local business planning, actions and future growth including sustainable purchasing practices, local economic development and supporting the circular economy. <p>3. Seek input from partners, institutions, businesses, and Londoners on where efforts should be allocated to empower community and individual action as part of revisions and updating of the Climate Emergency Action Plan. This may include requesting expressions of interest from organizations to address common challenges that will lead to lower community-wide emissions and improved resilience.</p>

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
	<ol style="list-style-type: none"> 4. Work with community partners to develop tools and resources to help Londoners and London businesses identify their contributions to greenhouse gas emissions and prepare for extreme weather events. 5. Work with community partners to develop means to recognize those Londoners and London businesses who are providing local leadership on climate action. 6. Continue to provide Londoners with the latest information on local GHG emissions and the expected impacts of climate change. 7. Facilitate the creation of partnerships with businesses, community organizations, non-profits and others to advance climate action in the community, where possible. 8. Maintain an engagement portal to ensure that Londoners have a place to provide feedback. This feedback will be reviewed, analyzed and referenced as part of upcoming revisions to the CEAP.
Examples of Measuring Progress	<p>Measuring progress for this workplan will be co-created as the workplan is finalized. It will likely contain a mixture of simple to more complex metrics, outputs, and outcomes. Targets are typically part of the process. Examples would include:</p> <ul style="list-style-type: none"> • Number of organizations engaged • Number of participants • Website view statistics • Social media statistics • Number of downloads by document • Number of communications to various media • Number of requests for information or invitations to speak • Number of new groups reached • Number of climate change champions <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>
Resources	<ul style="list-style-type: none"> • CEAP Supporting Documents • Project Neutral carbon footprint calculator for households • International Association for Public Participation (IAP2 Equitable Engagement Best Practices)

Area of Focus 2 - Taking Action Now (Household Actions) Workplan

Area of Focus 2	Taking Action Now (Household Actions)
Purpose of this Workplan	<p>The Taking Action Now Workplan has been developed based on details:</p> <ul style="list-style-type: none"> • provided during the community engagement; • compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions; • approved by Council; and/or • recommended by City staff. <p>The purpose of this workplan is to signal to Londoners that action needs to be taken now and support for many of these individual actions is available now or being developed. How the workplan is operationalized will be determined in early 2022.</p> <p>The key actions listed in this workplan are either already underway or represents the next actions that should be looked at to meet the needs of Londoners. Existing actions have a proven track record and are supported by different organizations and businesses. Many of these actions have multiple parts, which are referenced but not fully detailed in this workplan.</p>
Climate Change Expected Results	<p>This workplan has been designed to make progress toward the following expected results:</p> <ul style="list-style-type: none"> Increased Active Transportation and Transit More Zero Emission Vehicles More Net-zero Buildings Move Towards a Circular Economy More Resilient Buildings and Infrastructure Increased Community Resilience Increased Engagement on Climate Action
Why Does this Matter?	<p>Londoners, living their everyday lives, control the two largest sources of local GHG emissions, namely personal vehicles and household management decisions. Combined, the choices that Londoners make on the road and at home are responsible for half of all local GHG emissions. For the average London household living in a single-family home, the breakdown of GHG emission sources can be attributed to the following:</p> <ul style="list-style-type: none"> • 50% vehicular gasoline emissions;

Area of Focus 2	Taking Action Now (Household Actions)
	<ul style="list-style-type: none"> • 40% natural gas burned for home heating and hot water supply; • 7% organic waste sent to the landfill; and • 2% electricity use, including air conditioning. <p>Energy affordability and energy poverty are real issues for many Londoners. Some lower income households will spend over \$1,000 per year more on energy bills than their middle-income neighbours because they cannot afford to invest in energy-saving measures for their home.</p> <p>Climate change will bring warmer, wetter, and wilder weather to London. This increases the risk of riverine/overland flooding, basement flooding, damaged roofs, and power outages. Prolonged heat waves also pose a major health risk for those Londoners who do not have access to air conditioning.</p> <p>It is also important to recognize that the production and transportation of consumer goods and services, made in other parts of Canada or outside of Canada, have an environmental impact. In fact, GHG emissions associated with the manufacturing and delivery of goods and services purchased by the average household is larger than the emissions from the direct use of energy.</p> <p>Therefore, if there is to be meaningful progress in climate action, Londoners need to be motivated to act. To achieve more resiliency across the city, Londoners will need additional assistance to act.</p>
Background – How did we get here?	<p>Starting in the 1950s, private home ownership and property was enabled by rapidly expanding single-family housing tracts that were made accessible by automobiles. As a result, over six decades of automobile-oriented land use planning and transportation planning has led to home ownership and vehicle ownership being priorities for most Londoners.</p> <p>The 1960s brought high-rise multi-family apartment buildings to most larger cities in Canada, including London. However, single-family homes continue to be the dominant form of desirable new housing today.</p> <p>A consumer culture has propagated increased consumption of non-essential goods, the majority of which are made outside of Canada. Manufacturing facilities in countries with less strict labour or environmental standards continue to be predominant. These facilities produce economical goods for the global consumer, all at the cost of higher GHG emissions worldwide.</p>

Area of Focus 2	Taking Action Now (Household Actions)
	<p>Many properties in London are in the floodplain or could be susceptible to overland flooding, as they were constructed prior to associated land use policies or stormwater management. Many property owners may not be aware that they are at risk of flooding and need to be very aware of the potential impacts of extreme weather events.</p>
<p>What has been done recently?</p>	<p>Londoners have been taking action on climate change in many ways, some of which include support from various levels of government, utilities and community organizations. Some notable recent actions include:</p> <ul style="list-style-type: none"> • The City of London provides grants for basement flooding protection measures; • The City of London has been providing Project Neutral’s carbon footprint calculator for use by Londoners and several community partners, including the London Environmental Network and Climate Action London; • The City of London used Ethelo’s eDemocracy tool to provide Londoners with a Climate Action Plan simulator for both education and outreach; • The City of London has used a range of videos for climate change education, including the ‘Trouble with Bubbles’ GHG emission visualization video; • The City of London offers the Growing Naturally home inspection and consultation program to analyze household water usage with live water usage monitoring to identify leaks and opportunities to save water through behavioural changes, fixture updates, or gardening advice; • The City of London and London Hydro have upgraded the water meter reading capabilities for most customers to provide interval water consumption data down to the hour to assist with the identification of leaks and unnecessary water usage; • Enbridge Gas provides incentives for home energy retrofits, including free home weatherization for qualifying households (Home Winterproofing program), for homes heated with natural gas, and rebates up to \$5,000 for various energy saving measures (Home Efficiency Rebate program); • The Independent Electricity System Operator provides incentives for home electricity conservation, including free home weatherization for qualifying households for homes heated with electricity; • London Hydro is running smart grid home pilot projects such as the London-2-London Pilot (distributed energy resources) and the Plus Pilot (peak demand management);

Area of Focus 2	Taking Action Now (Household Actions)
	<ul style="list-style-type: none"> • London Hydro and Enbridge Gas are collaborating on a pilot project, launched in 2021 and the first of its kind in Ontario, to determine how effectively electric air-source heat pumps, combined with homeowners’ existing high-efficiency gas furnaces, are at reducing greenhouse gas emissions and decreasing energy consumption; • The London Home Builders Association (LHBA) has previously offered energy efficiency training to renovators, as well as provides information for residents about green renovations; • The Government of Canada’s new Canada Greener Homes program provides incentives for home energy retrofits, including solar panels; • The Government of Canada provides incentives for purchasing new electric vehicles; • The London Environmental Network has launched a new program, Greener Homes London, offering virtual one-on-one calls with Londoners to help them make their home climate-friendly; and • Climate Action London has hosted a number of initiatives in recent years including climate marches, movie screenings and providing climate action grants.
Responsible City Service Area(s)	<ul style="list-style-type: none"> • Co-Led by Environment and Infrastructure, Enterprise Supports, Planning and Economic Development, Neighbourhood and Community-Wide Services, and Finance Supports
Key Community Partners and Stakeholders	<ul style="list-style-type: none"> • Federal and Provincial Government • Energy Utilities (Enbridge Gas, London Hydro, IESO) • Middlesex London Health Unit • Businesses, Institutions and Other Employers • Community Groups (e.g., London Environmental Network, Climate Action London, Urban League of London, ReForest London, Carolinian Canada, Thames Region Ecological Association, Urban Roots London, London Cycle Link, Big Bike Giveaway) • Other Organizations (e.g., Middlesex-London Food Policy Council, London Community Foundation)
Key Actions (and Milestones)	<ol style="list-style-type: none"> 1. Home Energy Retrofits (Timeline: 2022 - 2024) <ol style="list-style-type: none"> a. Work with community partners to engage London homeowners on energy conservation, energy efficiency, and renewable energy climate actions b. Work with energy utilities to ensure all residents are aware of existing conservation programs, including options for a ‘one window’ information source for residents combining information from all local utilities together

Area of Focus 2	Taking Action Now (Household Actions)
	<p>c. Work with energy providers on developing new and innovative energy conservation programs, including fuel-switching opportunities</p> <p>d. Finalize and present program design options for an FCM-funded home energy retrofit pilot project for launch in 2023, involving about 50 homes per year for three years, based on similar programs in place in Ottawa, Toronto, and other Ontario cities in 2022. Report back to Committee and Council on final pilot project design to obtain final approval. Reporting would occur at the mid-point of the pilot project and after completion including the next steps based on the findings.</p> <p>2. Transportation and Mobility (Timeline: 2022 - 2024)</p> <p>a. Continue to work with community partners (e.g., MLHU, London Cycle Link, etc.) to engage Londoners on walking, cycling, transportation choices such as carpooling, transit use, and intercity bus/rail travel</p> <p>3. Zero Emission Vehicles and Equipment (Timeline: 2022 - 2024)</p> <p>a. Work with community partners to promote existing provincial and/or federal programs that engage Londoners on adopting electric vehicles</p> <p>b. Review and provide options to reduce, restrict, or phase out fossil fuel consuming equipment (e.g., lawnmowers, trimmers, leaf blowers) by completing a study of emerging best practices, applicable legislation and jurisdiction, costs and benefits, potential incentive programs, and other factors (report back in 2023)</p> <p>4. Addressing Energy Poverty (Timeline: 2022 - 2024)</p> <p>a. Work with community partners to assist lower income Londoners with existing household energy conservation and efficiency measures (e.g., energy utility low-income support programs) and mobility (e.g., bicycle donation programs)</p> <p>b. Work with community partners to develop new programs that assist lower income Londoners with household energy conservation and efficiency measures (e.g., additional home energy retrofits) and mobility (e.g., discounted micromobility service fees)</p> <p>5. Waste Reduction and Diversion (Timeline: 2022 - 2024)</p> <p>a. Continue to work with community partners to implement waste reduction and diversion initiatives for households.</p>

Area of Focus 2	Taking Action Now (Household Actions)
	<p>6. Urban Agriculture (Timeline: 2022)</p> <ul style="list-style-type: none"> a. Continue and grow the work of the Urban Agriculture Strategy to develop tools and resources to help Londoners grow their own food through community gardens or at-home gardening programs. b. Promote, support and help grow Middlesex London Health Unit, Middlesex-London Food Policy Council, and community partners encouraging climate-friendly diets and food choices (e.g., buying foods grown or produced locally) <p>7. Climate Resilience (Timeline: 2022 – 2024)</p> <ul style="list-style-type: none"> a. Continue to promote on-property stormwater management improvements for homeowners (e.g., property grading, placement of sheds, decks, and pools, minimizing hard surfaces, maximizing tree cover, rain gardens, etc.) b. Review effectiveness of existing City sump pump & sewer backflow valve incentive fund programs for homeowners. c. Promote climate resilience improvements for homeowners (e.g., hurricane clips, basement window well upgrades, grade adjustment for drainage, etc.) d. Work with energy utilities to promote low/zero emission backup power and/or energy storage systems to power essential services for residents to shelter-in-place in the event of loss of power from the electricity grid. e. Increase public awareness of flood risk and evacuation protocols for properties within the floodplain or flood-prone areas to support emergency preparedness.
<p>Examples of Measuring Progress</p>	<p>Some of these progress measures are exclusive to this workplan and others are duplicated in other workplans.</p> <p>More Net-zero Buildings</p> <ul style="list-style-type: none"> • Number of existing programs and activities • Number of new programs and activities • Average natural gas use per residential customer (m³/year) • Residential sector GHG emissions per person (tonnes/year) <p>Increased Active Transportation and Transit</p> <ul style="list-style-type: none"> • Number of existing programs and activities • Number of new programs and activities • % of in-town trips in London taken by active transportation and transit • % of trips to/from London taken by bus or rail • Number of registered vehicles per person

Area of Focus 2	Taking Action Now (Household Actions)
	<p>More Zero Emission Vehicles</p> <ul style="list-style-type: none"> • Number of existing programs and activities • Number of new programs and activities • % of new model year light-duty vehicles registered that are ZEV • % of all light-duty vehicles registered that are ZEV • Retail sales of fossil fuel (litres) per person per year • Retail sales of fossil fuel (litres) per registered vehicle per year <p>More Resilient Buildings and Infrastructure</p> <ul style="list-style-type: none"> • Number of existing programs and activities • Number of new programs and activities • Number of participants in basement flooding programs • Number of households with low/zero emission back-up power <p>Increased Community Resilience</p> <ul style="list-style-type: none"> • Number of existing programs and activities • Number of new programs and activities • % of households with indoor air cooling (e.g., air conditioning) • % of households experiencing energy poverty in London • Number of households provided with education materials about living in a floodplain or lot-level stormwater management best practices <p>Move Towards a Circular Economy</p> <ul style="list-style-type: none"> • Average amount of curbside waste disposed per households (kg/year) • % of curbside materials diverted from landfill • Number of participants in community gardens <p>Increased Engagement on Climate Action</p> <ul style="list-style-type: none"> • Number of participants by action <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>
Resources	<ul style="list-style-type: none"> • CEAP Supporting Documents • Project Neutral carbon footprint calculator • Enbridge Gas Distribution conservation programs • Independent Electricity System Operator conservation programs • London Hydro programs (smart grid, net-metered solar power) • Plug'n Drive website for information on electric vehicles in Canada

Area of Focus 3 - Transforming Buildings and Development Workplan

Area of Focus 3	Transforming Buildings and Development Workplan
<p>Purpose of this Workplan</p>	<p>The Transforming Buildings and Development Workplan has been developed based on details:</p> <ul style="list-style-type: none"> • provided during the community engagement; • compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions; • approved by Council; and/or • recommended by City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion, action and measuring progress. How the workplan is operationalized will be determined through additional consultation with Key Community Stakeholders and Partners.</p>
<p>Climate Change Expected Results</p>	<p>This workplan has been designed to make progress toward the following expected results:</p> <p>Walkable, Complete Neighbourhoods Increased Active Transportation and Transit More Zero Emission Vehicles More Net-zero Buildings Lower Carbon Construction More Carbon Capture More Resilient Buildings and Infrastructure</p>
<p>Why Does this Matter?</p>	<p>London's community GHG emissions inventory shows that buildings are a significant contributor to community emissions. Emissions from heating and powering buildings and building systems (including hot water) have represented around 1,160,000 tonnes of GHG emissions per year or about 43% of local GHG generated in recent years. Given the fact that most buildings have decades-long lifespans, addressing their emissions and the emissions from new buildings will be critical to achieving net-zero GHG emissions.</p> <p>The way in which London grows (locations, density and types of development) also has significant impacts on the availability and feasibility of different modes of transportation to satisfy the needs of all residents, how much infrastructure is needed, how energy is</p>

Area of Focus 3	Transforming Buildings and Development Workplan
	<p>generated and used, whether zero emission vehicles are accommodated, the space available for capturing carbon in forests, natural and urban areas, and whether communities are resilient in the face of the impacts of climate change on weather.</p> <p>Many of the construction materials used in new development and infrastructure, such as asphalt, concrete, and steel, also have large GHG upstream emissions. Therefore, changes in the types and methods of construction, building reuse and refurbishment and the use and management of recyclable building materials is important.</p> <p>In addition to emissions data and leading knowledge pointing to buildings and development being an important area to address, engagement work revealed that buildings and development was one of the most mentioned areas of concern where residents would like to see more action taken.</p> <p>Outside of London, other communities wrestle with the same issues around building energy use and emissions and the impacts and opportunities in development. This emphasizes the importance of coordinating with neighbouring communities to address shared priorities in this area.</p>
Background – How did we get here?	<p>Growth management in Ontario is governed by Provincial Policy Statements (PPS) that are periodically updated. Until the recent (2020) PPS update, limited climate change considerations were included within growth management direction, however the PPSs have had regard for promoting sustainable growth, active transportation and intensification (among other things). London had pursued development in a manner consistent with most municipalities prior to the acceptance of the London Plan (2016), which emphasizes a city structure and growth framework focusing on infill and intensification as a means to support the creation of complete communities, preserve more natural and agricultural lands, and increase the efficiency of and reduce the tax burden from public infrastructure.</p> <p>Work completed in several other municipalities on pathways to net-zero carbon all include significant workplans to address existing and new buildings’ emissions. Many of these scenarios have been analyzed to determine that significant up-front costs are required in the next decade to realize far more in savings over the following</p>

Area of Focus 3	Transforming Buildings and Development Workplan
	decades due mostly to the expected impacts of climate change on local weather and the escalating cost of carbon.
What are some recent actions?	<ul style="list-style-type: none"> • The London Plan sets out clear direction for building inwards and upwards around a public transit system based on nodes (i.e., clusters of major mobility and urban activity), creating mixed-use complete communities, supporting active and public transportation, and the protection and enhancement of the natural heritage system. • Community Improvement Plans make funds available for energy efficiency retrofits in certain areas of London where they apply. • Work on the Masonville Secondary Plan embeds the principles of climate friendly development at the secondary plan level. • West 5, a Sifton Properties development, is one of Canada’s first and largest net-zero communities.
Responsible City Service Area(s)	<ul style="list-style-type: none"> • Led by Planning and Economic Development • Supported by Environment and Infrastructure, Finance Supports
Key Community Partners and Stakeholders	<ul style="list-style-type: none"> • Provincial and Federal Governments • London Development Institute (LDI) and developers not represented by LDI • London Home Builders Association (LHBA) and builders and contractors not represented by LHBA • London District Construction Association • Consultants/engineers supporting development and construction • London Chamber of Commerce • London Economic Development Corporation • Energy Utilities (London Hydro, Enbridge Gas, Enwave, Hydro One) • Community Groups (e.g., London Environmental Network, Urban League of London) • Conservation Authorities
Key Actions (and Milestones)	<ol style="list-style-type: none"> 1. Advancing Partnerships for Action with London’s Development Industry (Timeline: 2022 – 2025) <ol style="list-style-type: none"> a. Establish a shared understanding of the challenge and shared commitment from the City of London and the development and building industries to address climate change b. Collectively compile a list of hurdles and/or roadblocks preventing (or perceived to be preventing) more energy efficient and resilient development

Area of Focus 3	Transforming Buildings and Development Workplan
	<ul style="list-style-type: none"> c. Identify shared actions that will assist the development industry in overcoming existing and perceived hurdles and/or roadblocks preventing more energy efficient and resilient development d. Establish objectives, metrics and timelines that will result in reduced GHG emissions, reduced carbon intensity of materials, and improved resilience to local climate change impacts from new development and buildings <p>2. Addressing New Developments (Timeline: 2022 – 2025)</p> <ul style="list-style-type: none"> a. Reduce or eliminate parking minimums within the Zoning by-law b. Review and provide options to reduce, restrict, or phase out fossil fuel as the primary source of heat in all new buildings in London as of 2030 including a review of other municipalities, applicable legislation and jurisdiction, implementation benefit, and other factors c. Incorporate the detailed review of intensification targets, permitted heights, and other measures of intensity in relation to growth trends and climate change mitigation and adaptation as part of the 5-year comprehensive Official Plan review d. Review and incorporate climate change considerations into development application reviews, such as development-specific transportation demand management and energy management, including presentation of proposed development alignment with London’s climate action goals and outcomes in staff reports e. Revise the Design Specifications and Requirements Manual to ensure climate change considerations are included f. Integrate climate change considerations into the Development Charges Background Study and associated growth infrastructure master plans g. Review options to encourage or mandate EV charging in new development h. Review and strengthen secure bike parking and storage in new development within the Zoning By-law i. Review and strengthen requirements for pedestrian, transit, and bike network access within the Zoning By-law j. Assist London Hydro as they continue to actively support GHG reduction projects such as new Net Zero communities <p>3. Addressing Existing Buildings (Timeline: 2022 – 2025)</p> <ul style="list-style-type: none"> a. Review opportunities for a targeted use of local improvement charges (LICs), Community Improvement Plans (CIPs) or other methods for funding major energy retrofits and climate adaptation measures for multi-family residential buildings

Area of Focus 3	Transforming Buildings and Development Workplan
	<ul style="list-style-type: none"> b. Review and provide options for purpose-developed CIPs for energy upgrades for buildings c. Advocate for Federal and Provincial incentives for building retrofits d. Encourage uptake of energy utility conservation programs and incentives for building energy retrofits e. Review and provide options to establish energy efficiency standards for residential rental properties including a municipal scan of applicable property related by-laws, applicable legislation and jurisdiction, implementation benefit, and other factors f. Review and provide options to establish temperature control requirements in property related by-laws to address extreme weather conditions including a review of other municipalities, municipal scan of applicable property related by-laws, applicable legislation and jurisdiction, implementation benefit, and other factors g. Review and provide options to establish requirements for “shelter-in-place” emergency power for high-rise, multi-unit residential buildings including a municipal scan of applicable legislation and jurisdiction, implementation benefit, and other factors h. Assist London Hydro as they continue to invest in local electricity distribution infrastructure to reduce power system losses including rebuilding 4kV infrastructure using modern 27.6kV technology
<p>Examples of Measuring Progress</p>	<p>Walkable, Complete Neighbourhoods</p> <ul style="list-style-type: none"> • % of development applications reviewed with climate lens • % of Londoners living within a 15 minute walk/roll of their daily needs <p>Increased Active Transportation and Transit</p> <ul style="list-style-type: none"> • % of new developments incorporating secure bike parking and storage • Number of parking spaces per unit for new development <p>More Zero Emission Vehicles</p> <ul style="list-style-type: none"> • % of applicable building permits including EV charging stations • Number of EV charging stations installed on private property city-wide

Area of Focus 3	Transforming Buildings and Development Workplan
	<p>More Net-zero Buildings</p> <ul style="list-style-type: none"> • Number of multi-family buildings utilizing LIC/Property Assessed Clean Energy (PACE) or other retrofit program(s) • Average GHG emissions per person from all single-family residential buildings • Average GHG emissions per unit floor area from all commercial and institutional buildings • Average GHG emissions per unit floor area from all <u>new</u> residential, commercial, and institutional buildings • % of new construction built to net-zero (or equivalent) standards • % of new construction built to net-zero ready standards • % of new construction built with one or more low-or-zero carbon solutions (e.g., heat pumps, solar panels, etc.). <p>Lower Carbon Construction</p> <ul style="list-style-type: none"> • % of new multi-family residential and commercial buildings constructed with mass timber • % of new multi-family residential and commercial buildings constructed with low-carbon concrete <p>More Carbon Capture</p> <ul style="list-style-type: none"> • Density of development (units/Ha.) for greenfield development • % of new units built within the built area boundary <p>More Resilient Buildings and Infrastructure</p> <ul style="list-style-type: none"> • % of high-rise, multi-unit residential buildings with “shelter in place” emergency power • % of high-rise, multi-unit residential buildings with minimum cooling standard adopted <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>
Resources	<ul style="list-style-type: none"> • CEAP Supporting Documents • The London Plan • Towards Low Carbon Communities: Creating Municipal Green Development Standards (Clean Air Partnership and Federation of Canadian Municipalities) • Briefing Note - Municipal Green Development Standards (Clean Air Partnership)

Area of Focus 4 - Transforming Transportation and Mobility Workplan

Area of Focus 4	Transforming Transportation and Mobility Workplan
<p>Purpose of this Workplan</p>	<p>The Transforming Transportation and Mobility Workplan has been developed based on:</p> <ul style="list-style-type: none"> • feedback obtained through the community engagement; • compiled or recommended from other municipalities, organizations; committees and others specializing in climate change actions; • direction from Council; and/or • input from various City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion, action and measuring progress. How the workplan is operationalized will be determined in early 2022.</p>
<p>Climate Change Expected Results</p>	<p>This workplan has been designed to make progress toward the following expected results:</p> <p>Walkable, Complete Neighbourhoods Increased Active Transportation and Transit More Zero emission Vehicles More Resilient Buildings and Infrastructure More Carbon Capture</p>
<p>Why Does this Matter?</p>	<p>Over the 2015-2019 period, before the COVID-19 pandemic, transportation represented about 1.4 million tonnes of GHG emissions per year or about 47% of local GHG emissions. This included in-town trips, trips to/from London, and goods movement.</p> <p>Personal vehicles account for most of London's transportation emissions, at almost 1 million tonnes of GHG emissions per year. Up to one half of these emissions are for in-town trips, many of which could be replaced by walking, cycling, and transit. In 2016, trips taken as the driver of an automobile represented 64 per cent of all daily trips made within the greater London area during the weekday rush hour.</p> <p>The extraction, refining, and transportation of petroleum-based fuels for use in London is a large source of upstream GHG emissions from sources such as Alberta's oil sands and Sarnia's oil refineries.</p>

Area of Focus 4	Transforming Transportation and Mobility Workplan
	<p>London’s share of these emissions is roughly in the 500,000 tonnes per year range.</p> <p>Vehicle manufacturing, from raw material extraction through to vehicle assembly, is another large source of upstream GHG emissions. London’s share of these emissions is roughly in the 400,000 tonnes per year range.</p> <p>Many of the construction materials used in transportation infrastructure, such as asphalt, concrete, and steel, also have large GHG upstream emissions.</p> <p>Providing more accessible mobility options is critical for ensuring equity for Londoners of all ages, abilities, gender, and income levels.</p>
Background – How did we get here?	<p>The convenience provided by automobiles has been so great that households are willing to spend over \$10,000 per year per vehicle to operate and maintain them. On average, there are 1.6 vehicles owned per household in London.</p> <p>As a result, over six decades of automobile-oriented land use and transportation planning has led to dependency on automobiles for in-town trips (78% of in-town trips) and trips to/from London (99% of trips). (Source: Google’s Environmental Insights Explorer)</p> <p>As noted in the 2016 Household Travel Survey Summary Report, trips taken as the driver of an automobile represented 64 per cent of all daily trips made within the London Census Metropolitan Area during the weekday morning peak period. This is better than it was in 2002, when surveys indicated that drivers represented 73 per cent of all daily trips. This dependency on automobile use adds a financial burden to many households in London. Those households that cannot afford to own a vehicle often cannot access employment opportunities, while many employers have difficulty finding employees if they are in a part of London without transit service or cycling opportunities.</p>
What are some recent actions?	<ul style="list-style-type: none"> • The London Plan (Official Plan) has established a plan for London to grow inwards and upwards, supported by several mobility-related Key Directions: <ul style="list-style-type: none"> ○ Direction #1 - Plan strategically for a prosperous city ○ Direction #2 - Connect London to the Surrounding Region ○ Direction #4 - Become one of the greenest cities in Canada

Area of Focus 4	Transforming Transportation and Mobility Workplan
	<ul style="list-style-type: none"> ○ Direction #5 - Build a mixed-use compact city ○ Direction #6 - Place a new emphasis on creating attractive mobility choices ○ Direction #7 - Build Strong, healthy, and attractive neighbourhoods for everyone ○ Direction #8 - Make wise planning decisions ● London’s 2018 Complete Streets Design Manual is being implemented to provide streets which are design to be safe for everyone including pedestrians, cyclists, transit users and automobile users, and to include green infrastructure and low impact design features. ● The new Masonville Secondary Plan sets policies to create a “Transit Village” with improved cycling, pedestrian, and transit connections and infrastructure. ● Three bridges built on the Thames Valley Parkway to improve the connectivity of mobility infrastructure. ● Higher-order cycling infrastructure (protected bike lanes) has been installed on sections of Dundas Street, Colborne Street and on Riverside Drive connected to the Thames Valley Parkway. ● Implement Vision Zero road safety actions that make active transportation more appealing such as an annual implementation of pedestrian crossovers, pedestrian and bicycle signals, lower area speed limits and automated speed enforcement. ● Added a staff position dedicated to the implementation of active transportation infrastructure ● Secure bike parking (bike lockers) has been provided in three locations in downtown London as part of a pilot project. ● Electrically assisted bicycles (e-bikes) have been introduced to support the delivery of municipal services such as parking enforcement. ● Electric vehicle (EV) charging stations have been installed at most major City of London community centres in 2021 through an innovative land lease agreement with an EV charging service provider. Three curbside EV charging stations were installed by London Hydro in 2019 as part of a national pilot project with Natural Resources Canada. ● Continued support for the growth of both conventional and specialized transit services across the city, making public transit a more viable option for more Londoners ● At the April 28, 2021 meeting of the London Transit Commission, the Commission approved the award of a contract to the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) for the completion of a Zero emission Bus (ZEB) Implementation

Area of Focus 4	Transforming Transportation and Mobility Workplan
	<p>Strategy. The initial implementation step calls for LTC to procure 10 battery electric buses and 7 chargers (3 overhead and 4 plug-in). This project will also require facilities work to upgrade the grid connection, install the required charging equipment, and retrofit facilities to accommodate the zero emission buses.</p> <ul style="list-style-type: none"> • Council refers a report from the Cycling Advisory Committee called Cycling Master Plan Review to Civic Administration (focus on greenhouse gas reduction from cycling) • Sections of Waterloo Street have been reconstructed with bioswales to improve stormwater management and minimize impacts on the environment.
Responsible City Service Area(s)	<ul style="list-style-type: none"> • Led by Environment and Infrastructure, Enterprise Supports, and City Manager’s Office • Supported by Planning and Economic Development, Neighbourhood and Community-Wide Services, Finance Supports, London Transit Commission
Key Community Partners and Stakeholders	<ul style="list-style-type: none"> • Provincial and Federal Governments • City of London Advisory Committees • London Economic Development Corporation • London Transit Commission • Energy Utilities (London Hydro, Enbridge Gas) • Middlesex London Health Unit • Business Associations (e.g., London Chamber of Commerce, Green Economy London) • Community Groups (e.g., London Environmental Network, London Cycle Link, London Electric Vehicle Association, Urban League)
Key Actions (and Milestones)	<ol style="list-style-type: none"> 1. Mobility Master Plan (Timeline: 2021 - 2024) <ol style="list-style-type: none"> a. Update Committee and Council on direction for the Mobility Master Plan (MMP) (November/December 2021) b. Launch MMP including community engagement, internal City teams and technical consulting team including comprehensive workplan for activities, analysis, feedback and reporting to Committee and Council. 2. Additional Active Transportation Actions (Timeline: 2022 - 2024) <ol style="list-style-type: none"> a. Continue to implement active transportation infrastructure including sidewalks and cycling infrastructure in renewal, growth and standalone projects.

Area of Focus 4	Transforming Transportation and Mobility Workplan
	<ul style="list-style-type: none"> b. Continue to seek funding from senior levels of government for new bike infrastructure c. Continue to support the Active and Safe Routes to School Program. d. Review and provide options for alternative municipal funding sources to support new active transportation infrastructure and programming such as the introduction of a new fee for overnight on-street parking permits, increasing parking rates at municipally controlled parking stalls, and/or a new parking levy on owners of commercially owned parking stalls e. Review and provide options for winter maintenance practices to place a higher service level for snow and ice clearing on sidewalks, transit stops, and cycling infrastructure, including the relationship between winter maintenance standards and mode choice and life cycle cost implications. f. Review and determine types and appropriate level of support for micro-mobility (e.g., bike share) services g. Explore and test the use of time-specified car-free periods in high-volume pedestrian areas such as Dundas Place h. Finalize and implement a city-wide bike parking plan, including neighbourhood bike parking and secure bike parking services i. Use Cycling Performance Measures to track the progress and use of cycling infrastructure, supports and programs j. Assess options for “quick build” cycling infrastructure safety improvements to existing on-road cycling infrastructure (e.g., curb stops along bike lanes) <p>3. Additional Transit Actions (Timeline: 2022 - 2024)</p> <ul style="list-style-type: none"> a. Continue to implement priority rapid transit projects as per Council direction and Investing in Canada Infrastructure Program funding b. Continue to support the annual service improvements to the conventional and specialized transit services c. Review and provide options for integrating micro-mobility (e.g., bike share) services for first/last mile travel on public and/or private property d. Develop and promote programs to retain existing riders and attract new riders to public transit e. Support development of gateway parking and transit connection(s) (e.g., Park and Ride) f. Advocate for a regional transportation system that supports London as a regional transit hub and provides frequent and

Area of Focus 4	Transforming Transportation and Mobility Workplan
	<p>reliable connections to the Greater Toronto Area, Waterloo Region and Windsor-Detroit</p> <p>4. Transportation Management Association (Timeline: 2022)</p> <p>a. Establish a Transportation Management Association (TMA) for London employers to support and encourage employees to commute by walk/bike, transit, carpool, and support remote work options.</p> <p>5. Encourage Zero Emission Vehicles (Timeline: 2022 - 2025)</p> <p>a. Develop a plan to convert 100% of LTC’s bus fleet to zero emission vehicles, based on CUTRIC study results, LTC approval and City approval</p> <p>b. Assist London Hydro as they actively work with London Transit and their consultant on the electrification of transit and the development of rapid transit routes</p> <p>c. Develop an electric mobility plan for London including:</p> <ul style="list-style-type: none"> i. Increase public charging stations, parking arrangements, options for local incentives and other ideas to increase the use of EVs, e-bikes and similar options ii. Encourage and support the use of zero emission delivery services iii. Encourage and support the use of zero emission car-share services iv. Review and provide options for the Vehicle-for-Hire By-Law to mandate the use of electric vehicles or other zero emission vehicles including municipal scan, applicable jurisdiction, implementation benefit, and complexity analysis v. Review and provide options for encouraging the adoption and use electrically assisted bicycles vi. Grow the network of public electric vehicle and e-bike charging stations at major community facilities vii. Assist London Hydro with their regular review of trends in the EV market to ensure the local electricity distribution system can meet emerging demands due to the electrification of vehicles and fleets <p>d. Complete the strategy for connected and automated vehicles that discourages zero-occupancy use, encourages shared ownership/service models, complements London’s public transportation system, prioritizes active transportation road users’ safety, and uses zero emission vehicles</p>

Area of Focus 4	Transforming Transportation and Mobility Workplan
	<p>e. Work with London Hydro to test smart grid strategies such as EV-to-grid (power storage) and EV-to-home (emergency power)</p> <p>f. Work with Enbridge Gas to promote solutions for ‘hard to electrify’ diesel vehicles in the community such as heavy-duty construction equipment and vehicles, such as compressed natural gas, renewable natural gas, or hydrogen to power these vehicles.</p> <p>6. Expand By-law Enforcement Opportunities (Timeline: 2022 - 2023)</p> <p>a. Review and provide options for using the Administrative Monetary Penalty System to allow the use of private video evidence to report by-law infractions such as idling vehicles, parking in bike lanes, parking in accessible parking spots, and blocking access to electric vehicle charging stations.</p> <p>7. Low Impact Design (Timeline: 2022 - 2023)</p> <p>a. Continue to review and provide options for alternative road designs that preserve existing mature street trees when roadway reconstruction projects are initiated</p> <p>b. Prioritize the importance of street trees in providing shade for pedestrians.</p> <p>c. Continue to review projects for climate change adaptation and low impact development opportunities.</p> <p>8. Review Existing City Plans (Timeline: 2022 - 2023)</p> <p>a. Review existing City plans to reconcile previously established policy areas that may now conflict with the Climate Emergency Action Plan.</p>
Examples of Measuring Progress	<p>Walkable, Complete Neighbourhoods</p> <ul style="list-style-type: none"> • % of Urban Growth Area streets without sidewalks • Number of street trees planted per kilometre of sidewalk <p>Increased Active Transportation and Transit</p> <ul style="list-style-type: none"> • % of in-town trips in London taken by active transportation and transit • % of trips to/from London taken by bus or rail • % of Londoners within 800 metres of a multi-use path or protected bike lane • Number of households within 400 metres of a regular service public transit stop

Area of Focus 4	Transforming Transportation and Mobility Workplan
	<ul style="list-style-type: none"> • Number of households within 800 metres of a rapid transit or express bus transit stop • Number of transit riders • Number of registered vehicles per person <p>More Zero Emission Vehicles</p> <ul style="list-style-type: none"> • % of LTC bus fleet that are ZEV • % of City of London fleet that are ZEV • % of vehicle-for-hire fleet that are ZEV • % of new model year light-duty vehicles registered that are ZEV • % of all light-duty vehicles registered that are ZEV • % of medium-duty and heavy-duty vehicles that are ZEV or use zero emission fuels (hydrogen, renewable natural gas) • Number of EV charge ports per thousand people for public use • Retail sales of fossil fuel (litres) per person per year • Retail sales of fossil fuel (litres) per registered vehicle per year <p>More Resilient Buildings and Infrastructure</p> <ul style="list-style-type: none"> • Area of low-impact development (LID) drainage installations incorporated into road projects (square metres) <p>More Carbon Capture</p> <ul style="list-style-type: none"> • % of length of sidewalk with shade and/or tree leaf cover • % of road projects' landscaped areas planted with native plant species (square metres) <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>
Resources	<ul style="list-style-type: none"> • CEAP Supporting Documents • Complete Streets Design Manual • Neighbourhood Bike Parking Guidelines • 2030 Smart Moves Transportation Master Plan • London ON Bikes Cycling Master Plan • Framework for Municipal Zero Emission Vehicle Deployment (Pollution Probe) • Zero Emission Vehicle Charging in Multi-Unit Residential Buildings and for Garage Orphans (Pollution Probe)

Area of Focus 5 - Transforming Consumption and Waste as Part of the Circular Economy Workplan

Area of Focus 5	Transforming Consumption and Waste as Part of the Circular Economy Workplan
Purpose of this Workplan	<p>The Transforming Consumption and Waste as Part of the Circular Economy workplan has been developed based on details:</p> <ul style="list-style-type: none"> • provided during the community engagement; • compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions; • approved by Council; and/or • recommended by City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion, action and measuring progress beyond the framework that has already been established with the 60% Waste Diversion Action Plan. How the workplan is operationalized will be determined in early 2022.</p>
Climate Change Expected Results	<p>This workplan has been designed to make progress toward the following expected results:</p> <p>More Net-Zero Buildings Lower Carbon Construction More Resilient Buildings and Infrastructure Move Towards a Circular Economy</p>
Why Does this Matter?	<p>It is important to recognize that the production and transportation of consumer goods and services that are purchased, many of which are made in other parts of Canada or outside of Canada, have an environmental impact. In fact, GHG emissions associated with the manufacturing and delivery of goods and services purchased by the average household in London is larger than the emissions from the direct use of energy and from waste (i.e., local community emissions).</p> <p>Agriculture, food production and distribution have significant upstream climate change and water consumption impacts. A significant portion of the food that is produced is wasted, often ending up in landfills.</p>

Area of Focus 5	Transforming Consumption and Waste as Part of the Circular Economy Workplan
	<p>Many of the materials used in consumer products and construction, such as asphalt, concrete, plastic, and steel, have large GHG upstream emissions.</p> <p>Reducing, reusing, and recycling of materials is an important first step in the creation of a circular economy that greatly reduces the need to extract and produce new raw materials. A circular economy also focuses on local actions and the creation of local jobs.</p> <p>In London, there is an active marketplace for used items like textiles, toys, housewares, furniture and building supplies as well as products made from recycled materials like wood chips, aggregates, and compost. Recently, companies are providing more and more packaging free solutions or reusable packaging to consumers.</p> <p>The City of London has responsibility for waste reduction, recycling, composting, resource recovery and disposing of material from the residential sector. The City also manages the disposal of waste from many businesses in London at its W12A landfill site. Currently there is a transition process underway whereby industry stewards will be assuming financial and operational responsibility for Blue Box and Blue Cart recycling programs starting July 1, 2023.</p> <p>The disposal of organic material in landfill sites generates methane, a potent greenhouse gas, through anaerobic decomposition over a long period of time. At the City’s active landfill site, W12A, a landfill gas collection and flaring system is used to control odours and fugitive methane emissions. This system manages to capture and destroy about 70 per cent of the methane generated within the landfill. The gas collected at the W12A landfill is currently flared, but it has the potential to displace around 350,000 gigajoules per year of fossil fuel natural gas methane if upgraded to pipeline-quality renewable natural gas (or biomethane) that can be used as fuel for home heating and/or used as fuel for hard-to-electrify vehicles as part of a blend with compressed natural gas. Older, closed landfill sites do not have systems in place to capture and destroy methane due to the lower rates of methane generation in older landfill sites. However, fugitive methane emissions still occur.</p> <p>Food waste avoidance followed by the management of organic waste, in particular diversion from the landfill, is an important methane mitigation measure.</p>

Area of Focus 5	Transforming Consumption and Waste as Part of the Circular Economy Workplan
	<p>The City of London’s current practice for sewage sludge biosolids management involves incineration of dewatered sludge. Although the carbon dioxide from burning sludge is carbon neutral, the nitrous oxides from burning this nitrogen-rich material is a potent greenhouse gas.</p> <p>London businesses, intuitions and the non-for-profit sector have responsibility for materials generated by their activities. The Ontario Provincial Government and the Federal Government has legislation, regulations, policies and frameworks that impact waste and consumption that it regulates.</p>
<p>Background – How did we get here?</p>	<p>Greenhouse gas increases and decreases, climate change and lifecycle of materials and processes have been considered a part of the City’s Waste Management services since 1995. Since the mid-1990s, the City’s Waste Management System has been based on a Continuous Improvement Strategy (management philosophy) and Sustainable Waste Management. This strategy, which was approved by Municipal Council in 1997, has been a successful foundation for the program.</p> <p>Major city-wide waste management planning engagements that have occurred in the last 25 years include:</p> <ul style="list-style-type: none"> • 1997 - Continuous Improvement System and Sustainable Waste Management; • 2007 - A Road Map to Maximize Waste Diversion in London; • 2013 - Road Map 2.0 – The Road to Increased Resource Recovery and Zero Waste; and • 2018 - 60% Waste Diversion Action Plan. <p>From the early 1990s until 2010, the London Chamber of Commerce, the Environmental Management Resource Centre for Businesses, Centre for Health, Environment and Safety had ongoing discussion and actions with respect to waste management and resource recovery.</p> <p>Active programs for waste diversion and waste management occur at Western University, Fanshawe College, school boards, businesses and institutions in London.</p>
<p>What are some recent actions?</p>	<p>60% Waste Diversion Action Plan</p> <p>The Action Plan proposes a set of 21 actions to achieve 60% diversion of residential waste by the end of 2022. The budget for the</p>

Area of Focus 5	Transforming Consumption and Waste as Part of the Circular Economy Workplan
	<p>multi-year implementation (2020-2023 Multi-Year Budget Business Case #1) was approved March 2, 2020. Shortly after this date, the COVID-19 state of emergency was declared provincially on March 17, 2020, and locally March 20, 2020. A revised implementation plan and budget was approved by Municipal Council on January 12, 2021 that includes the implementation of a Green Bin program and other actions.</p> <p>London Waste to Resources Innovation Centre The London Waste to Resources Innovation Centre was started in 2015. The NSERC Industrial Research Chair Thermochemical Conversion of Biomass and Waste to Bioindustrial Resources administered by Western University started in 2019. The primary goals of the London Waste to Resources Innovation Centre are to:</p> <ul style="list-style-type: none"> • build on the existing foundation of traditional and innovative projects to divert waste from landfill and create value added products; • create a focal point (location or locations) for the ongoing examination of innovative solutions; • establish partnerships and collaborations between government, academia and businesses including forward thinking on value chains and the circular economy; and • be known as an innovative centre of excellence with shared facilities and resources providing leadership, knowledge and support to industry, while educating and training students, researchers and postdoctoral fellows in the various fields of resource and waste management. <p>Environmental Assessment for the Proposed W12A Landfill Site Expansion The City of London is undertaking the development of a long-term Residual Waste Disposal Plan. A key part of this plan is the Environmental Assessment (EA) for the proposed expansion of the W12A Landfill that was completed in accordance with the Terms of Reference (ToR). It recommends that the W12A Landfill be expanded vertically over the existing waste footprint. It is expected the landfill expansion will accommodate 9,900,000 tonnes of waste and take 25 years to fill. The successful conclusion of this project will permit Londoners and London business to manage waste where it has been produced versus sending it to another jurisdiction.</p>

Area of Focus 5	Transforming Consumption and Waste as Part of the Circular Economy Workplan
	<p>Green Economy London In 2018, Green Economy London (GEL) was established. GEL is one of 10 Hubs across Canada (7 in Ontario) supporting networks of businesses to set and achieve sustainability targets in the areas of GHG emissions, water use, waste generation and environmental stewardship.</p> <p>Circular Economy The Circular Economy has many definitions. The Resource Productivity and Recovery Authority (https://rpra.ca/), the regulator mandated by the Government of Ontario to enforce the province’s circular economy laws, describes it as follows:</p> <p><i>Ontario is shifting from a linear to a circular economy. In a linear economy, natural resources are extracted, manufactured into products, consumed and then thrown away. In a circular economy, products and packaging are designed to minimize waste and then be recovered, reused, recycled and reintegrated back into production.</i></p> <p>In Ontario, key organizations working on circular economy research and policy include Circular Innovation Council, formerly the Recycling Council of Ontario and the Circular Opportunity Innovation Launchpad (COIL) and the Activate Circular Accelerator.</p> <p>Long-term Resource Recovery Plan (in development) To plan for the future, the City is developing a long-term Resource Recovery Plan to go beyond the 60% Waste Diversion Action Plan, a plan that primarily focuses on residential waste. The Resource Recovery Plan involves the development of actions to maximize waste reduction, reuse, recycling and resource recovery in an economically viable and environmentally responsible manner.</p>
Responsible City Service Area(s)	<ul style="list-style-type: none"> • Led by Environment and Infrastructure, Enterprise Supports • Supported by Planning and Economic Development, Finance Supports
Key Community Partners and Stakeholders	<ul style="list-style-type: none"> • Provincial and Federal Governments • City of London Advisory Committees • London Economic Development Corporation • Business Associations (e.g., London Chamber of Commerce, Green Economy London) • Energy Utilities (Enbridge Gas)

<p>Area of Focus 5</p>	<p>Transforming Consumption and Waste as Part of the Circular Economy Workplan</p>
	<ul style="list-style-type: none"> • Local First Nations and Urban Indigenous communities • Community Groups (e.g., London Environmental Network, Urban League of London) • Businesses (facilities) involved with the circular economy
<p>Key Actions (and Milestones)</p>	<ol style="list-style-type: none"> 1. Implement 60% Waste Diversion Action Plan (on-going) <ol style="list-style-type: none"> a. Focus – Food Waste Avoidance <ol style="list-style-type: none"> i. Continue to work with community partners and business partners to implement food waste reduction initiatives ii. Develop and implement feedback information that highlights the connection between cost savings, food security, social aspects, climate change and other environmental factors iii. Finalize focused Food Waste Avoidance implementation plan as a lead to the Green Bin Plan b. Focus – Green Bin Program <ol style="list-style-type: none"> i. Finalize Green Bin materials to collect, household containers and processing ii. Finalize implementation plans (phased approach) to transition curbside collection from the current system to weekly Green Bin/Blue Box and bi-weekly garbage pickup iii. Finalize stages of outreach program for phased implementation c. Focus – Textiles and Other Reusables <ol style="list-style-type: none"> i. Update 2018 information and prepare draft implementation plans ii. Identify key partners, determine needs and requirements and finalize implementation plans and schedules d. Focus – Other Actions <ol style="list-style-type: none"> i. Determine next materials and actions to focus on as currently listed in the 60% Waste Diversion Action Plan 2. Growing the Circular Economy in London and Area (2022 – 2025) <ol style="list-style-type: none"> a. Support and promote London businesses playing a role in developing local and regional circular economy solutions b. Develop steps and actions required to understand the existing state of London and area’s socio-economic and policy context as it relates to the circular economy

<p>Area of Focus 5</p>	<p>Transforming Consumption and Waste as Part of the Circular Economy Workplan</p>
	<p>c. Hold a workshop or similar activity to determine community, business, local government, academic and Indigenous communities' interest in growing a local circular economy</p> <p>d. Develop a framework for moving forward, including the prioritization of the growth of the Circular Economy in London's economic development strategy</p> <p>e. Obtain approval for items that require Council direction</p> <p>3. Long-term Resource Recovery Plan (2022-2023)</p> <p>a. Finalize current opportunities for advanced resource recovery and increased waste diversion through new, emerging and next generation technologies and where these technologies may play a role in London and area</p> <p>b. Finalize climate change impacts, areas to reduce or maintain current costs of City programs; ways in which to support local job creation efforts; and ways in which to maximize program convenience to Londoners</p> <p>c. Ensure plan aligns with Provincial direction and the <i>Waste Free Ontario Act, 2016</i></p> <p>4. Active and Closed Landfill Management - Renewable Energy and Emissions (2022 – 2025)</p> <p>a. Finalize current and future opportunities for the production of renewable natural gas (RNG) from landfill gas collected at the W12A landfill as well as other potential biogas feedstocks (e.g., organic waste, biosolids from wastewater treatment)</p> <p>b. Update and complete the procurement process for RNG at W12A Landfill and report to Committee/Council on outcomes and next steps</p> <p>c. Research and report back on options for reducing fugitive emissions of methane from closed landfill sites as well as the W12A landfill (i.e., gas that escapes capture from the existing landfill gas collection wellfield)</p> <p>d. Review and report back on options to use closed landfill sites as well as sections of the W12A Landfill site (or near-by City-owned property) for use as large-scale ground-mounted solar PV power generation</p>
<p>Examples of Measuring Progress</p>	<p>More Net-zero Buildings</p> <ul style="list-style-type: none"> • To be determined <p>Lower Carbon Construction</p> <ul style="list-style-type: none"> • To be determined

Area of Focus 5	Transforming Consumption and Waste as Part of the Circular Economy Workplan
	<p>More Resilient Buildings and Infrastructure</p> <ul style="list-style-type: none"> To be determined <p>Move Towards a Circular Economy Implement 60% Waste Diversion Action Plan</p> <ul style="list-style-type: none"> Percentage reduction in per capita waste generation Percentage of residential waste diverted from landfill Participation rate (household) in Recycling Program Participation rate (household) in Green Bin Program <p>Developing a Circular Economy in London and Region</p> <ul style="list-style-type: none"> Number of reuse, recycle, compost, digest, recover facilities in London and region Percentage of business waste (industrial, commercial and institutional) diverted from landfill <p>Long-term Resource Recovery Plan</p> <ul style="list-style-type: none"> To be determined <p>Active and Close Landfill Management - Renewable Energy and Emissions</p> <ul style="list-style-type: none"> To be determined <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>
Resources	<ul style="list-style-type: none"> CEAP Supporting Documents 60% Waste Diversion Action Plan Resource Productivity and Recovery Authority (https://rpra.ca/) Circular Innovation Council (https://circularinnovation.ca/) Circular Opportunity Innovation Launchpad (COIL) and the Activate Circular Accelerator (https://coil.eco/accelerator-landing-page/)

Area of Focus 6 - Implementing Natural and Engineered Climate Solutions and Carbon Capture Workplan

Area of Focus 6	Implementing Natural and Engineered Climate Solutions and Carbon Capture
Purpose of this Workplan	<p>The Implementing Natural and Engineered Climate Solutions and Carbon Capture Workplan has been developed based on details:</p> <ul style="list-style-type: none"> • provided during the community engagement; • compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions; • approved by Council; and/or • recommended by City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion, action and measuring progress. How the workplan is operationalized will be determined in early 2022.</p>
Climate Change Expected Results	<p>This workplan has been designed to make progress toward the following expected results:</p> <p>More Carbon Capture Move Towards a Circular Economy Increased Engagement on Climate Action</p>
Why Does this Matter?	<p>Industrialization of society has created a legacy atmospheric carbon load (estimated to be approximately 1,000 billion tonnes of carbon dioxide equivalent emissions) that is responsible for the impacts to climate.</p> <p>Many governments and businesses have set goals to achieve net-zero emissions, but what does “net-zero” mean? It means that any remaining greenhouse gas emissions for which non-emitting options have been hard to find, are being offset by processes that remove carbon dioxide from the air.</p> <p>Natural methods to remove carbon from the atmosphere and store it in plants and soil can be prioritized with relative ease and be part of a regenerative, circular economy (e.g., prioritization of mass timber construction from sustainably managed forests; increased labour employment to enable more profitable regenerative farming practices). Engineered methods of carbon capture and storage (e.g., direct air capture and sequestration in cement during manufacture)</p>

Area of Focus 6	Implementing Natural and Engineered Climate Solutions and Carbon Capture
	<p>are complex and expensive by comparison but have the potential to be key components of efforts to drawdown carbon on the large scale and short timeline needed to avoid dangerous global warming.</p> <p>If there is not enough carbon dioxide being removed within London, or if it is too expensive to do this locally, “offsets” can be purchased from projects outside of London.</p> <p>Even if society achieves net-zero emissions by 2050 or sooner, that legacy load of carbon in the atmosphere will continue to force a warming trend in the atmosphere. The way to address this issue once net-zero GHG emissions is achieved is to move as quickly as possible on methods to remove carbon from the atmosphere in a sustainable, permanent way. Implementing carbon drawdown solutions now will contribute to reaching net-zero emissions and eventually enable the transition to net-negative GHG emissions sooner.</p> <p>CEAP development engagement feedback from Londoners included numerous references to the importance of protecting nature and prioritizing natural solutions to climate change. In addition to the carbon sequestration benefits that can be achieved through the protection and enhancement of natural heritage systems, significant improvements in resilience (e.g., flood protection) as well as biodiversity loss reduction can also be achieved.</p>
Background – How did we get here?	<p>The City of London has been known as “the Forest City” since 1855 when it was described literally as a city built in the middle of a forest. Today the landscape is dominated by agriculture and urbanized areas, with remnant woodlands generally scattered along corridors that in the past were unsuitable for agriculture or difficult to access, such as river valleys and ravines. These areas now form the framework for London’s Natural Heritage System which protects approximately 55% of London’s vegetation.</p> <p>Canadian towns and cities have historically been planned with parks and roadside plantings, but it is only since the 1970s when the term ‘urban forest’ was first introduced, that urban areas across Canada started to develop formal urban forestry programs. The concept of urban forest management has now spread throughout the world and the value of trees as an asset in urban centres is increasingly being recognized because of the many ecological, economic, cultural, and social benefits provided.</p>

Area of Focus 6	Implementing Natural and Engineered Climate Solutions and Carbon Capture
	<p>In London, like in most other municipalities, establishing and maintaining a balance between accommodating growth and protecting natural heritage has been difficult and at times contentious. The regularly updated Provincial Policy Statement has been the driving force for the level of natural heritage system protection in urban planning and development.</p>
What has been done recently?	<p>The City has dedicated expertise and budget allocated to the management of urban forests, environmentally significant areas, parks and natural areas. The City has also created and implemented numerous policies and initiatives to protect and enhance the natural heritage system, including (but not limited to):</p> <ul style="list-style-type: none"> • Urban Forest Strategy; • Million Tree Challenge; • Veteran Tree Incentive Program ; • Tree give-aways (e.g., TreeME Program); • Invasive Species Management Plan; • Prioritization of blue/green infrastructure such as the Dingman Creek Engineered Wetland Complex; and • Natural channel design for stormwater management (e.g., Dingman Creek / Skyway Industrial Development). <p>Community organizations such as ReForest London, London Environmental Network and Conservation Authorities, are also very active in London to support and enhance the natural heritage system in many ways, including (but not limited to):</p> <ul style="list-style-type: none"> • Community engagement; • Tree planting; • Rain garden promotion and planting; • Pollinator garden promotion and planting; • De-paving projects; and • Environmental advocacy and support for businesses and residents.
Responsible City Service Area(s)	<p>Led by Environment and Infrastructure and Planning and Economic Development</p>
Key Community	<ul style="list-style-type: none"> • City of London Advisory Committees • Conservation Authorities • Local First Nations and Urban Indigenous communities

Area of Focus 6	Implementing Natural and Engineered Climate Solutions and Carbon Capture
Partners and Stakeholders	<ul style="list-style-type: none"> • Community Groups (e.g., London Environment Network) • Middlesex London Food Policy Council • London Development Institute (LDI) and developers not represented by LDI • Ag and Agri Food Canada – London Research Facility • Energy Utilities (Enbridge Gas)
Key Actions (and Milestones)	<ol style="list-style-type: none"> 1. Addressing Agricultural Potential (Timeline: 2022 – 2025) <ol style="list-style-type: none"> a. Assess London’s potential for carbon sequestration in soils with regenerative agriculture practices b. Establish program(s) in consultation with agricultural stakeholders to remove barriers and increase the adoption of regenerative agriculture practices c. Extend invitation to local Indigenous Communities to engage and explore potential collaboration on regenerative agricultural land stewardship d. Work with partners to develop and test the reforestation of under-utilized agricultural land, or portions thereof, outside of the urban growth boundary but within city limits. 2. Advancing Tree Planting (Timeline: 2022 – 2025) <ol style="list-style-type: none"> a. Assess available options to estimate London’s current carbon sequestration rate from urban forests and other natural areas as part of the Urban Forest Strategy and other City initiatives b. Review tree planting policies and budget(s) for planting on City lands held by City Service Areas, boards, and commissions according to a planting prioritization strategy c. Promote and engage with Londoners regarding planting trees on private lands as part of the Tree Planting Strategy d. Facilitate a showcase project, and/or roll out more projects, to retrofit hardscaped/paved surfaces (e.g., surface parking lots) with raingarden and other sustainable designs, including mid-to-long-term tree planting for increased canopy cover 3. Protect and Enhance Existing Natural Areas (Timeline: 2022 onward) <ol style="list-style-type: none"> a. Ensure the protection of natural heritage features and areas in the zoning by-law, Tree Protection by-law and Site Alteration by-law b. Complete and enforce revised Environmental Management Guidelines for new development

Area of Focus 6	Implementing Natural and Engineered Climate Solutions and Carbon Capture
	<p>c. Explore potential for striving to achieve ‘no net loss’ carbon sequestration capacity requirements for greenfield development</p> <p>d. Enhance the resiliency and connectivity of the natural heritage System through ecological restoration with a focus on potential naturalization areas (including those identified on London Plan Map 5 - Natural Heritage)</p> <p>4. Carbon Capture, Utilization, and Storage (Timeline: 2024 onward)</p> <p>a. Work with Enbridge Gas to assess the feasibility and suitability of using carbon capture, utilization and/or storage solutions for large industrial natural gas users in London</p> <p>b. Work with Western University and others to assess the feasibility and suitability of using large-scale direct air carbon capture in London to contribute towards achieving net-zero emissions</p> <p>c. Explore and engage with community and industry partners to identify and evaluate local offset opportunities</p>
<p>Examples of Measuring Progress</p>	<p>More Carbon Capture</p> <ul style="list-style-type: none"> • % tree cover within the urban growth boundary • % tree cover outside the urban growth boundary • Area of agricultural lands utilizing regenerative agriculture methods (hectares) • % of agricultural lands utilizing regenerative agriculture methods • Number of trees planted per year • Estimated carbon sequestered per year (tonnes CO₂ per year) • Surface area (square metres) made permeable • Number of local carbon offset projects verified <p>Move Towards a Circular Economy</p> <ul style="list-style-type: none"> • Number of regenerative agriculture jobs created • Value of agricultural produce produced by regenerative agriculture <p>Increased Engagement on Climate Action</p> <ul style="list-style-type: none"> • Number of participants in regenerative agriculture awareness initiatives <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>

Area of Focus 6	Implementing Natural and Engineered Climate Solutions and Carbon Capture
Resources	<ul style="list-style-type: none"> • CEAP Supporting Documents • Tackling the Farm Crisis and the Climate Crisis, National Farmer's Union, 2019 • City of London Urban Forest Strategy - Enhancing the Forest City, 2012 • Briefing Note - Municipal Natural Capital Valuation (Clean Air Partnership) • Nature-Based Climate Solutions Toolkit (Nature Canada)

Area of Focus 7 - Demonstrating Leadership in Municipal Processes and Collaborations Workplan

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
Purpose of this Workplan	<p>The Demonstrating Leadership in Municipal Processes and Collaborations Workplan has been developed based on details:</p> <ul style="list-style-type: none"> • provided during the community engagement; • compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions; • approved by Council; and/or • recommended by City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion, action and measuring progress. How the workplan is operationalized will be determined in early 2022.</p>
Climate Change Expected Results	<p>This workplan has been designed to make progress toward the following expected results:</p> <ul style="list-style-type: none"> More Zero Emission Vehicles More Net-zero Buildings Lower Carbon Construction Move Towards a Circular Economy More Carbon Capture Increased Engagement on Climate Action
Why Does this Matter?	<p>Municipal governments are the level of government closest to the people. The processes and structures in place within municipalities are responsible for managing critical infrastructure and supports upon which all residents rely to meet their daily needs. The alignment of these processes and structures with climate change action goals will ensure that the decisions being made to satisfy immediate needs of residents will also protect and ensure that those needs will still be satisfied in the future.</p> <p>To encourage and support other stakeholders and partners in climate change action, as the Corporation will be doing as part of the Climate Emergency Action Plan, it is important that municipal processes and structures embed and reflect the priorities of climate change action. In areas where Corporate actions can have direct influence on</p>

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<p>community action (e.g., through procurement of goods and services), opportunities should be seized to lead by example.</p> <p>The Corporation can also be a leader among peers in the implementation of climate change action, but only if it is embraced systemically and seen as a key driver of operations.</p>
Background – How did we get here?	<p>The Corporation of the City of London has long recognized the significance of climate change and the need to act on it. The City has been tracking community wide GHG emissions since 1990 and conducting detailed analysis of Corporate energy use and emissions since 2007.</p> <p>Many actions have been taken to show leadership on climate change resilience (e.g., West London Dyke reconstruction, Dingman Creek Engineered Wetland construction, downspout disconnection program) and mitigation (e.g., greening the Corporate fleet, investment in the Organic Rankin Cycle Engine at Greenway Pollution Control Plant, LED streetlight conversions, W12A landfill gas management).</p>
What has been done recently?	<p>Numerous City initiatives, strategies, master plans and process changes have incorporated climate action objectives directly and indirectly in recent years. Some more recent and significant examples of climate action incorporation include:</p> <ul style="list-style-type: none"> • The previous 2014-2018 Community Energy Action Plan provided a foundation for the city-wide climate change mitigation actions in the Climate Emergency Action Plan; • Corporate Energy Conservation and Demand Management plans have been in place and driving energy efficiency and reduction in the Corporation since 2014; • The 2019-2023 Strategic Plan for the City of London contains more than 30 specific strategies and actions that support climate change mitigation and adaptation; • The Climate Lens Process has been developed and implementation is underway across the Corporation, with some divisions having already implemented and utilized the Process to produce results for reporting to Council (Transportation Planning & Design and Solid Waste); • A detailed Corporate Asset Management Plan has been produced and is supporting the sustainable management of assets while also highlighting potential strategies to address a growing infrastructure renewal funding gap and incorporating climate change risks;

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<ul style="list-style-type: none"> • The 2022 annual budget update amendment process requires that any submitted business cases address relevant climate change considerations; and • Master Accommodation Plan (MAP) for Alternative Work Strategies (2021) recognized the potential reduction of office space via the implementation of AWS and the reduction in Corporate greenhouse gas (GHG) emissions by 40 percent annually in comparison to the original Map (2016). Employees working from home would substantially reduce commute-related emissions.
Responsible City Service Area(s)	<ul style="list-style-type: none"> • Co-Led by Environment and Infrastructure and Finance Supports • Supported by all other Service Areas
Key Community Partners and Stakeholders	<p>While the work of the City directly affects all residents and businesses in London, the initiatives in this workplan primarily relate to internal processes. Where external engagement is required (e.g., environmental assessments, changes to services, etc.), City staff will seek input and engage with affected stakeholders and partners. Specific actions have been noted to collaborate with and receive knowledge from:</p> <ul style="list-style-type: none"> • Local First Nations and Urban Indigenous communities • Neighbouring Municipalities
Key Actions (and Milestones)	<ol style="list-style-type: none"> 1. Utilizing the Climate Lens Process (Timeline: 2022 onward) <ol style="list-style-type: none"> a. Implement and monitor the use and effectiveness of the climate lens process in all Service Areas b. Consider options to incorporate future carbon prices, equivalent at a minimum to the federal carbon pricing up to 2030 (i.e., \$170 per tonne by 2030) and an additional \$10 per tonne per year beyond 2030 within the 2024-2027 Multi-Year Budget and future budget processes. c. Include a section in all standing committee reports identifying climate considerations and how they have been addressed, where appropriate d. Provide annual updates on the use and utility of the Climate Lens Process 2. Engaging City of London Employees (Timeline: 2023-2025) <ol style="list-style-type: none"> a. Review City of London employee commuting and parking policies to incent reduced GHG emissions (e.g., address

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<p>incentives to drive alone and facilitate other options with bus passes, bike share, etc.)</p> <ul style="list-style-type: none"> b. Update employee engagement activities within the Corporate Energy Conservation and Demand Management Plan to align with the new corporate GHG emissions targets c. Review and strengthen anti-idling measures and enforcement for City vehicle use <p>3. Engaging City of London Boards and Commissions (Timeline: 2022 and beyond)</p> <ul style="list-style-type: none"> a. Obtain current status of policies and actions with respect to climate change including future direction b. Ensure that beneficial City details are shared (e.g., use of the Climate Lens Process, public reporting systems) c. Determine opportunities for collaboration d. Request the City of London Boards and Commissions to provide an annual update to Council on climate change actions and progress. <p>4. Continuing Collaboration (Timeline: 2022 onward)</p> <ul style="list-style-type: none"> a. Continue to support and engage with other municipalities on climate change mitigation and adaptation efforts through organizations such as the Federation of Canadian Municipalities’ Partners for Climate Protection program, the Clean Air Council, QUEST Canada, and ICLEI Canada’s Building Adaptive and Resilient Communities program b. Engage with neighbouring municipalities on mutual climate change mitigation and adaptation matters including but not limited to land use development; regional public transit service; active transportation connections and transportation demand management solutions; and, natural heritage features and corridors, both land and waterway corridors c. Collaborate with and receive knowledge from local First Nations on the implementation of climate change plans <p>5. Wastewater Treatment Operations and Biosolids Management Master Plans (Timeline: 2022 – 2023)</p> <ul style="list-style-type: none"> a. As part of the Biosolids Management Master Plan, explore the potential to achieve net-zero carbon emissions from the wastewater treatment system and potential synergies in the management of biosolids that can support climate action goals (e.g., production of renewable natural gas, nutrient recycling opportunities, sewer waste heat recovery, etc.)

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<p>6. Updating Procurement, New City Buildings and Asset Management Processes (Timeline: 2023 – 2028)</p> <ul style="list-style-type: none"> a. Starting in 2024, all new City of London buildings in the prefeasibility stage will be designed to achieve net-zero ready emissions, with construction implementation contingent on the availability of additional funding beyond baseline levels b. Require all City of London lifecycle renewal projects for existing buildings to make incremental energy efficiency and resiliency improvements to contribute to Corporate milestone targets (where heritage conservation is not impacted), contingent on the availability of additional funding beyond baseline levels c. Apply Climate Lens Process to future Operation Yard improvements via the Operations Master Plan (OMP) in order to accommodate future infrastructure required to support electric or other zero emission fuel vehicles. d. Develop refined cost estimates and a financing strategy for implementing required climate change mitigation and adaptation actions for inclusion in the Corporate Asset Management Plan, for consideration with the Multi-Year Budget and for use in advocacy efforts to secure Federal/Provincial funding. e. Establish appropriate performance indicators and annual targets for the phased implementation of the Sustainable Purchasing section of the Procurement of Goods and Services Policy f. Incorporate potential climate change impact risks and vulnerabilities for assets in the Corporate Asset Management Plan <p>7. Lower Carbon Construction for Infrastructure (Timeline: 2022 onward)</p> <ul style="list-style-type: none"> a. Explore, evaluate, and incorporate lower-carbon construction materials into civic infrastructure projects where possible (e.g., low-carbon concrete, mass timber, recycled materials) b. Explore, evaluate, and incorporate lower emission construction techniques and methods into civic infrastructure projects where possible (e.g., electric or compressed natural gas heavy equipment)

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<p>8. Revising City of London Fleet Vehicle and Equipment Procurement Plans (Timeline: 2023-2025)</p> <p>a. Develop procurement processes (report back in 2023), consistent with the Procurement of Goods and Service Policy, that ensure all fleet procurements fully examine alternatives and opportunities to reduce and/or eliminate fossil fuel use in City fleet, taking into account key operational factors such as product availability and performance, service levels, infrastructure and power supply requirements, financial feasibility and budgetary limitations, including:</p> <ul style="list-style-type: none"> i. Developing plans for enhanced fleet vehicle utilization, idling reduction, vehicle sharing, vehicle reductions, and further adoption of Low-Speed Electric Vehicles (LSV), e-bikes and (potentially) cargo e-bikes ii. Requiring all new passenger vehicles (cars, vans, SUVs) procured to be electric vehicles or other zero emission vehicles as of 2025 iii. Requiring all new light and medium duty work vehicles and equipment (pick-up trucks, work vans, heavy duty diesel pick-ups) procured to be electric or other zero emission fuel alternatives where available as of 2028 iv. Requiring that all external fleet rental and lease contracts be amended to require supply of light and medium duty vehicles and equipment that are electric or other zero emission fuel alternatives as of 2028 v. Requiring the procurement of all new heavy-duty vehicles and equipment for the City of London’s vehicle fleet be electric or other zero emission <u>fuel</u> alternatives as of 2030, subject to availability and performance vi. Requiring all new City of London hand-held, portable, and light-duty off-road equipment procured to be electric or other zero emission equipment as of 2025 <p>b. Share information with London Hydro as they continue to investigate opportunities to reduce the GHG emissions footprint of their fleet operations, including implementation of electrical vehicles.</p> <p>9. Assessing and Potentially Establishing a Carbon Accounting/ Budgeting Framework (Timeline: 2022 – 2027)</p> <p>a. Undertake research on carbon accounting/budgeting frameworks for local governments</p>

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<ul style="list-style-type: none"> b. Identify and assess options and resource requirements for a carbon accounting/budgeting framework to potentially be used in parallel with existing financial practices (2023 – 2024) c. Subject to successful completion of action 9b: <ul style="list-style-type: none"> i. Establish an annual corporate carbon budget to provide accountability and transparency on progress to meeting corporate emissions reduction targets; ii. Consider potential mechanisms to drive Service Area compliance with the annual corporate carbon budget and any opportunities to generate internal revenue to support climate action projects <p>10. Investing and Borrowing Responsibly (Timeline: 2024 onward)</p> <ul style="list-style-type: none"> a. Investigate options for responsible investment and borrowing to ensure City resources are working to advance corporate climate action goals b. Join other municipal colleagues in continuing to advocate for Ontario Municipal Employees’ Retirement System (OMERS) pension fund to fulfill its commitment to net zero emissions across its total portfolio by 2050 c. Explore green bonds, municipal impact investment funds and other existing and emerging financing strategies for more resilient, lower-emissions municipal infrastructure <p>11. Establishing GHG Emissions Offsets Policy (Timeline: 2024-2025)</p> <ul style="list-style-type: none"> a. Conduct review of the use of GHG emissions offsets to achieve corporate and/or community net-zero emissions by other Canadian municipalities b. Review and establish protocol requirements for offset quality and verification for use in achieving corporate and/or community net-zero emissions targets c. Establish policy for the use of offsets, including an intended upper limit for corporate GHG emissions that could be offset, the types and characteristics of acceptable offset projects and targets for the amount or proportion of verified GHG emissions offsets utilized from outside of London.

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<p>12. Address Climate Change Considerations in Affordable Housing (Timeline: 2022-2025)</p> <ul style="list-style-type: none"> a. Pursue high standards of energy efficiency and resilience to climate change impacts in new affordable housing units funded and created in partnership with non-profit organizations. b. Ensure that new affordable housing units constructed in partnership with Canada Mortgage and Housing Corporation (CMHC) meet or exceed CMHC’s energy efficiency standards. c. Integrate improved energy efficiency guidance and requirements into the municipally administered Ontario Renovates Program for Homeowners that provides grants for seniors and low-income households for home improvements. d. Ensure that the retrofit of affordable housing units in partnership with London Middlesex Community Housing achieve high standards of energy efficiency and resilience to climate change impacts.
<p>Examples of Measuring Progress</p>	<p>More Zero Emission Vehicles</p> <ul style="list-style-type: none"> • % of light duty fleet vehicles that are zero emission vehicles • % of medium-duty and heavy-duty vehicles that are ZEV or use zero emission fuels (hydrogen, renewable natural gas) <p>More Net-zero Buildings</p> <ul style="list-style-type: none"> • Number of net-zero ready, net-zero and/or passive house corporate buildings <p>Lower Carbon Construction</p> <ul style="list-style-type: none"> • % of new corporate facilities built to net-zero standard • % of capital infrastructure projects with concrete requirements including lower-carbon concrete <p>Move Towards a Circular Economy</p> <ul style="list-style-type: none"> • % by total value of corporate investments in low-carbon, sustainable vehicles/portfolios • % of procurement contracts adhering to sustainable purchasing requirements <p>More Carbon Capture</p> <ul style="list-style-type: none"> • % of community GHG inventory requiring offset (based on pending offset policy) • Surface area (square metres) made permeable as part of infrastructure renewal projects

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<p>Increased Engagement on Climate Action</p> <ul style="list-style-type: none"> • Number of consultation engagements with neighbouring municipalities • Number of inter-municipality initiatives to address common climate action priorities • Number of engagement instances with First Nations dedicated to addressing climate action • City staff commute mode split <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>
Resources	<ul style="list-style-type: none"> • CEAP Supporting Documents • Corporate Asset Management Plan • Procurement of Goods and Services Policy • Corporate Energy Demand Management Plan • Briefing Note - Municipal Carbon Budgeting (Clean Air Partnership) • Briefing Note - Municipal Green Fleets Business Case (Clean Air Partnership) • Municipal Zero-Emission Vehicle Engagement Platform (Pollution Probe)

Area of Focus 8 - Adapting and Making London More Resilient Workplan

Area of Focus 8	Adapting and Making London More Resilient
Purpose of this Workplan	<p>The Adapting and Making London More Resilient Workplan has been developed based on details:</p> <ul style="list-style-type: none"> • Provided during community engagement; • compiled or recommended from other municipalities, organizations, committees, and others specializing in climate change actions; • approved by Council; and/or • recommended by City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion, action and measuring progress for both the corporation and the community. How the workplan is operationalized will be determined in early 2022.</p>
Climate Change Expected Results	<p>This workplan has been designed to make progress toward the following expected results:</p> <p>More Resilient Buildings and Infrastructure Increased Community Resilience</p>
Why Does this Matter?	<p>Warmer, wetter, and wilder weather events in addition to incremental changes to climate (e.g., temperature), will have impacts to citizens, communities, infrastructure and natural environment. Both the physical structures and community members need to be more resilient to the impacts of severe weather (e.g., snow squalls, heat waves, wind downdrafts, tornados) and the incremental climate changes (e.g., hotter summers, more frequent flooding) which are rapidly occurring. Preparing through adaptation for these weather and climatic changes will assist London to weather the storms and better position London towards sustainability.</p> <p>Adaptation to these changes which are already occurring, is necessary to safeguard Londoners, ensure municipal services are not disrupted and support continued prosperity.</p>
Background – How did we get here?	<p>London is a city that contains 45 km of the Thames River as well as 82 km of smaller creeks and waterways. Riverine flooding has always been part of London’s history and will only be more challenging given</p>

Area of Focus 8	Adapting and Making London More Resilient
	<p>the increases in severe weather and related impacts. During watershed-wide storm events, properties within the floodplain are especially vulnerable to riverine flooding. During local storm events, older developed areas of the city do not have modern stormwater management and may be susceptible to overland flooding.</p> <p>London is also the ‘Forest City’ with an extensive tree cover susceptible to wind damage and health impacts caused by invasive species (e.g., Emerald Ash Borer, Lymantria dispar (LDD)).</p> <p>Vulnerable populations in London are the most susceptible to the impacts of climate change. The homeless, elderly, and economically disadvantaged will require greater support and assistance given these expected changes. Many of these challenges were made apparent during the COVID pandemic and the July 2021 heat wave.</p> <p>London’s drinking water is supplied from both Lake Huron and Lake Erie. This dual supply gives London built-in resiliency; however, London’s distance from these supplies is also a key vulnerability. The City’s drinking water travels 50km from Lake Huron and 25km from Lake Erie before entering the City’s water system. The supply relies on treatment plants, large pumps, and an underground network of large water mains that are susceptible to disruption during extreme weather events. Although significant redundancies are built into the system, climate change driven extreme events pose a risk to the City of London’s drinking water supply.</p> <p>Climate change can also impact the quality of the raw water taken from Lake Huron and Lake Erie. Large storms can trigger a sudden decrease of the quality of the raw water making the water more difficult to treat. Increasing large storm events can cause temporary interruptions to the City’s water supply.</p>
What has been done recently?	<p>The London Plan (Official Plan) has established a plan for London to grow inwards and upwards, supported with several climate change policies and directions.</p> <p>An internal Risk Assessment for Climate Change Adaptation was completed in 2014 to provide the city with direction for Asset Management Planning and assist Service Areas on impact adaptation. This work is being updated and built upon using the Building Adaptive and Resilient Communities (BARC) tool as further described below.</p>

Area of Focus 8	Adapting and Making London More Resilient
	<p>Flood hazard protection and mitigation has been a longstanding program designed to protect neighbourhoods, including the West London Dyke that safeguards 1,200 buildings and 2,500 people. This dyke is currently undergoing a major, multi-year reconstruction designed to increase flood protection. Seven of 11 phases have been completed with the assistance of National Disaster Mitigation Funding received in 2016. The anticipated timeline for completion is 2028.</p> <p>The Mud Creek rehabilitation project will reduce the frequency of flooding over Oxford Street at Proudfoot Lane, while having co-benefits of increasing pedestrian active mobility and creating a sustainable stream corridor. This project will be completed by 2023.</p> <p>Stormwater Management continues to adapt using more ‘at source’ techniques to reduce the amount of water runoff reaching the storm drainage system (e.g., low impact development approaches). Upgraded intensity-duration-frequency (IDF) curves are being used to design new stormwater infrastructure and new flood line mapping is in preparation along critical watercourses. Sensitivity analyses are conducted during the design of all stormwater infrastructure projects to ensure resiliency beyond the 100-year and 250-year regional storm events.</p> <p>The City’s emergency preparedness and response during extreme flood events have been coordinated and managed at the Emergency Operations Centre. The City’s Flood Coordinator works with staff at the Upper Thames River Conservation Authority to monitor and respond to riverine flood risks during large storm events. Actions taken during recent events have included road closures and evacuation of identified vulnerable properties.</p> <p>Combined sewers continue to be separated as part of an overall scheme to eliminate them altogether. Basement flooding prevention programs continue to provide incentives for homeowners to improve their building resilience (e.g., sump pump back-up power, sewer backflow prevention).</p> <p>The Middlesex London Health Unit completed an Assessment of Vulnerability to the Health Impacts of Climate Change (2014) with recommendations for adaptation. They also prepared an assessment of urban heat island effects.</p>

Area of Focus 8	Adapting and Making London More Resilient
	<p>The Urban Forest Strategy was completed in 2016 to effectively care for existing tree cover, plan for continued health and improve tree cover for the future. A Tree Planting Strategy update is underway which will also include an update to the Wildland Fire Risk rating (identified as ‘low to moderate’ for London in 2017 by Provincial Ministries).</p> <p>Guidance documents such as the Urban Design Guidelines, Complete Streets Manual and Parks and Recreation Master Plan are all promoting the increased use of street trees and vegetation to offset the impacts of the urban heat island effect. These heat impacts are exacerbated during heat waves making urban spaces less desirable and potentially harmful to human health.</p> <p>The City is in the process of constructing a new 100 million litre drinking water reservoir to be complete in 2023. This additional drinking water storage will increase the amount of water available during an emergency mass power outage or a drop in raw water quality caused by a major climate change event. Additional storage will provide an extend time that Londoners can receive drinking water while the cause of the disruption is being addressed.</p> <p>The City has partnered with the Canadian office of ICLEI, the International Council for Local Environmental Initiatives who support local governments for sustainability. ICLEI, a non-profit organization, and London along with 21 other Ontario municipalities are actively participating in the Advancing Adaptation Program. ICLEI Canada has decades of experience assisting municipalities in completing Adaptation Strategies using industry-standard adaptation processes (e.g., Building Adaptive and Resilient Communities, or BARC, tool). This approach has already guided many southern Ontario cities with adaptation plan creation and implementation. London has previously taken part and benefitted from several collaborations with ICLEI Canada and their partners (e.g., Showcase Cities in 2019).</p> <p>The Advancing Adaptation Program led by ICLEI will collaborate with London staff in the completion of an Adaptation Strategy in 2022. The Strategy will utilize the earlier work completed in London’s Risk Assessment for Climate Change Adaptation in addition to earlier baseline climate change vulnerability work prepared by the Middlesex London Health Unit.</p>

Area of Focus 8	Adapting and Making London More Resilient
Responsible City Service Area(s)	<ul style="list-style-type: none"> • Led by Environment and Infrastructure and Planning and Economic Development • Supported by Neighbourhood and Community-wide Services,, Enterprise Services
Key Community Partners and Stakeholders	<ul style="list-style-type: none"> • Middlesex London Health Unit • Conservation Authorities • City of London Advisory Committees • Community Groups (e.g., London Environment Network, Urban League of London) • London Development Institute (LDI) and developers not represented by LDI • Local First Nations and Urban Indigenous communities • Western University • Fanshawe College • Business Associations (e.g., London Chamber of Commerce) • London Community Foundation • ICLEI staff (as part of the Advancing Adaptation program) • Energy utilities (London Hydro, Enwave, Enbridge Gas)
Key Actions (and Milestones)	<ol style="list-style-type: none"> 1. Finalize an Adaptation Strategy based on the updated Risk Assessment for Climate Change Adaptation (Timeline: 2022) <ol style="list-style-type: none"> a. Finalize London Working Group / Review Team b. Utilize program and expertise of ICLEI c. Develop list of focused actions under specific areas such as: <ol style="list-style-type: none"> i. Integrate Climate Change Thinking and Response ii. Protect Public Health and Safety iii. Reduce Risk to Buildings and Property iv. Strengthen Infrastructure Resilience v. Protect Biodiversity and Enhance Ecosystem Functions vi. Reduce Community Service Disruptions vii. Build Community Resilience 2. Update the Climate Lens Process to incorporate the latest information included in the Adaptation Strategy to ensure corporate decision-making takes full advantage of the latest information (Timeline: 2022 onward) 3. Identify and assess extreme weather events, impacts and data gaps (Timeline: 2022 and annually)

Area of Focus 8	Adapting and Making London More Resilient
	<ol style="list-style-type: none"> 4. Implement recommendations guided by the timelines established in the completed Adaptation Strategy (2022 onward) 5. Monitor best management practises of other municipalities to take full advantage of new developments in adaptation methods (Timeline: 2022 onward) 6. Work with the Middlesex-London Health Unit and other community partners to review the effectiveness of existing extreme heat event response programs, including affordable access to indoor air cooling 7. Work with community partners to review the effectiveness of existing flooding event response programs, including access to current flood hazard mapping
Examples of Measuring Progress	<p>More Resilient Buildings and Infrastructure</p> <ul style="list-style-type: none"> • Key projects and initiatives identified and completed (e.g., completion of the West London Dyke rehabilitation work) • Progress on decreasing the number of damage centres and related losses • % of combined sewers that have been separated • % of sidewalks with shade (by tree cover or physical structures) <p>Increased Community Resilience</p> <ul style="list-style-type: none"> • Number of people, groups and businesses reached with their own adaptation strategies • Number of people, groups and businesses that have made the recommended adaptation changes • Number of households provided with education materials about living in a floodplain or lot-level stormwater management best practices <p>These measures will be reviewed and updated upon completion of the ICLEI Advancing Adaptation Program currently underway (completion date in early 2022). In addition, these measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>

Area of Focus 8	Adapting and Making London More Resilient
Resources	<ul style="list-style-type: none"> • Climate data resources from Environment and Climate Change Canada including the Climateatlas.ca and Climatedata.ca • A Climate Resilience Roadmap for Ontario Municipal Infrastructure and Systems, Regional Public Works Commissioners of Ontario, 2020 • Mitigating Flood Risk in Canada, 2020. Clear Air Council webinar • Ahead of the Storm 2019, Intact Centre on Climate Adaptation • Changing Climate, Changing Communities: Guide and Workbook for Municipal Climate Adaptation, ICLEI (2019) • Characterizing the Urban Heat Island Effect in Middlesex London, Middlesex London Health Unit, 2015 • Assessment of Vulnerability to the Health Impacts of Climate Change, Middlesex London Health Unit, 2014 • City of London Risk Assessment for Climate Change Adaptation, 2014

Area of Focus 9 - Advancing Knowledge, Research and Innovation Workplan

Area of Focus 9	Advancing Knowledge, Research and Innovation Workplan
Purpose of this Workplan	<p>The Advancing Knowledge, Research and Innovation Workplan has been developed based on details:</p> <ul style="list-style-type: none"> • provided during the community engagement; • compiled or recommended from other municipalities, academia; organizations, committees and others specializing in climate change actions; • approved by Council; and/or • recommended by City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion, action and measuring progress. How the workplan is operationalized will be determined in early 2022.</p>
Climate Change Expected Results	<p>This workplan has been designed to help make progress on expected results in all 10 workplans as partnerships with academia and businesses is fundamental to all aspects of the Climate Emergency Action Plan.</p>
Why Does this Matter?	<p>Education is one of the most powerful tools in preparing for the local, regional, and global challenges associated with climate change. It helps individuals, communities, businesses, and governments build the capacity, understanding, skills, and attitudes needed to engage in lowering greenhouse gas emissions and creating climate-resilient communities. Education on climate change must not be considered as an ‘add-on’; rather a key component of any plan(s) to address the effects of climate change, put into practice collaborative solutions and achieve short, medium, and long-term results and goals.</p> <p>Education is required to raise awareness, build capacity, change behaviours and attitudes, encourage creativity and solutions, and enable people to make informed decisions that impact others. Education and awareness about positive actions and positive results to climate change may help diminish both anxiety and apathy in response to climate change.</p> <p>Due to the wide-ranging impacts of climate change, education, knowledge, research, and innovation has a crucial role to play in not</p>

Area of Focus 9	Advancing Knowledge, Research and Innovation Workplan
	<p>only raising awareness about the urgency of addressing climate change but also in implementing the solutions.</p> <p>Formal and informal education is essential to raise awareness with residents and students of all ages. For example, educating the youngest who will be most impacted by climate change develops positive influences during the stages of an individual’s early life that can contribute to a society that will require changing values, knowledge, and skills to address the causes and impacts of climate change. Educating and engaging today’s older generations in London is equally important, but requires different tools and techniques to meet their needs and the adjustments required to change behaviours that may have been in place for years.</p> <p>Climate change education is central in making people sensitive to the local and global impacts of climate change. The term ‘energy literacy’ or ‘climate literacy’ has been used by many to demonstrate the need to foster an increased understanding of climate change and the need to take action.</p> <p>To ensure effective learning and deep understanding, climate change education can be further integrated into primary and secondary schools in London and region. The complexities of climate change require it to be addressed using a continuous and holistic approach that draws upon a range of disciplines and areas of expertise, including science, policy, law, ethic, sociology, economics, and culture.</p> <p>Opportunities exist for new ways of engaging children and youth in climate awareness by harnessing the creativity of teachers and students to develop and implement climate action projects in their homes, schools, and communities. Opportunities will also exist through clubs, organizations (e.g., Girl Guides, Scouts), City programs, etc.</p> <p>Local First Nations and Urban Indigenous communities are knowledge keepers and stewards of the land and routinely share experiences, history, sustainability practices and innovation.</p> <p>As leaders in knowledge, research and innovation, universities and colleges are in a unique position to leverage their expertise and make significant advancements in addressing climate change and the climate emergency. How these institutions operate, undertake</p>

Area of Focus 9	Advancing Knowledge, Research and Innovation Workplan
	<p>research, and teach their students can act as a catalyst for real and lasting change.</p> <p>In addition to the fundamentals of education, research and innovation, universities are at the forefront of data and analytics, applied research, technology development and commercialization, and creating and utilizing networks of individuals, organizations, businesses, and communities.</p>
Background – How did we get here?	<p>Over the last ten to twenty years, there has been a growing need for knowledge, research and innovation involving students, teachers, professors, researchers, businesses, and governments. This interest has been driven by the need for more education, awareness, and actions to address the growing impacts of climate change and the need for many adjustments and changes in lifestyle and how the economy is operated.</p> <p>London and area has a solid foundation of academic institutions, partnering businesses, governments and community groups and a proven track record that has developed over time. This track record includes demonstrated commitments of individuals to find solutions to the challenges presented by climate change. London and area has produced many recognizable names, projects and programs in the fields of environmental sustainability and climate change.</p>
What has been done recently?	<p>Over the last five years the number of small, medium, and large-scale initiatives is significant. A few would include:</p> <ul style="list-style-type: none"> • Western University and Fanshawe College have numerous courses, programs and organizations that address environmental sustainability and climate change. This includes many faculty, professors, researchers and administrators involved with climate action projects in addition to corporate environmental sustainability projects and programs. A few examples include: <ul style="list-style-type: none"> ○ Western research and learning facilities such as the Biotron, Centre for Advanced Materials and Biomaterials Research, Fraunhofer Project Centre for Composites Research, International Composites Research Centre, Particle Technology Research Centre, Lake and Reservoir System (LARS) Research Facility, Ivey Energy and Management Policy Centre, Centre for Urban Policy and Governance, Lawrence Centre for Policy and Management, Centre for Building Sustainable Value;

Area of Focus 9	Advancing Knowledge, Research and Innovation Workplan
	<ul style="list-style-type: none"> ○ Fanshawe College is using their Kestrel Court Net Zero project as a living laboratory for students to design and assess net-zero energy retrofits of existing inefficient housing stock; and ○ Western University the University of Waterloo have established the Thames River Experimental Stream Science Centre hosted at the Adelaide Pollution Control Plant to provide a research base for analysing changing local stream conditions in a changing climate. <ul style="list-style-type: none"> ● Thames Valley District School Board and the London District Catholic School Board have focused environmental education programs and initiatives, have schools participating in the EcoSchools network, and have climate change built into several courses. In addition, corporate environmental sustainability projects and programs exist. ● Businesses and business organizations have supported academic projects and programs, hired interns and summer students, many of which have led to them introducing sustainability and climate change into corporate commitments and operating practices, if not already in place. Business organizations such as Chamber of Commerce, Green Economy London, London Economic Development Corporation have held or supported various types of seminars, conferences and events. ● Community groups have provided opportunities and supported projects and programs, hired interns and summer students for sustainability and climate change, and contributed to knowledge, research and innovation. Numerous workshops, seminars, movie screenings, events, etc. have occurred such as those held by London Environmental Network, Thames Region Ecological Association, ReForest London, Climate Action London, London District Renewable Energy Co-operative, to name a few. ● City of London has sponsored, supported and/or invested in numerous climate change projects and programs with secondary and post-secondary institutions and collaborations with local and regional businesses such as: <ul style="list-style-type: none"> ○ a collaboration between the City of London, Fanshawe College, Western University (and affiliates), and Pillar Nonprofit Network that provides London's post-secondary students with opportunities to apply their skills, creativity, and

Area of Focus 9	Advancing Knowledge, Research and Innovation Workplan
	<p>entrepreneurial spirit to real-world issues and challenges facing our community;</p> <ul style="list-style-type: none"> ○ a Memorandum of Understanding with Western’s Institute for Chemicals and Fuels from Alternative Resources to support research into the use of municipal waste to produce useful materials; ○ working with Western University’s Human Environments Analysis Laboratory on a number of projects related to transportation demand management; ○ developed a Teachers Toolkit that provides London-specific information on climate change and our environment including topics of water quality, stormwater, wastewater management, and water efficiency for elementary school students to understand the value of water resources. This includes presentations, teacher’s guides, and hands-on experiential workshops; and ○ working with partners such as Project Neutral to develop lesson plans built around the use of Project Neutral’s carbon footprint calculator. <ul style="list-style-type: none"> ● Many collaborative projects have been undertaken between the organizations mentioned above, with local First Nations and Urban Indigenous communities and others. In many cases additional support has been provided from businesses, utilities, senior levels of government, for these climate change relate initiatives.
Responsible City Service Area(s)	<ul style="list-style-type: none"> ● Led by Environment and Infrastructure, City Manager’s Office and Enterprise Supports, Planning and Economic Development
Key Community Partners and Stakeholders	<ul style="list-style-type: none"> ● Provincial and Federal Governments ● Western University ● Fanshawe College ● Thames Valley District School Board ● London Catholic District Catholic School Board ● London Chamber of Commerce ● London Economic Development Corporation ● Middlesex London Health Unit ● Local First Nations and Urban Indigenous communities ● Utilities (London Hydro, Enbridge, Enwave, Hydro One) ● Conservation Authorities ● Community groups

Area of Focus 9	Advancing Knowledge, Research and Innovation Workplan
	<ul style="list-style-type: none"> • Specialists in the field of climate change education, awareness and programming • Students
Key Actions (and Milestones)	<ol style="list-style-type: none"> 1. Implement Memorandum of Understanding (MoU) with Western University for Action on Climate Change (The MoU is part of the report to the Strategic Priorities and Policy Committee report, February 8, 2022, Timeline: 2022) <ol style="list-style-type: none"> a. Finalize operating arrangements and logistics b. Update existing and upcoming projects c. Develop an Academic Research Agenda for Action on Climate Change that will assist with the implementation of the Climate Emergency Action Plan d. Establish objectives, metrics and timelines 2. Co-create a Partnership for Knowledge, Research and Innovation (Timeline: 2022/2023) <ol style="list-style-type: none"> a. Identify and invite potential partners and collaborators to a development session b. Complete a scan of existing courses, programs, educational opportunities (formal and informal) c. Identify existing relationships and connections with respect to climate change education and action d. Identify opportunities to pursue business and economic development opportunities and collaborations e. Develop a path(s) forward including objectives, metrics and timelines
Examples of Measuring Progress	<p>These examples are very preliminary and will become a key discussion item under Key Actions</p> <ul style="list-style-type: none"> • # of climate change courses being offered at the post secondary level in London • # of climate change courses being offered at the high school level in London • # of educational and awareness opportunities being offered to the community • # projects initiated • # companies and partners collaborating on projects • # signed Memorandums of Understanding (MoUs) • # City climate change projects completed in collaboration with educational institutions

Area of Focus 9	Advancing Knowledge, Research and Innovation Workplan
	<ul style="list-style-type: none"> • # community climate change projects completed in collaboration with educational institutions <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>
Resources	<ul style="list-style-type: none"> • CEAP Supporting Documents • Climate Science 2050: Advancing Science and Knowledge on Climate Change (Environment and Climate Change Canada, 2020) • Council of Ontario Universities • Ontario Colleges • Learning for a Sustainable Future (including Canada, Climate Change and Education survey, 2019) • Climate Change Learning and Action in Ontario's Certified EcoSchools

Area of Focus 10 - Measuring, Monitoring and Providing Feedback Workplan

Area of Focus 10	Measuring, Monitoring and Providing Feedback
Purpose of this Workplan	<p>The Measuring, Monitoring and Providing Feedback Workplan has been developed based on details:</p> <ul style="list-style-type: none"> • provided during the community engagement, • compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions, • approved by Council, and/or • recommended by City staff. <p>The purpose of this workplan is to set an initial direction for collaborative discussion, action and measuring progress. It has been designed to increase collaborative data collection and reporting from key stakeholders that are involved with city-wide data. How the workplan is operationalized will be determined in early 2022.</p>
Climate Change Expected Results	<p>This workplan has been designed to measure and report on progress towards all expected results:</p> <p>Walkable, Complete Neighbourhoods Increased Active Transportation and Transit More Zero Emission Vehicles More Net-zero Buildings Lower Carbon Construction More Resilient Buildings and Infrastructure More Carbon Capture Move Towards a Circular Economy Increased Community Resilience Increased Engagement on Climate Action</p>
Why Does this Matter?	<p>Data-driven decision-making is transparent, grounded in the latest science and defensible. Achievement of any meaningful goals can only be realized if desired outcomes and progress are defined by key performance indicators and supported by data. There is significant potential for connection to Internet of Things (IoT), business intelligence (BI) solutions and artificial intelligence forecasting.</p> <p>Reporting on progress with meaningful and understandable indicators and metrics demonstrates accountability and transparency to the</p>

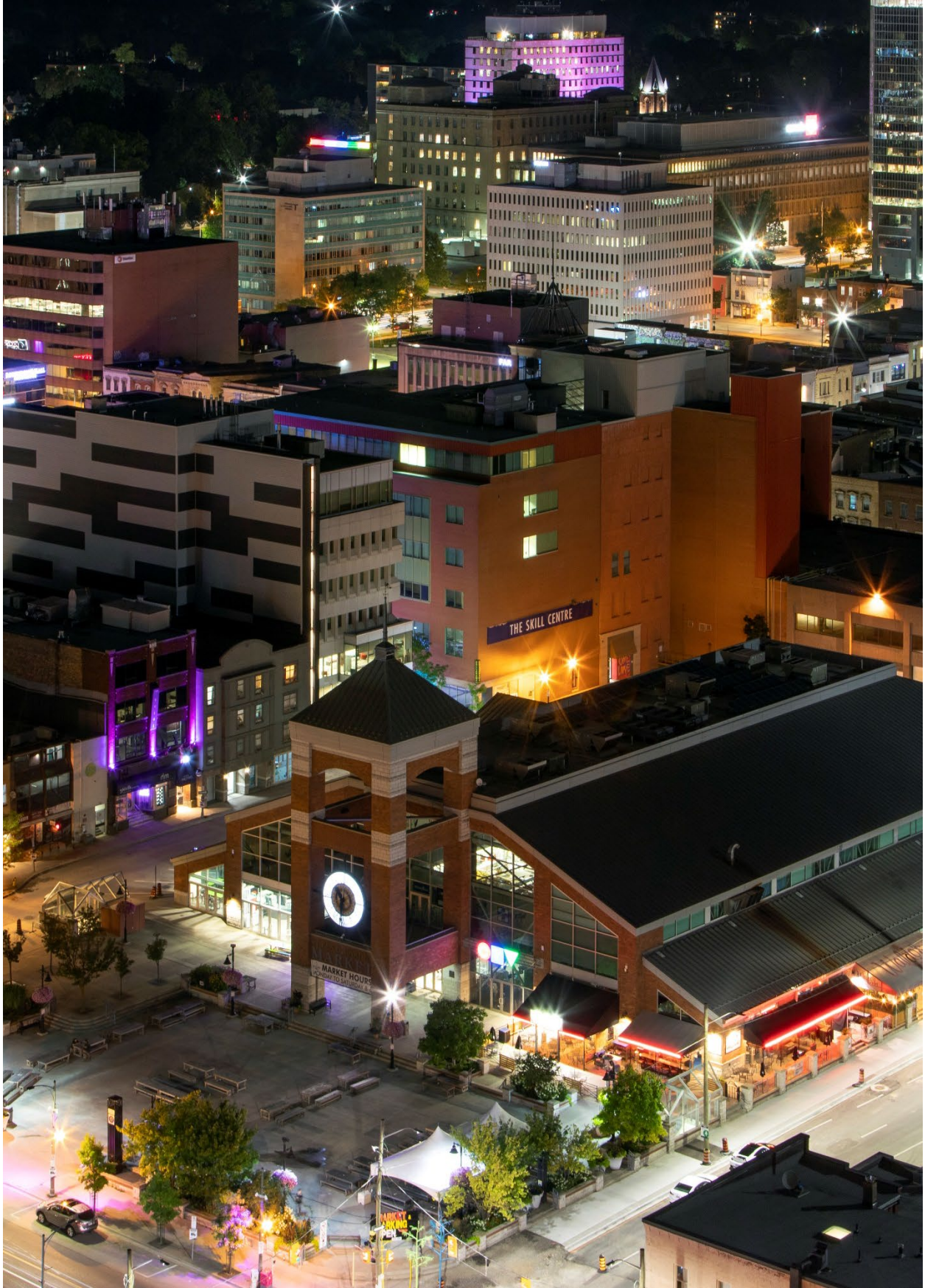
Area of Focus 10	Measuring, Monitoring and Providing Feedback
	<p>community, partners and stakeholders. Accountability and transparency are important to ensure collaborations and partnerships are functional and strong.</p> <p>Providing feedback, having reminders associated with progress, celebrating successes, encouraging actions, are all important parts of raising awareness and leading to further climate action.</p>
Background – How did we get here?	<p>The City of London has information on community-wide energy use and GHG emissions going back as far as 1990, with annual estimates provided from 2004 onwards. London was one of the first Canadian cities to include community-wide energy costs with this information, starting in 2010.</p> <p>The City of London has information on corporate energy use, cost, and GHG emissions going back to 2007. A detailed breakdown of energy use by subsectors, along with marginal cost abatement (\$ cost/benefit per tonne GHG reduced) estimates, was carried out for London in 2011.</p> <p>The City of London has been reporting community and corporate energy use and GHG emissions data at both the national and global level through participation in the Federation of Canadian Municipalities’ Partners for Climate Protection program, CDP Cities, and the Global Covenant of Mayors.</p> <p>The City of London used energy maps throughout the 2010s to illustrate residential energy use and efficiency at the neighbourhood scale.</p> <p>The City of London estimated carbon sequestration from London’s urban forest through the UFORE tree inventory in the early 2010s. City Forestry staff have assembled a comprehensive database of tree type, age, location and health to provide baseline information for effective management (e.g., invasive pests and diseases).</p> <p>Water quality has been assessed (including temperature and chemistry) throughout the Thames River in London for over 40 years providing a long-term record to assist City staff and partners in wise management of the health of the river ecosystem.</p>

Area of Focus 10	Measuring, Monitoring and Providing Feedback
	<p>Routine infrastructure assessments (e.g., culverts, bridges) have been conducted for several years determining the condition, any weaknesses, and areas for remediation.</p> <p>Within London, many organizations and businesses currently report climate change and sustainability indicators.</p>
What has been done recently?	<p>Some of the recent reports, initiatives and projects related to measuring, monitoring and reporting on climate and environmental aspects include:</p> <ul style="list-style-type: none"> • 2020 Community Energy Use and Greenhouse Gas Emissions Inventory report; • 2020 Corporate Energy Consumption and Activities Report; • ClimateSmart’s Business Energy and Emissions Profile (BEEP) tool for small to medium-sized businesses was developed for use by Green Economy London; • London was amongst the first group of Canadian cities included within Google’s Environmental Insights Explorer tool; • Additional stream flow gauges have been added to 3 tributary streams to better assess local flood prediction and impacts; • Additional rain gauges have been installed as an enterprise-wide system covering the entire city to ensure accurate rain amounts are captured in neighbourhoods to assist in implementation and improvements to the basement flooding program; and • Upper Thames Region Conservation Authority staff conducted an assessment of all tributary creeks and their hydrologic condition (e.g., eroding banks) to establish a baseline for ongoing management and future remediation.
Responsible City Service Area(s)	<ul style="list-style-type: none"> • Led by Environment and Infrastructure, Enterprise Supports • Supported by City Manager’s Office, Planning and Economic Development, Neighbourhood and Community-Wide Services, Finance Supports
Key Community Partners and Stakeholders	<ul style="list-style-type: none"> • Federal and Provincial Government • Energy Utilities (Enbridge Gas, London Hydro, Enwave, Hydro One, Independent Electricity System Operator) • Business Associations and other organizations (e.g., London Chamber of Commerce, London Economic Development Corporation, Green Economy London, London Community Foundation) • Local First Nations and Urban Indigenous communities

Area of Focus 10	Measuring, Monitoring and Providing Feedback
	<ul style="list-style-type: none"> • Conservation Authorities • Middlesex London Health Unit • Businesses, Institutions and Other Employers • Community Groups (e.g., Pillar Non-profit Network, London Environmental Network, Climate Action London, Urban League of London) • Other Organizations (e.g., Middlesex-London Food Policy Council, London Community Foundation) • Western University • Fanshawe College • London Transit Commission
<p>Key Actions (and Milestones)</p>	<p>Many of the actions below are tied to and/or contained in other workplans</p> <ol style="list-style-type: none"> 1. Climate Change Mitigation (Timeline: 2022 onward) <ol style="list-style-type: none"> a. Continue to provide Londoners with the latest information on local greenhouse gas emissions and the expected impacts of climate change b. Develop an updated detailed assessment of the economic cost and benefits of climate change mitigation actions (e.g., marginal abatement costs) needed to reach net-zero emissions by 2050. c. Create and regularly update estimates for global GHG emissions from the local consumption of goods and services (i.e., Scope 3 emissions) for inclusion in the community GHG emissions inventory d. Create and regularly update estimates for the climate impacts of land use, land use change, and urban forestry (e.g., carbon sequestration rates from trees, environmentally significant areas and other natural areas, and agricultural land) for inclusion in the community GHG emissions inventory e. Work with London Hydro (Lead) to review London’s electricity distribution system to identify the capacity for additional renewable electricity generation f. Work with London Hydro (Lead) as they continue to facilitate the connection of low carbon and renewable distributed energy sources such as solar, biogas, hydro generation, batteries and microgrids. g. Work with London Hydro (Lead) as they continue to provide applications and tools like the Green Button, Commerce (formerly IDC), Property Management Portal, and

Area of Focus 10	Measuring, Monitoring and Providing Feedback
	<p>MyLondonHydro for customers to review and manage their energy usage.</p> <ul style="list-style-type: none"> h. Work with Enbridge Gas (Lead) to review London’s gas distribution system to identify the capacity for additional “green gas” (i.e., renewable natural gas and/or hydrogen) gas injection i. Work with the London Economic Development Corporation (Lead) and the London Chamber of Commerce (Lead) to define and encourage the growth of employment in the green products and services sector in London j. Work with the London Chamber of Commerce, London Economic Development Corporation and Green Economy London to encourage London’s business community to set GHG reduction targets for their business and track progress towards these targets k. Work with the Pillar Non-profit Network to determine how the United Nations Sustainable Development Goals can be addressed as part of public reporting with respect to climate action <p>2. Climate Change Adaptation (Timeline: 2022 onward)</p> <ul style="list-style-type: none"> a. On an annual basis, compile a summary of extreme weather events impacting London and list the actions taken or required to address the impacts to Londoners, as per the ‘Building an Adaptive and Resilient Community’ process and our partnership with ICLEI b. Assess through measurement the connectivity, ecosystem health, and area of the natural heritage system c. Work with the Middlesex London Health Unit to review and update the migration patterns and tracking of applicable human health impacts of climate change (e.g., lyme disease carried by ticks) d. Assess, track, and report on the change in permeability of urban lands through Low Impact Development (LID) and de-paving (removal of hard surfaces) initiatives e. Work with the Conservation Authorities and other emergency preparation and response partners to assess damage and remediation actions needed to address flooding impacts and recovery <p>3. Progress Reporting (Timeline: 2022 onward)</p> <ul style="list-style-type: none"> a. Confirm or establish the baseline data and 2030 objective for each Expected Result

Area of Focus 10	Measuring, Monitoring and Providing Feedback
	<ul style="list-style-type: none"> b. Provide Municipal Council with a report on Climate Emergency Action Plan implementation progress and performance on an annual basis c. Provide Municipal Council with a report on community-wide and corporate GHG emissions on an annual basis d. Provide the public with an easy-to-find and easy-to-use platform(s) and visuals for presenting information on Climate Emergency Action Plan implementation progress, community-wide GHG emissions, corporate GHG emissions, and progress on adaptation measures being undertaken e. Continue to report community and corporate energy use and GHG emissions data at both the national and global level through the Federation of Canadian Municipalities' Partners for Climate Protection program, CDP Cities, and the Global Covenant of Mayors f. Report on municipal adaptation efforts through ICLEI Sustainable Cities - Building Adapting and Resilient Communities (BARC), CDP Cities, and the Global Covenant of Mayors g. Make community and corporate energy use and GHG emissions data accessible via the open data portal
<p>Examples of Measuring Progress</p>	<p>Increased Engagement on Climate Action</p> <ul style="list-style-type: none"> • Website view statistics by action • Social media statistics by action • Number of downloads by document • Number of new data collection exercises implemented • Number of Top 100 City Employers (by number of employees) reporting sustainability indicators <p>These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.</p>
<p>Resources</p>	<ul style="list-style-type: none"> • CEAP Supporting Documents • London's Business Energy and Emissions Profile (BEEP) • Google's Environmental Insights Explorer • UN Sustainable Development Goals



Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Kelly Scherr, P.Eng., MBA, FEC
Deputy City Manager, Environment & Infrastructure
Subject: Draft Climate Emergency Action Plan
Date: February 8, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, the following actions be taken with respect to the draft Climate Emergency Action Plan:

- a) The draft Climate Emergency Action Plan, attached as Appendix "A", **BE RECEIVED**;
- b) The draft Climate Emergency Action Plan Foundational Actions, attached as Appendix "B", **BE RECEIVED**;
- c) The Background Information (Supporting Documents) to Develop the Draft Climate Emergency Action Plan, attached as Appendix "C", **BE RECEIVED** for information; and
- d) Civic Administration **BE DIRECTED** to hold a public participation meeting at a future meeting of the Strategic Priorities and Policy Committee with respect to the draft Climate Emergency Action Plan.

Executive Summary

1.0 Background Information

On April 24, 2019, Municipal Council declared a climate emergency. On November 26, 2019, Council approved series of actions be completed to address the climate emergency, including the development of a Climate Emergency Action Plan (CEAP) and the creation and implementation of a Climate Emergency Evaluation Tool (now referred to as the Climate Lens Process). Updates on progress were provided on August 11, 2020 and April 27, 2021 to the Strategic Priorities and Policy Committee (SPPC). Several climate change reports were also submitted to Civic Works Committee on August 31, 2021 including the Outcome of Climate Lens Screening Applied to Major Transportation Projects and the Outcome of Climate Lens Process Applied to Waste Management Programs and Projects.

Status of Direction from November 26, 2019 Council Resolution

Over 95 per cent of the actions directed by Council are Complete or Ongoing (i.e., being incorporated into regular operating practices and reviews). The one item in progress, include a standard section in all Standing Committee reports that addresses the Climate Emergency Declaration, is in progress with the Clerk's Office. It is scheduled to be implemented in the second quarter of 2022.

Summary of Community Engagement for the Development of the CEAP

CEAP engagement efforts have provided the chance to reach many Londoners with information on climate change action and their responses have provided valuable information to the project team to help guide the formation of the CEAP. The total number of individual written or form responses received was 2,700 and people were reached about 26,300 times through attendance at online workshops and videos, speakers' series and other events, social media activity, and visits to the Get Involved and Climate Action Plan Simulator websites.

Although online engagement efforts have been extensive, staff acknowledge that there are individuals and groups that have not yet been adequately reached. This includes some First Nations communities, many children and youth, equity-deserving groups who may have barriers to participating in online engagement, and Londoners who are not actively engaged in climate change issues.

2.0 Discussion and Considerations

Sections 2.0, 3.0 and 4.0 of this report are divided into six parts. Additional information is also contained in the appendices. PART F refers to the Summary List of Foundational Actions that set the stage for a successful implementation of the Climate Emergency Action Plan.

PART A Climate Change Milestone Targets

Targets adopted by cities are considered ‘science-based’ if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement, which limits global warming to below 2°Celsius above pre-industrial levels, and are also working to limit warming to 1.5°C. In addition, the targets must reflect a “fair share” of the 50 per cent global reduction in greenhouse gas emissions by 2030 identified in the Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5°C. Under the “fair share” principle, high-income and high-emission cities, on a per-capita basis, are expected to do more to reduce emissions than those with lower income and/or emissions. Cities in North America, Australia, Japan, and Germany are considered high-income and high-emission cities on a per capita basis.

To date, supported by the Federation of Canadian Municipalities (FCM) and ICLEI Local Governments for Sustainability Canada (formerly International Council for Local Environmental Initiatives – ICLEI), over 20 Canadian cities have joined an initiative called Cities Race to Zero including 11 Ontario municipalities. City staff propose London also join the Cities Race to Zero initiative.

City staff also propose new, 1.5°C science-based targets for 2030, 2035, and 2040 to support the current Council-approved target for achieving net-zero emissions by 2050. Community Milestone Targets can only be achieved through collaborative action with all sectors in London. Council can influence progress towards community milestone targets, but it is up to Londoners, employees, and employers to take action. Corporate Milestone Targets are within Council’s control as they deal with City facilities and operations.

The following table summarizes current emission reduction progress, existing approved milestone greenhouse gas (GHG) emissions reduction targets, and the proposed new milestone GHG emissions reduction targets for the community and Corporate.

Target Applied to:	Progress - End of 2020 (reduction from baseline)	Existing Approved Milestone Targets (reduction from baseline)	Proposed Milestone Targets (reduction from baseline)
Community (2005 baseline year)	30%	43% by 2030 Net-Zero by 2050	55% by 2030 65% by 2035 75% by 2040 Net-Zero by 2050
Corporate (2007 baseline year)	61%	60% by 2023 Net-Zero by 2050 or sooner	65% by 2030 75% by 2035 90% by 2040 Net-Zero by 2045

It is important to note that achieving reductions of this scale in just eight or nine years will be challenging. To meet the 1.5°C goal of the Paris Agreement, climate science indicates that all Londoners, the Province of Ontario and the Government of Canada must do their fair share. Community engagement and assessment of business readiness to date indicates there is momentum to do just that.

PART B Climate Emergency Action Plan

The draft Climate Emergency Action Plan is a separate document found in Appendix A. The CEAP, along with this report and supporting documents are contained on or linked to the City of London's Get Involved website. Key pieces in the draft Climate Emergency Action Plan can be summarized as:

- The status of climate change in London, actions taken and the rationale for increasing actions immediately;
- New milestone community and Corporate targets and the rationale;
- 10 implementation workplans covering the majority of aspects of mitigation and adaptation pertinent to London including who needs to be involved and how multiple actions can occur at one time from different participants;
- The level of effort and example actions required for different household types to do their "fair share" of greenhouse gas reduction by 2030.
- Key requirements for implementation success; and
- Leadership needs.

The CEAP is a community-wide plan to achieve three main goals:

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

Expected results and the descriptions below embody the changes required in London to address the climate emergency. In 2022, City staff will confirm or establish baselines and desired outcomes by 2030 for each of the Expected Results.

Expected Result	Description	2030 Milestone Outcome
Walkable, Complete Neighbourhoods	Ensure Londoners can access nearby daily needs while reducing automobile dependence and improving equity.	Ensure the majority of Londoners live within an easy walk/roll of their daily needs. Baseline data currently under development.
Increased Active Transportation and Transit	Increase the viability and attractiveness of active transportation and transit to reduce automobile dependence, improve equity, and promote physical health.	Strive to reduce the annual number of in-town automobile trips per person in London by 30-50% from 2019 levels Currently at around 550 trips per person (2019).
More Zero Emission Vehicles	Reduce or eliminate fossil fuel use in vehicles.	Strive for at least 50% of the kilometres travelled on London's roads to be by zero emissions vehicles. Currently at around 0.5%.
More Net-zero Buildings	Improve energy efficiency and reduce or eliminate fossil fuel use in buildings.	Strive to reduce fossil fuel use by buildings to 50% of where it was in 2019. Buildings (excluding industrial) in 2019 used 20.7 million gigajoules of fossil fuel energy (natural gas, fuel oil, and propane).

Expected Result	Description	2030 Milestone Outcome
Lower Carbon Construction	Reduce the use of construction materials with high lifecycle GHG emissions from raw material extraction to manufacturing and final end-use/disposal. Design for less material use overall and utilize recycled products where possible.	Strive for at least 40% less embodied emissions from new buildings and construction projects compared to 2019. Baseline data to be developed in 2022.
More Resilient Buildings and Infrastructure	Build and maintain civic infrastructure and buildings to increase public safety and reduce unexpected and long-term cost burdens as a result of climate change.	Strive for at least one-third of buildings in London to have at least one or more climate resiliency measure. Baseline data to be developed in 2022.
More Carbon Capture	Protect, maintain, and improve London's natural heritage system, urban plantings and agricultural lands to reduce carbon in the atmosphere, support biodiversity, and reduce the effects of climate change.	Strive for at least 25% higher carbon dioxide removal from the air in London by natural processes, agricultural practices, and engineered solutions than 2008. Baseline data from 2012 urban forest effects model is being updated.
Move Towards a Circular Economy	Support our economy's transition to reduced emissions from consumption and waste, more efficient material use, and the creation of regenerative prosperity.	Strive for at least 60% waste diversion from landfill through reduced waste generation and improved material efficiency, driving towards a circular economy. Residential diversion rate is currently 45%, total waste diversion rate is estimated at 33%.
Increased Community Resilience	Improve Londoners' ability to withstand, adapt, and recover from extreme weather events and other impacts of climate change.	Strive for at least 50% of Londoners to have measures in place to withstand and recover from extreme weather events and other impacts of climate change. Baseline data currently under development.
Increased Engagement on Climate Action	Improve education, awareness, and engagement to accelerate action on climate change by businesses, employees, community groups, institutions, and individuals.	Strive for at least 75% of Londoners to understand and acknowledge their contributions to and impacts from climate change. Baseline data to be developed in 2022.

To focus and coordinate efforts and to acknowledge the need for leadership, specific actions that will contribute to achieving the expected results and 2030 outcomes are organized into workplans for 10 Areas of Focus. These include:

1. Engaging, Inspiring and Learning from People
2. Taking Action Now (Household Actions)
3. Transforming Buildings and Development
4. Transforming Transportation and Mobility

5. Transforming Consumption and Waste as Part of the Circular Economy
6. Implementing Natural and Engineered Climate Solutions and Carbon Capture
7. Demonstrating Leadership in Municipal Processes and Collaborations
8. Adapting and Making London More Resilient
9. Advancing Knowledge, Research and Innovation
10. Measuring, Monitoring and Providing Feedback

PART C Implementing the Climate Emergency Action Plan

Implementing the workplans proposed in the 10 Areas of Focus is key for the Climate Emergency Action Plan. Each workplan sets an initial direction for collaborative discussion, action and measuring progress and serves as an initial overview of the activities and actions required to achieve reductions in greenhouse gas emissions or to make London more resilient to climate change. Several specific actions have been identified as priority items. Each workplan is designed for specific audiences, noting that overlap in some workplans exists. The workplans have been developed to tell a short story to help the reader understand the importance and to help potential participants get a head start on the work ahead.

Four important items are threaded throughout the Areas of Focus and workplans:

1. Community engagement to implement the CEAP must be broader, deeper and more reflective of all Londoners. Additional efforts are needed to reach First Nations communities, children and youth, seniors, equity-deserving groups who may have barriers to participating, and Londoners who are not actively engaged in climate change issues.
2. Alignment of where to take action to address climate change is essential. Workplans provide this framework for all to understand the general direction for moving forward. This allows many participants to get engaged, develop their own plans, undertake work and take action at the same time while heading in the same direction. It also avoids duplication and creates a stronger network. City staff will have involvement in all workplans as noted in the responsible services area(s) section. City staff will lead, co-lead and/or provide backbone support where it makes sense or is desirable. In some cases, limited to no City involvement is needed. Community and business leads and champions are fundamental to implementing the workplan.
3. Economic development and business opportunities exist within most areas of CEAP. This must be viewed as a priority. Businesses, institutions, and Londoners already spend about \$1.5 billion each year on energy. Almost 90% of the expenditure leaves the local economy. Realigning and focusing on existing expenditures is an important first task. Identifying and creating real opportunities for employment, business retention and growth, and economic development is a priority.
4. Leveraging approved City budgets for 2022 and 2023 by incorporating climate change actions, awareness and conversations allows early activities in many key areas (e.g., Mobility Master Plan, ReThink Zoning By-law Review, Community Diversity and Inclusion Strategy, Green Bin implementation, Wastewater Treatment Operations Master Plan). This leveraging strategy is also applicable work underway in businesses, institutions and other sectors.

The implementation of CEAP occurs through the 10 workplans for the Areas of Focus contained in report found in Appendix A. Contained in Appendix B are Foundational Actions that have been pulled primarily from the workplans to be advanced in the short term with existing resources and are viewed as being of higher priority and supportive of many actions to follow. They are identified in this manner to make it easier to highlight the initial efforts to create momentum and capacity to deliver the work as the CEAP progresses in 2022.

Foundational Action #9, described subsequently, requires a by-law be passed at Council:

- **Establish Western University Memorandum of Understanding** - the Memorandum of Understanding (MoU) between the City of London and Western University sets out the intentions of the City and Western to advance their joint climate change mitigation and adaptation objectives (Appendix G). The MoU is based upon the mutual understanding that the combined expertise, influence, and commitment of the parties are better applied together to support their common goals. This MOU is part of the Advancing Knowledge, Research and Innovation Area of Focus and workplan.

PART D Actions with Other Levels of Government

Significant action across all levels of government is required to make progress towards net-zero emissions and improved resilience to climate change impacts. Jurisdiction over the regulation of emissions in some key sectors, like electricity production, natural resource extraction, regional transportation and building codes, lies with provincial and federal governments. Without action to reduce emissions and improve resilience in these sectors, progress towards municipal emissions targets and resilience objectives will be much harder. Additionally, funding support from other levels of government will be integral to advancing various municipal actions contained within the CEAP. Key advocacy positions that should be advanced are provided for both the Government of Ontario and Government of Canada.

3.0 PART E Financial Impact/Considerations

Investment in climate action over the full term of the CEAP (to 2050) by the City, businesses and residents is anticipated to be significant. As outlined later in this report, many actions listed within the CEAP Workplans in 2022 and 2023 can be implemented within existing budgets and by utilizing existing City resources. Additionally, some of these investments are anticipated to align with, augment and sometimes replace planned future spending. In some cases, investments to achieve CEAP goals may result in opportunities for net savings, though additional up-front capital costs may be required to realize lower lifetime asset costs.

Subject to the approval of the recommendations and foundational actions in this report, Civic Administration will develop a detailed Climate Change Investment and Implementation Plan for all the CEAP initiatives requiring additional investment, inclusive of associated timing and financial impacts of these initiatives. Given the City's finite financial resources, this investment and implementation plan will be critical to determine scope, timing and pacing of these additional investments. This investment and implementation plan will also support the development of the City's 2023-2027 Strategic Plan and 2024-2027 Multi-Year Budget, as well as future Strategic Plan and Multi-Year Budget processes.

The investment required to support all initiatives in the CEAP cannot be borne entirely by the City of London. Support from federal and provincial partners will be critical to ensuring the successful implementation of many initiatives within this plan.

4.0 PART F – Summary List of Foundational Actions and Reporting

To move forward with the Climate Emergency Action Plan there are a number of foundational actions that are required (Appendix B). These actions set the stage for the successful implementation of the CEAP in 2022. Seventeen (17) foundational actions have been identified across four main categories:

- A. Greenhouse gas emissions reduction milestone targets
- B. Implementing the Climate Emergency Action Plan
- C. Engagement with other levels of government
- D. Financial impact/considerations

In addition, there are also numerous additional actions listed as parts of the ten Areas of Focus and their respective workplans. It is recognized that many aspects of the CEAP can be undertaken now while others will develop over time.

Foundational Action #17 is from Area of Focus Measuring, Monitoring & Providing Feedback. This action is to develop and provide an annual update to Council and the community on the progress of the Climate Emergency Action Plan, new and emerging ideas for implementation, and proposed adjustments to the Climate Emergency Action Plan. The importance of this action will allow staff to monitor progress and to adjust what needs to be a living plan annually based on challenges, successes, new technologies and other factors.

Schedule of Immediate Next Steps

Subject to Council direction, the immediate next steps in the review of the draft Climate Emergency Action Plan, approval and initial implementation steps.

Timeframe	Item
February 2, 2022	Staff report is posted on the Council Meetings webpage at https://london.ca/
February 8, 2022	SPPC meeting - table the draft Climate Emergency Action Plan, staff recommendations, foundational actions and presentation
February 2022	Receive written comments on the Get Involved website, via email, via mail
To be determined (TBD)	SPPC meeting including holding a public participation meeting (PPM)
TBD	Council meeting - approval to finalize Climate Emergency Action Plan
TBD	Launch

Linkage to the Corporate Strategic Plan

Municipal Council continues to recognize the importance of climate change mitigation, climate change adaptation, sustainable energy use, related environmental issues and the need for a more sustainable and resilient city in the development of its 2019-2023 Strategic Plan for the City of London. Specifically, London's efforts in both climate change mitigation and adaptation address four of five areas of the Strategic Plan, at one level or another:

- Strengthening Our Community
- Building a Sustainable City
- Growing our Economy
- Leading in Public Service

Analysis

1.1 Background Information

1.2 Previous Reports Related to this Matter

- August 31, 2021, Outcome of Climate Lens Process Applied to Waste Management Programs and Projects to the Civic Works Committee (CWC)
- August 31, 2021, Outcome of Climate Lens Screening Applied to Major Transportation Projects to CWC
- April 27, 2021, Update – Development of the Climate Emergency Action Plan to the Strategic Priorities and Policy Committee (SPPC)
- August 11, 2020, Climate Emergency Action Plan Update Report to the SPPC
- November 26, 2019, Climate Change Emergency Update report to the SPPC
- April 23, 2019, Climate Emergency Declared at Municipal Council

1.3 Key Dates - Development of the Climate Emergency Action Plan

Key public-facing dates in the development of the Climate Emergency Action Plan are identified in Table 1. The COVID-19 pandemic delayed a number of items directed by Council, including community engagement.

Table 1: Summary of Key Developments to Date

Key Dates	Item	Overview
April 23, 2019	Climate Emergency Declared at Municipal Council	Municipal Council approved the declaration of a climate emergency put forward by the Advisory Committee on the Environment through the Planning and Environment Committee. (April 15, 2019 PEC meeting Agenda & Minutes ; April 23, 2019 Council meeting Agenda & Minutes)
November 26, 2019	Climate Change Emergency Update report to the SPPC	This report contained 25 directions to staff including the establishment of a City-wide target for net-zero GHG emissions by 2050, creation and use of a climate lens on specific projects, specific areas to focus on and completion of a Climate Emergency Action Plan (CEAP). (November 26, 2019 SPPC Meeting Agenda)
January 24, 2020	Launch of Community Engagement	Project Get Involved webpage was launched with survey questions and opportunities for the public to make comments regarding the CEAP. Engagement materials were periodically updated to advance engagement and apply learnings to seek further insight from the community.
March 2, 2020	Budget approval	\$50,000 was approved to undertake the development of the Climate Emergency Action Plan including community engagement.
August 11, 2020	Climate Emergency Action Plan Update Report to the SPPC	Update Report on the progress towards the 25 directions to staff from the November 26, 2019 SPPC report and modified timelines (particularly as a result of COVID-19 related challenges). (August 11, 2020 SPPC Meeting Agenda)
October 28, 2020	Release of a comprehensive CEAP “Discussion Primer”	Feedback from surveys and other engagement, as well as peer municipality climate action research informed the creation of the document. The document was posted on Get Involved and disseminated directly to many stakeholders and potential CEAP partners for feedback.
April 27, 2021	Update – Development of the Climate Emergency Action Plan to the SPPC	Update on the rollout and evolution of the Climate Lens Process, community engagement for the development of the CEAP, and Corporate, City-influenced and community climate actions. (April 27, 2021 SPPC meeting Agenda)
August 31, 2021	Several climate change reports submitted to Civic Works Committee (CWC)	2020 Corporate Energy Consumption and Activities Report 2020 Community Energy Use and Greenhouse Gas Emissions Inventory Outcome of Climate Lens Process Applied to Waste Management Programs and Projects Outcome of Climate Lens Screening Applied to Major Transportation Projects (August 31, 2021 CWC meeting Agenda)

1.4 Status of Direction from November 26, 2019 Council Resolution

Appendix D contains 25 actions directed by Council from the November 26, 2019 resolution. A summary of the status is found on Table 2.

Table 2: Status of Council Direction from November 26, 2019

Status	Number	%
Completed actions	13	52%
Ongoing actions (i.e., being incorporated into regular operating practices and reviews)	11	44%
In progress (and action not complete)	1	4%
	25	100%

Over 95 per cent of the actions directed by Council are Complete or Ongoing (i.e., being incorporated into regular operating practices and reviews). The one item is identified as In Progress: include a standard section in all Standing Committee reports that addresses the Climate Emergency Declaration and, where appropriate, apply the Climate Screening Process (previously called the Climate Emergency Screening Tool – CEET) to the issues that are addressed in each report. This last action is expected to be implemented in the second quarter of 2022.

1.5 Summary of Community Engagement for the Development of the Climate Emergency Action Plan (CEAP)

Due to the COVID-19 pandemic, the ability to engage the community through in-person events such as summer festivals, neighbourhood fairs, and community meetings was not available. In the absence of in-person events or activities, City staff used a series of enhanced on-line platforms.

In August 2020, a community engagement process that primarily made use of on-line engagement activities was launched. The City of London's [Get Involved website](#) was the central location for most of the community engagement process. This site included the following:

- Background information, including:
 - Current and recent City-led actions on climate change
 - Basic information on climate change mitigation and adaptation
 - Current and historical greenhouse gas emissions at the community scale as well as for municipal operations
 - Brief summaries of greenhouse gas emission targets and plans for peer municipalities
- Links to tools and resources to highlight actions taken and support actions by individuals and businesses, including:
 - Project Neutral household carbon footprint calculator
 - London Environmental Network
 - Green Economy London
- Different options for level of effort for individuals to provide feedback, including:
 - Feedback forms
 - Open-ended comments
 - Discussion Primer (i.e., draft of potential climate actions for consideration)
 - Link to eDemocracy's Climate Action Plan Simulator

Online education and awareness sessions and community group and business meetings and collaborations were also part of the engagement.

CEAP engagement efforts have provided the chance to reach many Londoners with information on climate change action and their responses have provided valuable

information to the project team to help guide the formation of the CEAP. The total number of individual responses received was 2,700 and people were reached about 26,300 times through attendance at online workshops and videos, speakers' series and other events, social media activity, and visits to the Get Involved and Climate Action Plan Simulator websites.

Direct CEAP engagement participation (written and form responses)

- Feedback form #1: 158 responses
- Feedback form #2: 458 responses
- Discussion Primer (Get Involved + direct): 98 responses
- eDemocracy's Climate Action Plan Simulator: 1,263 responses
- 2020 lifestyle home show survey: 725 responses

Total number of individual, direct responses received through engagement efforts: 2,700.

CEAP engagement reach

- Get Involved Site: October 8, 2020 to April 30, 2021: 7,070 website visits
- eDemocracy's Climate Action Plan Simulator: 12,190 website visits
- Attendees to events or on-line view of events hosted by the LEN, London Public Library, City of London and related events (e.g., Green in the City, Green Economy London) from 2020-2021: 7,000

Total number of times people were reached through engagement efforts including direct participation: 26,300.

Although online engagement efforts have been extensive, staff acknowledge that there are individuals and groups that have not yet been adequately reached. This includes some First Nations communities, many children and youth, equity-deserving groups who may have barriers to participating in online engagement, and Londoners who are not actively engaged in climate change issues.

Based on comments received that included identifying information, more effort needs to be made to engage all interested Londoners, including those who may experience barriers to participation. This emphasizes the importance of ongoing and increased engagement efforts as a key component of implementation activities.

1.6 Funding the Development of the Climate Emergency Action Plan

Council approved \$50,000 on March 2, 2020 for the development of the Climate Emergency Action Plan. Expenditures between March 2020 and December 2021 have totaled \$60,000 (Table 3). Additional funding was allocated from approved climate change awareness and education accounts to meet the needs of the project as the timeframe to complete the work was extended into 2021.

Table 3: Summary of Engagement Expenditures in Developing the Climate CEAP

Item	Estimated Amount
Ethelo Climate Action Simulator	\$15,000
CEAP Videos	\$7,000
Project Neutral (CEAP portion)	\$5,000
Promotions (e.g., radio advertisements, print media, speaker fees)	\$15,000
Various community workshops, sessions	\$15,000
Miscellaneous (e.g., social media purchases, etc.)	\$3,000
Total	\$60,000

3.0 Discussion and Considerations

Sections 2.0, 3.0 and 4.0 of this report are divided into six parts and contains details in the following subsections (and Appendices E, F and G) as noted below. PART F refers to the Summary List of Foundational Actions that set the stage for a successful implementation of the Climate Emergency Action Plan. A note is provided in each part or subsection that is associated with a Foundational Action.

PART A Climate Change Milestone Targets

- 2.1 Background and Definitions
- 2.2 Current Greenhouse Gas Emissions Reduction Targets (Community and Corporate)
- 2.3 Current Greenhouse Gas Emissions in London and Progress Towards Targets
- 2.4 Review of Targets in Other Municipalities (and Appendix E)
- 2.5 Why is London Ready to Increase Targets?
- 2.6 Proposed Community and Corporate Milestone Targets
- 2.7 Joining the Race to Zero Cities Campaign

PART B Climate Emergency Action Plan

- 2.8 Overview of the Draft Climate Emergency Action Plan
- 2.9 Background Information (Supporting Documents) to Develop the Climate Emergency Action Plan
- 2.10 Proposed Goals and Expected Results
- 2.11 Proposed Areas of Focus for Implementation
- 2.12 Status of Climate Change Adaptation

PART C Implementing the Climate Emergency Action Plan

- 2.13 Highlights from Implementation Workplans (Areas of Focus)
 - Transportation Management Association (and Appendix F)
 - City of London Boards and Commissions
 - Western University Memorandum of Understanding (and Appendix G)
 - Best Practises for Investment in Energy Efficiency and GHG Reduction

PART D Actions with Other Levels of Government

- 2.14 Government of Ontario
- 2.15 Government of Canada

3.0 PART E Financial Impact/Considerations

- 3.1 Background
- 3.2 Experience with Mitigation Costs and Benefits
- 3.3 Experience with Adaptation Costs and Benefits
- 3.4 Existing and Near-Term Funded Actions and Resources
- 3.5 Future Financial Impacts

4.0 PART F Summary of List of Foundational Actions and Reporting (and Appendix B)

PART A Climate Change Mitigation Milestone Targets

2.1 Background and Definitions

The City of London has a well-established process for estimating annual greenhouse gas emissions from both municipal (i.e., corporate) operations as well as the community at large. This allows City staff to establish milestone targets to strive for and to measure progress towards achieving net-zero emissions. The terms “milestone targets” and “net-zero emissions” are used frequently in this report and are defined as:

- Milestone targets – a milestone is defined as an action or event marking a significant change or stage in development. Short-term and medium-term milestone targets are set to mark progress towards achieving the 2050 net-zero emissions target.

- Net-zero emissions - the Government of Canada defines net-zero emissions as “our economy either emits no greenhouse gas emissions or offsets its emissions, for example, through actions such as tree planting or employing technologies that can capture carbon before it is released into the air”

2.2 Current Greenhouse Gas Emissions Reduction Targets (Community and Corporate)

London’s current community greenhouse gas emission reduction targets are:

- 15 per cent reduction from 1990 levels by 2020
- 37 per cent reduction from 1990 levels by 2030
- Net-zero emissions by 2050

The milestone targets for 2020 and 2030 come from the 2014-2018 Community Energy Action Plan, which were approved in July 2014. The net-zero emissions target for 2050 was adopted and approved by Council in November 2019.

London’s current corporate greenhouse gas emission reduction targets come from the 2014-2018 and 2019-2023 Corporate Energy Conservation and Demand Management Plan, the latest plan which was approved in October 2019:

- 59 per cent reduction from 2007 levels by 2018
- 60 per cent reduction from 2007 levels by 2023
- Net-zero emissions by 2050 or sooner

2.3 Current Greenhouse Gas Emissions in London and Progress Towards Targets

Community-Wide Emissions

Energy use, including transportation fuel use, in London was responsible for almost 2.6 million tonnes or 95 per cent of greenhouse gas emissions in 2020. Significant energy sources used in London include natural gas, gasoline, electricity, diesel, fuel oil, and propane. The remaining five per cent of GHG emissions are methane emissions from the anaerobic decomposition of organic materials in the active and closed landfills located in London as well as commercial sector waste disposed in landfills outside London, and nitrous oxide emissions from sewage sludge incineration.

Total community greenhouse gas emissions in 2020 were over 2.7 million tonnes. This is 22 per cent lower than the 1990 level and well below the 15 per cent reduction target that had been set for 2020.

The COVID-19 pandemic had a significant impact on transportation fuel use, with an associated 20 per cent drop in transportation greenhouse gas emissions between 2019 and 2020. Warmer weather in the winter and autumn also reduced the demand for natural gas used for heating, with an associated seven per cent drop in residential greenhouse gas emissions between 2019 and 2020.

Energy-Related Emissions from the Corporation of the City of London

Energy use by the Corporation was responsible for 17,500 tonnes of greenhouse gas emissions in 2020. Significant energy sources used to deliver municipal services include electricity, natural gas, diesel, gasoline, steam, and chilled water. Major energy users include buildings, wastewater treatment, fleet vehicles, traffic signals and streetlights, and water pumping.

Energy-related GHG emissions in 2020 were six per cent (1,200 tonnes) lower than 2018 and 61 per cent lower compared to 2007. Given that electricity represents over half (56%) of City’s corporate energy needs, a lot of the emission reductions from corporate energy use since 2007 are due to a cleaner electricity grid in Ontario. However, corporate energy conservation actions have also had an impact.

The impact of the COVID-19 pandemic on City's energy consumption was significant, where building-related energy commodities had a considerable drop, while vehicle fuel use increased. This resulted in a seven per cent decrease in energy consumption from 2019 overall.

2.4 Review of Targets in Other Municipalities

Comparing GHG emission reduction targets from one Canadian municipality to another at any point in time is not a straightforward exercise. The differences between the baseline year used, the progress made since the target was set, the initial emissions intensity in a municipality, measurement methodology and included sources, and the climate, topographic, urban design and socioeconomic characteristics of the area can be significant when trying to evaluate any municipality's level of ambition reflected in their GHG emissions reduction targets.

To establish an understanding of the actions and ambitions of other municipalities with some similar characteristics to London, a sub-set of Ontario municipalities has been identified as a "peer group". This peer group has been identified to inform the development of the Climate Emergency Action Plan based on the following criteria:

- **Geographic Location:** Ontario municipalities were the focus (the closer to London, the better), considering the likely similarity of future climate impacts and the relevance of actions taken under the same Provincial government.
- **Level of Government:** London is a single tier municipality which is responsible for all local services to residents. Review of climate commitments and actions of other single tier municipalities were prioritized, however upper tier and lower tier municipalities were still considered where other selection criteria strongly suggested inclusion.
- **Existing Actions and Commitments:** Review of material from municipalities that have taken significant action on climate change adaptation and mitigation was prioritized.

The peer group of municipalities includes Guelph, Hamilton, Kingston, Ottawa, Greater Sudbury, Windsor, Durham Region, Waterloo Region, Burlington, Mississauga, and Oakville. See Appendix E for a summary of current community and corporate GHG reduction targets for London's peer municipalities.

In addition, City staff track progress in other communities, including Halifax, Toronto, Winnipeg, Calgary, Edmonton and Vancouver. Each of these municipalities are known to have leading-edge plans, actions and policies that are likely applicable to London but do require additional effort in understanding the local and provincial context (e.g., Vancouver has its own building code). Although Toronto is in Ontario, its size at about 2.8 million people and special legislation (*City of Toronto Act, 2006*) requires additional effort in interpretation.

2.5 Why is London Ready to Increase Targets?

Current Community Involvement and Comments

Community engagement efforts informing CEAP development included thousands of interactions with interested Londoners and City staff received over 2,700 individual comments. For example, within these comments, many Londoners (non-random sample involving 158 participants – Feedback Form #1) told us the following:

- 89% of Londoners participating in this feedback understand that climate change is caused by human activities;
- Participating Londoners have a good understanding about climate change – an average of "8" on a scale of 1 to 10 (1 being "very little" and 10 being "high level of understanding"); and

- 83% of participating Londoners believe they have the ability to influence climate change and take climate action in at least some capacity.

The Climate Action Plan Simulator was available for use from December 20, 2020 until April 30, 2021. In total, 12,190 people visited Climate Action Plan Simulator website and 1,263 people participated in the Climate Action Plan Simulator engagement process. As part of the simulator engagement process, participants were provided a series of survey questions to help City staff understand their perspectives on taking climate action.

Some of the highlights include:

- 74% of participants were interested in someone who can manage the paperwork of all the different home energy retrofit incentives for them;
- 65% of participants were worried about climate change's impact on the quality of life for their children and future generations;
- 57% of participants were interested in reducing food waste;
- 56% of participants were interested in buying an electric vehicle, or already own one;
- 53% of participants were interested in solar hot water heating;
- 45% of participants see cost as being the barrier to buying an electric vehicle;
- 40+% of participants have already done some home energy renovations such as insulation, new furnace, new windows, and/or draft proofing; and
- 40% of participants were interested in buying or building a net-zero energy home.

The top five barriers for taking climate change action mentioned by many Londoners (non-random sample involving 339 participants – Feedback Form #2) were:

- Need to expand city-sponsored composting, which will result in less waste going to landfill;
- Need to create more safe environments to walk or bike, including a network of protected bike lanes accessible for all ages and abilities;
- Need for more frequent, efficient, and well-distributed public transit services (including rapid transit);
- Access to financial resources to address the cost of taking climate actions, such as installing solar panels or purchasing electric vehicles; and
- Convenience of “business as usual” and not knowing where to get started.

The above details along with the results from other engagement activities highlight the willingness of many Londoners to take action. The details also highlight the need for help and action from the City of London, the federal and provincial governments, businesses and community groups. It is also important to note that it is currently unclear what type of engagement and feedback was received from marginalized and hard-to-reach groups in London. It has been assumed that community comments are not as complete as possible and future steps are being planned to correct this challenge.

Additional details on community engagement are included in supporting documents titled “Climate Action Plan Simulator Engagement Report” and “Learning from People” listed in Appendix C.

Current Business Involvement

London businesses and institutions have taken considerable action to acknowledge and begin to address the challenges of climate change. More than 60 per cent of London's top 85 employers (by number of employees as noted by the London Economic Development Corporation) have taken some form of climate action recently, including one or more of the following:

- Published an environmental, climate change and/or sustainability commitment;
- Committed to reducing greenhouse gas emissions;
- Committed to a net-zero emissions target;
- Committed to a zero-waste target;
- Established climate change adaptation goals or strategies;

- Established natural heritage protection, conservation and/or preservation commitments or goals; and/or
- Engaged in partnerships with Municipal, Community and/or non-profit organizations to advance climate action.

In addition, 19 of Canada's Greenest Employers (as selected by Mediacorp Canada Inc.) have operations in London and Green Economy London, one of seven Green Economy Hubs across Ontario, is supporting 45 London organizations as part of a wider network of businesses to set and achieve sustainability targets. Action on climate change from businesses and institutions across nearly all sectors of the local economy and community shows a readiness and willingness to move even further towards a more resilient, net-zero emissions future.

For the past 14 years, the Canada's Greenest Employers project has given special designations to employers that lead the nation in creating a culture of environmental awareness in their organizations. To be selected for this designation, the following criteria are considered:

- Companies that have developed unique environmental initiatives and programs;
- How successful companies of interest have been in reducing internal environmental impacts;
- How involved companies are in these environmental initiatives and how these companies themselves contribute; and
- How much these environmental initiatives have shaped the companies' public identity and how it has led to attracting new employees and clients.

London is also home to operations of 13 companies listed on the 2021 Corporate Knights (CK) Global 100 most sustainable companies, which is a ranking that includes publicly traded companies grossing a minimum of \$1 billion annually. The list is determined based on the evaluation of companies according to 24 key performance indicators (KPIs) covering aspects including resource management, employee management, financial management, clean revenue and clean investment and supplier performance using publicly disclosed data.

Additional details on London's business community actions are included in the supporting document titled "Overview of Business and Employers Climate Action" listed in Appendix C.

2.6 Proposed Community and Corporate Milestone Targets for Climate Change

Foundational Actions 1, 2 and 3

The City of London does not have direct control over how much energy is used in London, but it does have influence. The control over energy use in London rests primarily with Londoners, visitors, employers, and employees. Individual and collective action with respect to sustainable energy use, energy management, and energy conservation is critical for the future. Establishing previous targets and the ones proposed in this section took this understanding in mind.

To measure the path to net zero in London requires milestone targets. Setting science-based community GHG reduction milestone targets can:

- Demonstrate a commitment on the importance of aligning climate action with the science to support community and businesses actions, direction, and aspirations;
- Provide transparency about where GHG emission reduction commitments need to be according to the science and where the gaps are to help prioritize actions that may be easier to achieve, while more challenging ones require more planning and longer periods of time;
- Bring a long-term target of 2050 into a more meaningful near-term timeframe (e.g., 2030) where current Londoners can more closely relate to the challenges;
- Create more manageable steps that can be measured and reported annually;

- Build capacity in the community and with businesses, incrementally and annually, to deal with budgets, resources and other requirements to meet targets;
- Signal to new businesses and investors that London is committed to climate change action and environmentally sustainable practices; and
- Highlight to existing businesses that London is aligned, is a community of committed people, employees and employers, and ready for the challenges and opportunities in the short, medium and longer terms.

Setting science-based Corporate GHG reduction milestone targets can:

- Help prioritize the needs for sustainable funding sources, new funding sources and/or re-allocate existing funding for internal GHG reduction projects;
- Help prioritize actions that may be easier to achieve while more challenging ones require more planning and longer periods of time;
- Encourage the identification of additional reduction opportunities when direction for GHG reduction efforts has been set;
- Create more manageable steps that can be measured and reported annually; Encourage innovation and creativity, improve staff morale, and help in the recruiting and retention of qualified employees;
- Showcase projects and programs to assist other with decision-making and fast tracking the learning curve; and
- Demonstrate leadership.

In April 2021, the Government of Canada revised its 2030 target to aim for a 40 to 45 per cent reduction in greenhouse gas emissions from 2005 levels as well as net-zero emissions by 2050. The provincial government 2030 target is for a 30 per cent reduction from 2005 levels and, at this time, has not established further emission reduction targets.

To help make baseline measurement dates consistent, City staff propose to switch to 2005 (versus 1990) as the new baseline year for community GHG emissions given that:

- 2005 is the baseline year used for target setting by the Government of Canada and the Province of Ontario; and
- 2005 represents a year where per-person emissions in London were close to their peak (the basis for setting a 1.5°C science-based target).

Based on the above, the proposed milestone targets for the community and Corporate are identified on Table 4.

Table 4: Existing and Proposed Milestone Targets for GHG Reduction

Target Applied to:	Progress at the End of 2020 (reduction from baseline year)	Existing Approved Targets (reduction from baseline year)	Proposed Milestone Targets (reduction from baseline year)
Community (2005 baseline year)	30%	43% by 2030 Net-Zero by 2050	55% by 2030 65% by 2035 75% by 2040 Net-Zero by 2050
Corporate (2007 baseline year)	61%	60% by 2023 Net-Zero by 2050 or sooner	65% by 2030 75% by 2035 90% by 2040 Net-Zero by 2045

For 2030, this would require a city-wide reduction in annual emissions of about 1 million tonnes from 2020 or 1.25 million tonnes from pre-pandemic levels (which were about 3.0 million tonnes per year versus 2.7 million in 2020).

City staff have developed high-level estimates (Table 5) to illustrate the level of effort for local emission reductions required to reach the new 1.5°C science-based target for 2030. Some of this would be enabled by accelerated action at the federal and provincial government level, as well as by global and national businesses. However, local action is also required particularly in mobility and buildings. Also included on this table are estimated GHG emissions by sector (and subsector where possible) for 2019 (pre-pandemic) and 2020 (pandemic). These high-level estimates assume that London's growth follows the forecasts in the London Plan.

Table 5: Examples of Energy-Related Local Reductions Needed to Reach the New 2030 1.5°C Science-Based Target

Sector	Actions (between 2022 and 2030)	Estimated Annual GHG Emissions in 2019 (tonnes per year)	Estimated Annual GHG Emissions in 2020 (tonnes per year)	GHG Emission Reduction by 2030 (tonnes per year)
Transportation	electrifying LTC bus fleet - 25% by 2030	20,000	17,000	4,000
Transportation	40% fewer in-town vehicle trips by car	470,000	370,000	100,000
Transportation	25% fewer out-of-town trips by car	470,000	370,000	60,000
Transportation	50% lower fuel use (L/100 km) for personal vehicles	940,000	740,000	260,000
Transportation	75% lower fuel use (L/100 km) for local vehicle fleets	71,000	64,000	40,000
Energy/waste	renewable natural gas produced locally	n/a	n/a	20,000
Energy	solar PV – 270 MW of rooftop solar by 2030	n/a	n/a	20,000
Buildings	natural gas use 50% lower than 2019	970,000	960,000	500,000
Buildings	100% replacement of local fuel oil heating with heat pumps	40,000	40,000	40,000
			Total	1,044,000

It is important to note that achieving reductions of this scale in eight or nine years will be challenging. This will require commitments and actions from the community, from London's businesses and institutions, partners and stakeholders, and all City Service Areas. To meet the 1.5°C goal of the Paris Agreement, climate science indicates that all Londoners, the Province of Ontario and the Government of Canada must do their fair share.

Waste minimization and diversion activities will also have climate change mitigation benefits. The measures contained within the 60% Waste Diversion Action Plan are estimated to reduce GHG emissions by 17,000 to 27,000 tonnes annually, some with GHG reduction benefits in London and others with GHG reductions outside London (Table 6).

Table 6: GHG Reductions from Additional Waste Diversion Actions

Additional Waste Reduction Actions	Range of GHG Emission Reductions (tonnes per year)
Food waste avoidance	2,300 - 6,000
Home composting	600 - 1,000
Community composting	100 – 200
Curbside Green Bin program	10,000 – 16,000

Understanding the capability of local actions to remove carbon dioxide from the atmosphere will be important to offset local greenhouse gas emissions. These include:

- Carbon dioxide removed by natural heritage systems within London (e.g., Environmentally Significant Areas, woodlots);
- Carbon dioxide removed by the urban forest and other green infrastructure within London (e.g., street trees, trees in parks, trees on private property, stormwater ponds designed to mimic wetlands);
- Carbon dioxide removed by the adoption of regenerative agricultural practices within London that increase the carbon content of soil; and
- Carbon dioxide removed by engineered processes within London (e.g., direct air capture, point-source carbon capture and utilization/storage of captured carbon dioxide).

Quantifying all carbon sequestration capacity within an area the size of London is an area of study that is in development. City staff are not aware of any Canadian municipalities currently measuring or tracking these data. Components of carbon sequestration capacity, like estimates of the quantity of carbon removed from the atmosphere by trees on public property, have been identified and measured in some jurisdictions, including London.

In 2012, the City utilized the Urban Forest Effects (UFORE) model to estimate that London's trees removed (on a net basis) about 35,000 tonnes per year of carbon dioxide from the atmosphere, or just over one per cent of current community-wide greenhouse gas emissions. This estimate does not include land outside of the Urban Growth Boundary, the capacity for carbon sequestration on agricultural land, or any other sequestration capacity associated with land use or land use change. Advancing municipal capabilities and capacity to measure and track sequestration potential on the landscape and from engineered systems is important and will be required as milestone emission targets approach and the purchase of GHG emissions offsets are considered.

With respect to Corporate targets, City staff have carried out high level estimates of different pathways for reaching net-zero emissions by 2045, taking into account planned actions already within the multi-year budget, proposed actions that have had feasibility studies undertaken, and options for new actions. These targets and associated actions also consider the fact GHG emissions from Ontario's electricity grid are expected to increase as the Pickering Nuclear Generating Station is shut down in 2025. Actions that have been taken into consideration when evaluating options included:

- Large-scale net-metered solar power on major City buildings;
- Electrification of building heat;
- Use of renewable natural gas for building heat;
- Large-scale net-metered solar power at water and wastewater facilities;
- Electrification of light-duty fleet vehicles; and
- Use of renewable natural gas for heavy-duty fleet vehicles.

In summary:

- Achieving the milestone targets will require significant changes in how we live, work, commute, play and build. The level of effort of Londoners, employees, employers and visitors to make the adjustments and changes required is unprecedented. This will be the same in all Canadian communities and most parts of the world. The actions required will create more liveable communities;
- When compared to current information from the ten peer municipalities, the proposed milestone targets for London are consistent with or exceed targets proposed by others; and
- When compared to six leading-edge plans outside of the peer group, the proposed milestone targets are consistent with what has been approved noting that Vancouver and Toronto have committed to more advanced 2030 milestone targets and Toronto has recently committed to reach net-zero by 2040, a decade sooner than most other municipalities' net-zero emissions targets.

2.7 Joining the Cities Race to Zero Campaign

Foundational Action 4

Net-zero greenhouse gas emissions by 2050, about 30 years from now, is a goal that has been set or is being considered by over 140 countries including Canada, United States, United Kingdom, France, Italy, Japan and Mexico. A few countries like Germany and Sweden have set 2045 as the year for carbon neutrality. The world's largest greenhouse gas emitter, China, has set 2060 for net zero emissions (Climate Action Tracker, November 2021 <https://climateactiontracker.org/global/cat-net-zero-target-evaluations/>).

Race to Zero is the United Nations-backed global campaign rallying non-state organizations – including companies, cities, regions, and financial and educational institutions – to take rigorous and immediate action to halve global emissions by 2030 and deliver a healthier, fairer zero carbon world in time. All members are committed to the same overarching goal: reducing emissions across all scopes swiftly and fairly in line with the Paris Agreement, with transparent action plans and robust near-term targets.

It mobilizes a coalition of leading net-zero initiatives, currently (as of December 31, 2021) representing 67 regions, 1,049 cities, 5,229 companies, 1,039 educational institutions, 441 financial institutions, and 52 healthcare institutions. All organizations must meet stringent criteria which will bring them to the starting line to credibly race to zero emissions.

The Cities Race to Zero is a collaboration between C40 Cities, ICLEI Local Governments for Sustainability (formerly International Council for Local Environmental Initiatives – ICLEI), CDP Cities, Global Covenant of Mayors and others to recruit the world's urban centres to take urgent action to confront the climate crisis and create a future where everyone can thrive. Cities Race to Zero is first and foremost a political commitment on the importance of aligning climate action with the science (and 1.5°C ambition). The spirit of this is most important, and program administrators recognize that the science will continue to change as time goes on.

The Cities Race to Zero program encourages all cities to be as transparent as possible about where they need to be according to the science and where the gaps are based on business-as-usual. This provides an opportunity for municipalities to collectively advocate for science-based targets and for more action from higher levels of government and other stakeholder groups to raise and align ambition. The more transparent municipalities can be about the gap, the more likely municipalities can develop political pressure and community understanding to accelerate action.

Joining the Cities Race to Zero program requires the following as stated on the website:

1. *“Publicly endorse the following principles:*
 - *We recognise the global climate emergency.*
 - *We are committed to keeping global heating below the 1.5°Celsius goal of the Paris Agreement.*
 - *We are committed to putting inclusive climate action at the center of all urban decision-making, to create thriving and equitable communities for everyone.*
 - *We invite our partners – political leaders, CEOs, trade unions, investors, and civil society – to join us in recognising the global climate emergency and help us deliver on science-based action to overcome it.*
2. *Pledge to reach (net)-zero in the 2040s or sooner, or by mid-century (2050) at the latest, in line with global efforts to limit warming to 1.5°Celsius.*
3. *Explain what steps will be taken toward achieving net-zero, especially in the short- to medium-term. Set an interim target to achieve in the next decade, which reflects a fair share of the 50% global reduction in CO2 by 2030 identified in the IPCC Special Report on Global Warming of 1.5°Celsius.*
4. *Immediately proceed to planning at least one inclusive and equitable climate action as listed on www.citiesracetozero.org that will help to place your city on a resilient pathway consistent with the 1.5°Celsius objective of the Paris Agreement and begin implementation no later than 2022.*
5. *Report progress annually, beginning no later than 2022 to your usual or the recommended reporting platform.”*

For Criterion 4, there are 46 predefined actions to choose from, many of which are currently underway in London, such as:

- Collect spatial or disaggregated data to inform the design and/or monitor the implementation of climate actions (i.e., energy mapping work);
- Take action to develop 15 or 30-minute neighborhoods (also known as complete neighborhoods) all throughout the city, where residents are able to meet most of their needs within a short walk or bicycle ride from their homes. (i.e., The London Plan);
- Pilot test and procure, with partners as necessary, zero emissions buses by 2025. (i.e., LTC work with CUTRIC);
- Expand and improve walking, cycling and integrated transit access and identify potential areas for future zero emission zones by 2025. (i.e., Mobility Master Plan); and
- Progressively phase out organics disposal to landfill and incinerators, i.e., at least 25% by 2025 (i.e., Green Bin program).

On October 14, 2021, the Federation of Canadian Municipalities’ Big City Mayors’ Caucus Chair Mike Savage issued a statement ahead of the United Nations climate change conference (COP26) which included the following:

“Canada is facing a climate emergency. Whether it’s wildfires, devastating flooding or fatal heatwaves, we’re experiencing the climate crisis in our cities firsthand, and more action is needed.

“Recognizing the urgency of the climate crisis, the Federation of Canadian Municipalities’ Big City Mayors’ Caucus commits to taking action to keep global warming to below the 1.5 degrees Celsius goal of the Paris Agreement. This means reducing global emissions to zero or net-zero by 2050 at the latest. In

advance of the upcoming COP26, BCMC declares support for the Cities Race to Zero pledge as part of the United Nation's Race to Zero campaign and urges all Canadian cities to join Cities Race to Zero.”

To date, supported by the FCM and ICLEI Local Governments for Sustainability Canada, over 20 Canadian cities have joined the international Cities Race to Zero framework including 11 Ontario municipalities: Ajax, Brampton, Burlington, Guelph, Halton Hills, Hamilton, Ottawa, St. Catharines, Thunder Bay, Toronto, and Whitby.

Given the participation of many of London’s peer municipalities and given London’s membership in the Big City Mayors’ Caucus, Civic Administration recommends joining the Race to Zero Cities campaign. Upon approval the CEAP, London will meet all requirements to join. There are no fees associated with membership.

PART B Climate Emergency Action Plan

2.8 Overview of the Draft Climate Emergency Action Plan

The draft Climate Emergency Action Plan is a separate document listed as Appendix A. The development of the CEAP started in January 2020 with the initial release of information, the formalized community engagement component was launched in August 2020, two update reports were submitted to Municipal Council (August 2020 and April 2021), and final report writing began in the fall of 2021. The documents below are contained on or linked to the website City of London’s Get Involved website:

- Report to the Strategic Priorities and Policy Committee (this report);
- Climate Emergency Action Plan;
- Highlights – Executive Summary of the Climate Emergency Action Plan; and
- 13 Background Information (Supporting Documents) to Develop the Draft Climate Emergency Action Plan.

Key pieces in the draft Climate Emergency Action Plan can be summarized as:

- The status of climate change in London, actions taken and the rationale for increasing actions immediately;
- New milestone community and Corporate targets and the rationale;
- 10 implementation workplans covering the majority of aspects of mitigation and adaptation pertinent to London including who needs to be involved and how multiple actions can occur at one time from different participants;
- The level of effort and example actions required for different household types to do their “fair share” of greenhouse gas reduction by 2030.
- Key requirements for implementation success; and
- Leadership needs.

2.9 Background Information (Supporting Documents) to Develop the Climate Emergency Action Plan

The Climate Emergency Action Plan and associated workplans are supported by the following existing and new documents available on the City of London’s [Get Involved website](#) and listed as Appendix C:

1. The **Discussion Primer** was a set of proposed climate actions, released in October 2020, and used to engage Londoners and key stakeholders in 2020 and early 2021.
2. eDemocracy’s **Climate Action Plan Simulator Engagement Report** summarizes the outcome of this engagement tool as well as lessons learned.
3. The **Learning from People** supporting document summarizes the outcomes of the community engagement processes including the City of London’s Get Involved London engagement process, eDemocracy’s Climate Action Plan simulator, and

community-led and supported engagement activities.

4. The **Learning from Other Municipalities and Municipal Organizations** supporting document summarizes existing programs where municipalities are already working together on climate action, outlines what targets have been set and which actions are being taken, and summarizes what has been learned.
5. The **Impacts of Climate Change in London** supporting document summarizes climate change impacts to date and forecasted impacts under different future emission reduction forecasts.
6. The **Overview of City Plans and Strategies that Support Climate Action** supporting document summarizes existing City of London plans and programs that provide a foundation for the Climate Emergency Action Plan.
7. The **Overview of Business and Employers Climate Action** supporting document summarizes existing climate actions being undertaken by London's top employers and examines current trends supporting climate action and sustainability in the global business community.
8. The **Overview of Community Climate Action** supporting document summarizes many existing climate actions being undertaken by some London's community organizations.
9. The **Provincial Government – Climate Change Information, Roles and Responsibilities** supporting document summarizes existing climate actions being undertaken by the Province of Ontario.
10. The **Federal Government – Climate Change Information, Roles and Responsibilities** supporting document summarizes existing climate actions being undertaken by the Government of Canada.
11. The **Overview of Current and Potential Climate Action Costs and Funding Opportunities** supporting document summarizes existing studies that have been undertaken by academia, the insurance industry, and other municipalities to assess the costs and benefits of climate change.
12. The **2020 Community Energy Use and GHG Emissions Inventory**, released previously in August 2021, summarizes community wide energy use and greenhouse gas emissions trends since 1990.
13. The **2020 Corporate Energy Consumption and Activities Report**, released previously in August 2021, summarizes energy use and associated greenhouse gas emissions trends from Corporation of the City of London activities since 2007 as well as recent (2020) corporate energy management activities.

2.10 Proposed Goals and Expected Results

The CEAP is a community-wide plan to achieve three main goals:

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

These goals will be achieved through actions that will be taken to deliver on a series of expected results (Table 7). These expected results and the descriptions below embody the changes required in London to address the climate emergency.

Table 7: Expected Results

Expected Result	Description
Walkable, Complete Neighbourhoods	Ensure Londoners can access nearby daily needs while reducing automobile dependence and improving equity.
Increased Active Transportation and Transit	Increase the viability and attractiveness of active transportation and transit to reduce automobile dependence, improve equity, and promote physical health.
More Zero Emission Vehicles	Reduce or eliminate fossil fuel use in vehicles.
More Net-Zero Buildings	Improve energy efficiency and reduce or eliminate fossil fuel use in buildings.
Lower Carbon Construction	Reduce the use of construction materials with high lifecycle GHG emissions from raw material extraction to manufacturing and final end-use/disposal. Design for less material use overall and utilize recycled products where possible.
More Resilient Buildings and Infrastructure	Build and maintain civic infrastructure and buildings to increase public safety and reduce unexpected and long-term cost burdens as a result of climate change.
More Carbon Capture	Protect, maintain, and improve London's natural heritage system, urban plantings and agricultural lands to reduce carbon in the atmosphere, support biodiversity, and reduce the effects of climate change.
Move Towards a Circular Economy	Support our economy's transition to reduced emissions from consumption and waste, more efficient material use, and the creation of regenerative prosperity.
Increased Community Resilience	Improve Londoners' ability to withstand, adapt, and recover from extreme weather events and other impacts of climate change.
Increased Engagement on Climate Action	Improve education, awareness and engagement to accelerate action on climate change by businesses, employees, community groups, institutions and individuals.

In 2022, City staff will confirm or establish baselines and desired outcomes by 2030 for each of the Expected Results as shown below.

Table 8: Desired Outcomes

Expected Result	2030 Milestone Outcome
Walkable, Complete Neighbourhoods	Ensure the majority of Londoners live within an easy walk/roll of their daily needs. Baseline data currently under development.
Increased Active Transportation and Transit	Strive to reduce the annual number of in-town automobile trips per person in London by 30-50% from 2019 levels Currently at around 550 trips per person (2019) .
More Zero Emission Vehicles	Strive for at least 50% of the kilometres travelled on London's roads to be by zero emissions vehicles. Currently at around 0.5%
More Net-zero Buildings	Strive to reduce fossil fuel use by buildings to 50% of where it was in 2019.

Expected Result	2030 Milestone Outcome
	Buildings (excluding industrial) in 2019 used 20.7 million gigajoules of fossil fuel energy (natural gas, fuel oil, and propane).
Lower Carbon Construction	Strive for at least 40% less embodied emissions from new buildings and construction projects compared to 2019. Baseline data to be developed in 2022.
More Resilient Buildings and Infrastructure	Strive for at least one-third of buildings in London to have at least one or more climate resiliency measure. Baseline data to be developed in 2022.
More Carbon Capture	Strive for at least 25% higher carbon dioxide removal from the air in London by natural processes, agricultural practices, and engineered solutions than 2008. Baseline data from 2012 urban forest effects model is being updated.
Move Towards a Circular Economy	Strive for at least 60% waste diversion from landfill through reduced waste generation and improved material efficiency, driving towards a circular economy. Residential diversion rate is currently 45%, total waste diversion rate is estimated at 33%.
Increased Community Resilience	Strive for at least 50% of Londoners to have measures in place to withstand and recover from extreme weather events and other impacts of climate change. Baseline data currently under development.
Increased Engagement on Climate Action	Strive for at least 75% of Londoners to understand and acknowledge their contributions to and impacts from climate change. Baseline data to be developed in 2022.

2.11 Proposed Areas of Focus for Implementation

Foundational Action 5 (with additional emphasis on 6 as part of Area of Focus Engaging, Inspiring and Learning from People)

To focus and coordinate efforts of many and acknowledge the need for leadership, specific actions that will contribute to achieving the expected results are organized into implementation workplans for the 10 specific Areas of Focus. Together, these Areas of Focus include all activities and sources that contribute to London's current GHG emissions inventory and include sectors and activities beyond the current inventory that will become more significant as data sources become more readily available and emission reduction efforts progress (e.g., scope 3 emissions from consumption and agricultural emissions). These Areas of Focus also capture the needs, partners and entities that will be instrumental to improving London's resilience to climate change impacts. The Areas of Focus are:

1. Engaging, Inspiring and Learning from People
2. Taking Action Now (Household Actions)
3. Transforming Buildings and Development
4. Transforming Transportation and Mobility
5. Transforming Consumption and Waste as Part of the Circular Economy
6. Implementing Natural and Engineered Climate Solutions and Carbon Capture
7. Demonstrating Leadership in Municipal Processes and Collaborations
8. Adapting and Making London More Resilient
9. Advancing Knowledge, Research and Innovation
10. Measuring, Monitoring and Providing Feedback

Each Area of Focus and its accompanying workplan address more than one expected result. Presented on Table 9 is the intersection of each Area of Focus Workplan with the expected results. For example, the Engaging, Inspiring and Learning from People Workplan has actions that will lead to progress on all the expected results, whereas the Implementing Natural and Engineered Climate Solutions and Carbon Capture Workplan focuses primarily on six of the expected results.

Table 9: Alignment Matrix of Area of Focus and Expected Results (● = aligned)

Area of Focus Workplans	Walkable, Complete Neighbourhoods	Increased Active Transportation and Transit	More Zero Emission Vehicles	More Net-zero Buildings	Lower Carbon Construction	More Resilient Buildings and Infrastructure	More Carbon Capture	Move Towards a Circular Economy	Increased Community Resilience	Increased Engagement on Climate Action
Engaging, Inspiring and Learning from People	●	●	●	●	●	●	●	●	●	●
Taking Action Now (Household Actions)	○	●	●	●	○	●	○	●	●	●
Transforming Buildings and Development	●	●	●	●	●	●	●	○	○	●
Transforming Transportation and Mobility	●	●	●	○	○	●	●	○	○	●
Transforming Consumption and Waste as Part of the Circular Economy	○	○	○	●	●	●	○	●	○	●
Implementing Natural and Engineered Climate Solutions and Carbon Capture	●	○	○	○	○	●	●	●	●	●
Demonstrating Leadership in Municipal Processes and Collaborations	●	●	●	●	●	●	●	●	●	●
Adapting and Making London More Resilient	●	●	○	●	○	●	●	○	●	●
Advancing Knowledge, Research and Innovation	●	●	●	●	●	●	●	●	●	●
Measuring, Monitoring and Providing Feedback	●	●	●	●	●	●	●	●	●	●

2.12 Status of Climate Change Adaptation

London's climate is described as having four distinct seasons with large seasonal temperature differences. Precipitation is usually distributed throughout the year. These local conditions are gradually changing because of climate change. Adapting, as a city, as a community, and as citizens to these existing changes and those anticipated to occur in the future, are crucial to becoming more resilient.

According to the United Nations, **adaptation** refers to "... adjustments in ecological, social, or economic systems in response to actual or expected climatic stimuli and their effects or impacts. It refers to changes in processes, practices, and structures to moderate potential damages or to benefit from opportunities associated with climate change. In simple terms, countries and communities need to develop adaptation solution and implement action to respond to the impacts of climate change that are

already happening, as well as prepare for future impacts.” Successful adaptation requires the actions by everyone at all levels.

Resilience is defined by Oxford Dictionary as the “.....capacity to recover quickly from difficulties; toughness, and the ability to spring back into shape; elasticity”.

Local adaptation actions are balanced with global mitigation efforts to reduce the greenhouse gas (GHG) emissions. Mitigation efforts are designed to slow the climatic changes that create extreme weather. Therefore, the more successful at global mitigation, the more moderate the local adaptation efforts need to be. The challenge is that existing global GHG emissions have already committed us to adaptation measures that will become more onerous if emissions are not reduced and/or eliminated to net zero. Adaptation measures will therefore continue to evolve as there is more understanding about the impacts of global GHG emissions.

Status of Work - London and Area

Addressing climate change adaptation is different from addressing climate change mitigation, however they are closely related and complimentary. Some actions such as tree planting and wetland expansion serve both as mitigation and adaptation actions because they both result in carbon being removed from the atmosphere (mitigation) and act to reduce the severity of climate change related impacts (providing shading to reduce heat effects and absorbing water to reduce flood severity). Adaptation targets are more challenging to set and measure progress towards, but it is key understand and/or plan for the worst in order to lessen the impacts and enable London to bounce back after severe weather events driven by climate change.

To prepare for extreme weather events, assessment work for the Corporation began in 2014. The internally led City of London team conducting the work identified eight weather events which London has been and will be further subject to in the future:

- Flooding;
- Intense snow;
- Sleet/hail/ice;
- Extreme cold;
- Heat wave;
- Drought; and
- Poor air quality.

A risk rating for each of the eight weather events was calculated by combining the likelihood of occurrence with the probability of damages. The risk ratings were then used to assess the risks from each event to each City Service Area to determine the overall risk to the Corporation. The impact risks were generally even across the Corporation with the impacts being most felt by the Middlesex London Health Unit (MLHU), and the emergency services (fire and police).

To update the previous work, confirm previous climate assumptions and assessments, and expand the focus to the entire London community, the City has partnered with ICLEI Local Governments for Sustainability Canada’s Advancing Adaptation program to create a city-scale adaptation plan for London as a component of the CEAP. This work is well underway and is anticipated to be one of the first deliverables of the CEAP in 2022.

Status of Work - Province of Ontario

Climate Ready: Ontario’s Adaptation Strategy and Action Plan (2011 to 2014)

<http://www.climateontario.ca/doc/publications/ClimateReady-OntariosAdaptationStrategy.pdf>

This previous government initiative established five goals and 37 actions to assist Ontarians protect families and secure business investments. It addressed such items as changes needed to the Building Code, risk management tools to manage heat related illnesses, and collaborating with existing experts to improve climate projections to assist in decision-making.

A Made-in-Ontario Environment Plan (2018) (Addressing Climate Change)

<https://www.ontario.ca/page/made-in-ontario-environment-plan>

The current government committed to undertake Ontario's first-ever broad, multi-sector provincial climate change impact assessment to identify where the province is vulnerable and which regions and economic sectors are most likely to be impacted.

Protecting People and Property: Ontario's Flooding Strategy (2020)

<https://files.ontario.ca/mnrf-2020-flood-strategy-en-2020-03-10.pdf>

Based on recommendations from a Special Advisor's report in 2019, the Ministry of Northern Development, Natural Resources and Forestry created a strategy that outlines steps the Ontario government will take with its partners over the coming years to reduce flood risk and help Ontarians better prepare for flooding events through a series of new and enhanced actions. City of London staff are currently involved as Association of Municipalities (AMO) representatives on a technical team providing advice.

Provincial Climate Change Impact Assessment (work in progress)

<https://news.ontario.ca/en/release/57998/ontario-launches-first-ever-climate-change-impact-assessment>

This assessment is being done by a consulting team led by the Climate Risk Institute to identify where the province is vulnerable to climate change.

Status of Work - Government of Canada

<https://www.canada.ca/en/services/environment/weather/climatechange/climate-plan/national-adaptation-strategy/report-1.html>

A National Adaptation Strategy will help Canada respond to the shared reality of climate change impacts by uniting all orders of government, Indigenous Peoples, private companies, academia, civil society, youth, and all Canadians in a whole-of-society approach to climate change adaptation. The Strategy will build upon the Pan-Canadian Framework and encourage action that is cross-cutting and complementary to adaptation strategies led by provinces, territories, local governments, Indigenous Peoples and others. The strategy is in progress with a proposed release date of Fall 2022.

PART C Implementing the Climate Emergency Action Plan

Moving forward with the CEAP will be based on implementing the workplans for the 10 Areas of Focus (Appendix A). The workplans have been developed based on details provided during the community engagement; compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions; approved by Council; and/or recommended by City staff.

The purpose of the workplans is to set an initial direction and overview for collaborative discussion, action and measuring progress. The workplans are all about implementation. The workplan serves as an initial understanding of the activities and actions required to achieve reductions in greenhouse gas emissions or to make London more resilient to climate change. Several specific actions have been identified as priority items. Each workplan is designed for specific audiences noting that overlap in some workplans exists. The workplans have been developed to tell a short story to help the reader understand the importance and to help potential participants get a head start on the work ahead. Each workplan includes the following:

- Purpose of this Workplan
- Climate Change Expected Results
- Why Does this Matter?
- Background – How did we get here?
- What are some recent actions?
- Responsible City Service Area(s)
- Key Community Partners and Stakeholders
- Key Actions (and Milestones)
- Examples of Measuring Progress
- Resources

Four important items are threaded throughout the Areas of Focus and workplans:

1. Community engagement to implement the CEAP must be broader, deeper and more reflective of all Londoners. Additional efforts are needed to reach First Nations communities, children and youth, seniors, equity-deserving groups who may have barriers to participating, and Londoners who are not actively engaged in climate change issues.
2. Alignment of where to take action to address climate change is essential. Workplans provide this framework for all to understand the general direction for moving forward. This allows many participants to get engaged, develop their own plans, undertake work and take action at the same time while heading in the same direction. It also avoids duplication and creates a stronger network. City staff will have involvement in all workplans as noted in the responsible services area(s) section. City staff will lead, co-lead and/or provide backbone support where it makes sense or is desirable. In some cases, limited to no City involvement is needed. Community and business leads and champions are fundamental to implementing the workplan.
3. Economic development and business opportunities exist within most areas of CEAP. This must be viewed as a priority. Businesses, institutions, and Londoners already spend about \$1.5 billion each year on energy. Almost 90% of the expenditure leaves the local economy. Realigning and focusing on existing expenditures is an important first task. Identifying and creating real opportunities for employment, business retention and growth, and economic development is a priority.
4. Leveraging approved City budgets for 2022 and 2023 by incorporating climate change actions, awareness and conversations allows early activities in many key areas (e.g., Mobility Master Plan, ReThink Zoning By-law Review, Community Diversity and Inclusion Strategy, Green Bin implementation, Wastewater Treatment Operations Master Plan). This leveraging strategy is also applicable work underway in businesses, institutions and other sectors.

Update on Climate Lens Process

The roll-out of the Climate Lens Process is in progress and has provided a foundation for collaboration on the preparation of the Climate Emergency Action Plan, particularly those parts of the plan that pertain to Corporate climate actions and objectives. The exercise of engaging with staff to co-create tools, reference documents and other resources to facilitate and formalize the incorporation of climate change considerations into decision-making promoted education and awareness among staff on climate issues and opportunities, many of which are now addressed in the CEAP Workplans.

The Climate Lens Process was integral to the production of two reports in August 2021 pertaining to climate change considerations in Waste Management and Transportation Planning and Design Services. Since the completion of this work, staff resources advancing the Climate Lens Process roll-out have been dedicated to the review of engagement information, additional research, facilitating further internal and external engagement contributing to the CEAP and preparing the various documents that comprise the CEAP. The Climate Lens Process roll-out will continue following the approval of the CEAP and will be an important implementation tool for many components of the CEAP workplans.

2.13 Highlights from the 10 Implementation Workplans (Area of Focus)

Table 10 contains selected highlights from the ten workplans that are likely of greater interest to many and relate specifically to actions that Civic Administration will take in the near term as part of CEAP implementation. A summary comment is provided on how the action will be resourced and how it will be funded. In some cases, resources and funding is available for the initial work (e.g., analysis and report back), not for undertaking the action. Section 3.0 provides additional details on financial impact and considerations.

Table 10: Selected CEAP Actions, Resources and Funding

Action	Resources and Funding
<p>1. Engaging, Inspiring and Learning from People Develop a comprehensive plan to obtain ongoing input from the City of London advisory committees, Londoners, community and business groups, employers, institutions and local Indigenous communities (Chippewas of the Thames First Nation, Munsee-Delaware Nation, Oneida Nation of the Thames and Urban Indigenous peoples), including the integration of specific efforts to reach people facing barriers to participation and disproportionate impacts from climate change.</p>	Align and benefit from existing activities and expenditures (e.g., Mobility Master Plan, Community Diversity and Inclusion Strategy, Green Bin, etc.)
<p>2. Taking Action Now (Household Actions) Finalize and present program design options for an FCM-funded home energy retrofit pilot project for launch in 2023, involving about 50 homes per year for three years, based on similar programs in place in Ottawa, Toronto, and other Ontario cities in 2022. Report back to Committee and Council on final pilot project design to obtain final approval. Reporting would occur at the mid-point of the pilot project and after completion including the next steps based on the findings.</p>	Existing staff resources and funding for preparation of background research and application. Pilot Project is not funded and will require Council approval
Review and provide options to reduce, restrict or phase out fossil fuel consuming equipment (e.g., lawnmowers, trimmers, leaf blowers) (report back in 2023).	Existing staff resources and funding
<p>3. Transforming Buildings and Development Work with London's development industry to establish a shared understanding of the challenge and a shared commitment to address climate change by identifying shared actions that will assist the development industry in moving toward more energy efficient and resilient development. This would be supported and monitored by establishing agreed-upon objectives, metrics and timelines that will result in reduced GHG emissions, reduced carbon intensity of materials, and improved resilience to local climate change impacts from new development and buildings (ongoing).</p>	Align and benefit from existing activities and expenditures
Reduce or eliminate parking minimums in the Zoning By-law (report back in 2022).	Existing staff resources and funding
Review and provide options to reduce, restrict or phase out fossil fuel as the primary source of heat in all new buildings in London as of 2030 (report back in 2024).	Existing staff resources and funding
<p>4. Transforming Transportation and Mobility Ensure a climate change and greenhouse gas reduction perspective is applied in the development of the upcoming Mobility Master Plan.</p>	Align and benefit from existing activities and expenditures
Create a Transportation Management Association. More information on this action is provided after Table 9.	Existing staff resources and funding
<p>5. Transforming Consumption and Waste as Part of the Circular Economy Ensure the implementation of the 60% Waste Diversion Action Plan and the development of the Long-term Resource Recovery Plan occurs from climate change and GHG reduction</p>	Align and benefit from existing activities and expenditures

Action	Resources and Funding
perspectives. This will include leveraging this project to facilitate discussion and action as part of moving towards a circular economy.	
<p>6. Implementing Natural and Engineered Climate Solutions and Carbon Capture</p> <p>Assess available options to estimate London’s current carbon sequestration rate from urban forests and other natural areas as part of the Urban Forest Strategy and other City initiatives.</p>	Align and benefit from existing activities and expenditures
<p>7. Demonstrating Leadership in Municipal Processes and Collaborations</p> <p>As part of the Biosolids Management Master Plan, explore the potential to achieve net-zero carbon emissions from the wastewater treatment system and potential synergies in the management of biosolids that can support climate action goals (e.g., production of renewable natural gas, nutrient recycling opportunities, sewer waste heat recovery, etc.).</p>	Align and benefit from existing activities and expenditures
Starting in 2024, all new City of London buildings in the prefeasibility stage will be designed to achieve net-zero ready emissions, with construction implementation contingent on the availability of additional funding beyond baseline levels.	Resources and funding requirements to be developed in tandem with the planning of each project
Require all City of London lifecycle renewal projects for existing buildings to make incremental energy efficiency and resiliency improvements to contribute to Corporate milestone targets (where heritage conservation is not impacted), contingent on the availability of additional funding beyond baseline levels.	Resources and funding requirements to be developed in tandem with the planning of each project
Develop refined cost estimates and a financing strategy for implementing required climate change mitigation and adaptation actions for inclusion in the Corporate Asset Management Plan, for consideration with the Multi-Year Budget and for use in advocacy efforts to secure Federal/Provincial funding (report back in 2023).	Existing staff resources and funding
<p>Develop procurement processes (report back in 2023), consistent with the Procurement of Goods and Service Policy, that ensure all fleet procurements fully examine alternatives and opportunities to reduce and/or eliminate fossil fuel use in City fleet, taking into account key operational factors such as product availability and performance, service levels, infrastructure and power supply requirements, financial feasibility and budgetary limitations, including:</p> <ul style="list-style-type: none"> • Requiring all new passenger vehicles (cars, vans, SUVs) procured to be electric vehicles or other zero-emission vehicles as of 2025 • Requiring all new light and medium duty work vehicles and equipment (pick-up trucks, work vans, heavy duty diesel pick-ups) procured to be electric or other zero-emission fuel alternatives where available as of 2028 • Requiring that all external fleet rental and lease contracts be amended to require supply of light and medium duty 	Existing staff resources and funding for report. Resources and future funding requirements to be developed for future multi-year budgets

Action	Resources and Funding
<p>vehicles and equipment that are electric or other zero emission fuel alternatives as of 2028</p> <ul style="list-style-type: none"> • Requiring the procurement of all new heavy-duty vehicles and equipment for the City of London’s vehicle fleet be electric or other zero emission fuel alternatives as of 2030, subject to availability and performance • Requiring all new City of London hand-held, portable, and light-duty off-road equipment procured to be electric or other zero-emission equipment as of 2025 	
<p>8. Adapting and Making London More Resilient City staff will continue to use the Advancing Adaptation Program led by ICLEI to complete an Adaptation Strategy in 2022. The Strategy will utilize the earlier work completed in London’s Risk Assessment for Climate Change Adaptation in addition to earlier baseline climate change vulnerability work prepared by the Middlesex London Health Unit.</p>	<p>Align and benefit from existing activities and expenditures. Resources and funding requirements for implementation to be developed after the completion of the Strategy. It is anticipated many of the actions could be accomplished through existing capital expenditure plans or by augmenting those plans</p>
<p>9. Advancing Knowledge, Research and Innovation Implement a Memorandum of Understanding (MoU) with Western University for Action on Climate Change and co-create a partnership for knowledge, research and innovation. More information on this action is provided after Table 9.</p>	<p>Existing staff resources and funding</p>
<p>10. Measuring, Monitoring and Providing Feedback Undertake a procurement process to solicit technical assistance to develop detailed cost estimate modelling to support climate change mitigation and community energy planning work.</p>	<p>Federal and Provincial sources are anticipated to cover between 50 and 75% of project costs</p>

Additional information on four actions that are planned to proceed immediately is provided below.

Foundational Action 7 - Transportation Management Association (TMA)

A Transportation Management Association (TMA) serves as a transportation consultant for businesses wishing to implement transportation demand management programs such as carpooling, vanpooling, telework, transit discount programs, biking, walking, and parking management. A TMA allow employers to work together, share limited resources, and address their employees’ commuting challenges. Components of a TMA have been available through the City on a smaller scale for many years as part of the Transportation Demand Management (TDM) program (e.g., through the Business Travel Wise Program and the EcoMobility demonstration project). Supports have included TDM advice to businesses, information on the benefits of reducing single occupant commuting, employee commuter surveys and mapping, individualized

marketing and route planning, carpool services, rideshare networks, business bike rack program, pilot projects, etc.

In 2019, the City of London began a feasibility study to determine interest and need in forming a TMA to serve major business areas of London (e.g., downtown, business corridors, business parks) (Appendix F). Part of the work included conducting employer and employee surveys in early 2020 (pre-pandemic). Findings pointed to interest in and support for the development of a city-wide TMA in London. Findings also highlighted the difference in needs for downtown businesses versus businesses in industrial parks and business corridors.

It is difficult to project current commuting patterns too far into the future because of the effects of the pandemic. However, many commuter trips are still being made by single occupancy vehicle and these represent an opportunity to provide other options to commuters. In 2020, according to Google's Environmental Insights Explorer tool, there were 43,800,000 in-bound and out-bound trips made into London. This represented roughly one-half of annual emissions from transportation activity.

As part of the CEAP Transforming Transportation and Mobility Area of Focus, the creation of the TMA will use a three phased approach:

- Phase One – In 2022 and 2023, City staff will lead the development of the initial stages of the TMA, including identifying partners, members, and initial services using previously approved multi-year budget funding. This work builds on existing services and programs offered by the City and brings them to an expanded number businesses in specific areas.
- Phase Two – In 2023, alternative operating and governance models will be examined that meet the needs of London employers including the ultimate service delivery model (e.g., in-house service provision via the City, contracted service provider, not-for-profit service provider, shared responsibilities), additional services, financing, and related requirements. This phase is key as it will determine scale and flexibility required to meet member needs but also focus on financial and operating feasibility.
- Phase Three – In 2024, depending on a positive outcome for Phase One and Two, the TMA will transition to a new model developed by the City and TMA members and partners. This would include a comprehensive business plan.

London's TMA will include a suite of programs and services, subject to availability and funding sources, that would eventually include programs and services such as:

- Programs such as carpool matching, preferential parking (carpool), Emergency Ride Home (ERH), on-site bike parking, employer partnerships; and
- Services such as remote and flexible work supports, employee incentive programs, employee travel behaviour surveys, workplace site assessment, and mapping, on-site outreach events, workplace TMA champion meetings and workplace recognition program.

Foundational Action 8 - City of London Boards and Commissions

City of London's Boards and Commission provide specific and/or specialized service to the London community. A Board or Commission is an independent body consisting of members of which some or all are appointed by Municipal Council. A Board or Commission is established through legislation that specifically addresses how the leadership structure is to be organized. In London, the following exist:

- Covent Garden Market
- Eldon House
- Greater London International Airport Authority

- Kettle Creek Conservation Authority
- London and Middlesex Community Housing Inc.
- London Hydro
- London Police Services
- London Public Library
- London Transit Commission
- Lower Thames Valley Conservation Authority
- Middlesex-London Health Unit
- Museum London
- RBC Place London
- Tourism London
- Upper Thames River Conservation Authority

City of London Boards and Commissions currently undertake a number of actions with respect to climate change as part of their operating practices. In the case of London Hydro, Conservation Authorities and Middlesex London Health Unit (MLHU), they also provide services that are of fundamental importance to climate change mitigation and adaptation.

As part of the Area of Focus of Demonstrating Leadership in Municipal Processes and Collaborations, City staff and Council would benefit from increased information dealing with climate change and the actions taken by Boards and Commissions. This could be achieved through an annual update provide to Committee and Council on climate change actions and progress. Additional opportunities should also be reviewed by individual Boards or Commissions with respect to:

- Use of the Climate Lens Process being used at the City of London;
- Implementing the Climate Lens Process, or a similar process, on major programs and upcoming projects; and
- Developing a climate change reporting system that meets the needs of the Board or Commission and the City.

Foundational Action 9 - Western University Memorandum of Understanding

Background

Education is one of the most powerful tools in preparing for the local, regional, and global challenges associated with climate change. It helps individuals, communities, businesses, and governments build the understanding, skills, and attitudes needed to engage in lowering greenhouse gas emissions and creating climate-resilient communities. Education on climate change must not be considered as an ‘add-on’; rather a key component of any plan(s) to address the effects of climate change, put into practice collaborative solutions and achieve short, medium, and long-term results and goals. Education is required to raise awareness, change behaviours and attitudes, encourage creativity and solutions, and enable people to make informed decisions that impact others. Education and awareness about positive actions and positive results to climate change may help diminish both anxiety and apathy in response to climate change.

As leaders in knowledge, research and innovation, universities and colleges are in a unique position to leverage their expertise and make significant advancements in addressing climate change and the climate emergency. How these institutions operate, undertake research, and teach their students can act as a catalyst for real and lasting change. In addition to the fundamentals of education, research and innovation, universities are at the forefront of data and analytics, applied research, technology development and commercialization, and creating and utilizing networks of individuals, organizations, businesses, and communities.

Purpose of the Memorandum of Understanding with Western University

The Memorandum of Understanding (“MoU”) between the City of London and Western University is intended to set out the mutual intentions of the City and Western to

advance their joint climate change mitigation and adaptation objectives (Appendix G). The MoU is based upon the mutual understanding that the combined expertise, influence, and commitment of the parties are better applied together to support their common goals. The MoU establishes the non-legally binding framework and set of principles for enhanced and focused coordination and collaboration to support their shared interests in climate change mitigation and adaptation. The short-term objective of the collaboration includes:

- Building on the existing foundation of traditional and innovative projects to mitigate and/or adapt to climate change;
- Creating a focal point (centre or centres) for the ongoing examination of practical and innovative solutions for energy efficiency, energy conservation, energy literacy, climate change mitigation, climate change adaptation, community engagement, technology development, testing and commercialization, and understanding the impacts of severe weather locally and regionally;
- Developing a list of research and project areas that would benefit from direct involvement of Western staff, faculty and students (working title is Academic Agenda for Action on Climate Change) and contribute to the implementation of the Climate Emergency Action Plan;
- Establishing partnerships and collaborations between government, academia, and businesses to synergistically build on existing strengths to create opportunities to reduce greenhouse gas emissions and/or to build a more resilient London and region; and
- Being known as an innovative centre of excellence with shared facilities and resources providing leadership, implementing best practices, undertaking leading edge research, providing knowledge and support to industry, while educating and training students, researchers, and postdoctoral fellows in the various fields of climate change mitigation and adaptation.

The Memorandum of Understanding contained in Appendix F has been reviewed and approved by Western University. Note that discussions are scheduled with Fanshawe College to identify similar opportunities with that institution and any future MOU's will be brought to the appropriate Committee as required.

Foundational Action 10 - Best Practises for Investment in Energy Efficiency and GHG Reduction

On June 25, 2019, Municipal Council resolved:

That Civic Administration BE REQUESTED to develop a set of guidelines to evaluate efficiency and Greenhouse Gas reduction investments and provide some suggested best practices.

Work Undertaken

When required, City staff use a Project Justification approach or methodology for projects that require additional investment and/or create savings. Depending on the amount of investment, these initiatives would require Council approval if they are outside of the approved budget and/or require action as per the Procurement of Goods and Services Policy. Currently there are no available best practices, guidelines or standards to compare the value of an individual climate change investment with ones that may come forward at some point in time.

To achieve the CEAP milestone emissions reduction targets, investment in emission reduction measures will be required. Considering that new technologies and opportunities for emission reduction investment are constantly arising, it is prudent to have an established method for evaluating these opportunities so that the most value can be achieved from any investment.

Applying a purely financial lens to any potential investment in emissions reduction projects will not provide sufficient information to evaluate options. Many emissions reduction projects or opportunities have social and environmental co-benefits that must be considered, especially those co-benefits that contribute to improving human health outcomes, equity, inclusion and adaptation to climate impacts. A review by City staff of available information on methods for evaluating emissions reduction projects has not identified any guidelines or best practises that account for this full cost and benefit analysis approach.

Some available resources recommend using a cost per tonne of carbon emissions abated metric to evaluate the financial strength of any project, but these evaluations are typically done within the context of trying to achieve emissions reductions in some specific area (e.g., energy efficiency, renewable energy, reducing supply chain impacts, waste reduction or diversion, reducing methane emissions, improving fuel efficiency). This approach does not account for the co-benefits of any project or help evaluate projects that impact emissions in different sectors (i.e., the method would not be satisfactory on its own to evaluate or compare a project reducing emissions in fleet vehicles versus an investment in social housing energy efficiency retrofits).

Outcome

Considering the state of maturity of emissions reduction project evaluation and the need to align decisions with more than simply financial performance, City staff recommend continuing with and evolving the current Project Justification approach to emission reduction project evaluation. This approach includes the following considerations and will be advanced as part of the Climate Lens Process implementation:

- Cost per tonne of emissions avoided or abated (including availability of additional funding sources and anticipated future cost of carbon impacts);
- Compliance with milestone emissions reduction targets (i.e., will a business-as-usual investment “lock in” emissions beyond milestone target date(s) and require the purchase of off-sets);
- Compliance with Corporate Energy Management Program;
- Demonstration potential at Pilot or Full Scale;
- Implementation potential;
- Risk management;
- Adaptation co-benefit analysis; and
- Social and human health co-benefit analysis.

In addition to pursuing and advancing the business case approach for recommending Corporate investments in energy efficiency and GHG reduction, staff will continue to compile information on similar municipal business cases to assist with decision making and encourage organizations such as Clean Air Partnership (CAP), QUEST Canada, and the Federation of Canadian Municipalities to develop a municipal best practice(s) catalogue.

Until such time that more advanced and holistic tools and/or approaches are available, it is recommended that Civic Administration continue to use the Project Justification approach for recommending Corporate investments in energy efficiency and greenhouse gas reduction and:

- Continue to compile information on similar municipal business cases to assist with decision-making in London, and
- Encourage organizations such as Clean Air Partnership (CAP), QUEST Canada, and the Federation of Canadian Municipalities to develop a municipal best practice(s) catalogue;

PART D Actions with Other Levels of Government

Foundational Actions 11 and 12

Significant action across all levels of government is required to make progress towards net-zero emissions and improved resilience to climate change impacts. Jurisdiction over the regulation of emissions in some key sectors, like electricity production, natural resource extraction, regional transportation and building codes, lies with provincial and federal governments. Without action to reduce emissions and improve resilience in these sectors, progress towards municipal emissions targets and resilience objectives will be much harder. Additionally, funding support from other levels of government will be integral to advancing various municipal actions contained within the CEAP. As such, supportive advocacy to advance action and funding needs at these higher levels of government is a key component of the CEAP. Key advocacy positions that should be advanced are listed in the next two subsections.

2.14 Government of Ontario

1. Revise Ontario's current 2030 greenhouse gas emissions reduction target to be, at a minimum, equal to Canada's new 2030 target (i.e., increase Ontario's reduction target from a 30 per cent reduction to one requiring at least a 40 to 45 per cent reduction).
2. Ensure that greenhouse gas emissions from Ontario's electricity generation, transmission, and distribution system are maintained at or below current (2018-2020) levels in terms of grid-average emissions on a per kilowatt-hour basis (i.e., 30 grams per kilowatt-hour) through to 2035 and put plans in place for achieving net-zero greenhouse gas emissions from Ontario's electricity system no later than 2050 as per Canada's climate plan.
3. Ensure that natural gas Demand Side Management and Integrated Resource Planning frameworks for 2023-2027 includes sufficient measures for achieving, as a minimum, Canada's 2030 greenhouse gas emission reduction targets and Canada's net-zero emissions target no later than 2050 as per Canada's climate plan, such as retrofit incentives, lower-income support programs, electrification/fuel-switching, hydrogen, and renewable natural gas.
4. Strengthen the Ontario Building Code's requirements for climate adaptation, energy efficiency, and non-fossil fuel alternatives for hot water and space heating (e.g., air-sourced heat pumps, ground-sourced heat pumps, solar, district energy).
5. Fund municipal climate change planning and engagement tools (e.g., CityInsight, Project Neutral, MyHeat Solar) that can benefit all municipalities through favourable licensing arrangements that lower costs and create consistency in municipal reporting.
6. Make grants available to pursue regional solutions for climate change adaptation that benefit and align multiple organizations in common solutions and knowledge sharing.
7. Make grants/funding programs available to municipalities, businesses and not-for-profits to obtain additional resources dedicated to local climate change actions.
8. Implement the recommendations made by Ontario's Special Advisor on flooding in his report completed in 2019 that identifies additional resources that need to be placed into flood plain management and flood risk reduction.
9. Coordinate funding with federal agencies to ensure municipalities can update urban floodplain mapping that is instrumental in land use planning and public education.
10. Provide provincial leadership in assessing the carbon sequestration capabilities of natural features that will then promote the value of 'green infrastructure' and enable

consistency in carbon budget determinations to assist with municipal target setting to achieve Net Zero GHG emissions.

Government of Ontario, Ontario Energy Board (OEB) and/or the Independent Electricity System Operator (IESO)

1. Integrate greenhouse gas emissions reduction targets into their decision-making framework and mandate.
2. Implement rate structure changes that support electrification, fuel switching and renewable natural gas away from natural gas.
3. Strengthen the capacity of the electrical grid to accommodate the existing building sector switch away from natural gas for space heating.
4. Enable the use of virtual net metering for a customer with multiple locations within the service area of their Local Distribution Company to allow for innovative electricity demand management solutions.
5. Return the ability for Local Distribution Companies to develop and deliver innovative local electricity conservation and demand management programs customized to meet the needs of their local customers.
6. Continue retrofit cost reduction measures, such as performance-based rebates for improved energy and emission performance.
7. Ensure the provincial energy supply and distribution system (e.g., electricity, natural gas, transportation energy/fuels) is resilient to severe weather and other climate change related weather events (e.g., prolonged droughts, heat waves, “Polar Vortex” cold snaps, etc.)

2.15 Government of Canada

1. Continue their commitment to carbon pricing via the *Greenhouse Gas Pollution Pricing Act*.
2. Work with the automotive sector address the two-tiered marketplace has been created in Canada, where most of the electric vehicles that are supplied to Canada by vehicle manufacturers are sent to British Columbia and Quebec, to ensure fair and equitable access to Canadians in smaller markets like London.
3. Expand the scope of the Incentives for Zero-Emission Vehicles Program (iZEV) to include electrically assisted bicycles and cargo bikes.
4. Create/expand grant programs and tax incentives to improve the business case for deep energy efficiency retrofits with longer payback periods.
5. Continue their commitment to work with municipalities to ensure rebates and financing for deep emissions retrofits flows effectively and directly to recipients.
6. Continue their enhancement of deep retrofit financing through the Canadian Infrastructure Bank or other options.
7. Support regenerative forestry and agricultural practices that contribute to the widespread availability of low embodied carbon, biogenic materials for the building industry.
8. Make grants/funding programs available to municipalities, businesses and not-for-profits to obtain additional resources dedicated to local climate change actions.
9. Coordinate funding with provincial agencies to ensure municipalities can update urban floodplain mapping that is instrumental in land use planning and in public education.

3.0 PART E - Financial Impact/Considerations

Foundational Actions 13, 14, 15 and 16

3.1 Background

Based on a literature review, costs or cost discussions associated with climate change mitigation and adaptation actions can be generally grouped into five broad categories:

1. **New costs** – spending money on something new that would not otherwise be undertaken for the purpose of saving and/or avoiding costs elsewhere. Examples include rooftop solar power, passive heating/cooling, heat recapture.
2. **Extra costs** – spending more than business-as-usual for the purpose of saving and/or avoiding some costs elsewhere. Extra costs could be considered as the premium that is paid to be more ‘green’ or more ‘climate-friendly’. Examples include buying a heat pump when replacing an older air conditioner, buying an electric vehicle when replacing a gasoline-fuelled vehicle, buying a consumer product with greater durability, and building a net-zero building versus building it to code.
3. **Lower costs** – spending the same or less than business-as-usual for the purpose of saving and/or avoiding costs elsewhere. Examples include buying a cargo e-bike when replacing a gasoline-fuelled vehicle, taking transit instead of buying a newer vehicle, and living in a smaller home.
4. **Emergency (unplanned) costs** – unplanned costs due to the impact of severe weather associated with climate change that could occur at one location, a neighbourhood or business area, or community-wide.
5. **The costs of inaction** – often refers to the cost of potential outcomes if money is not spent upfront to create the necessary changes and/or to make something more resilient.

These are not technical definitions; rather they are simple descriptions of household or business expenditures and the rationale on why they would likely occur. The first two sets of costs are often the focus of traditional climate action cost calculations, whereas the third set of costs have traditionally been related to discussions around transportation demand management (e.g., how a person moves around within a city). The fourth set of costs are often associated with emergency situations and/or disasters and relate specifically to climate change adaptation (or the lack thereof). The final set of costs are often associated with cost/benefit analyses, may include all or some of the other four costs and are often the focus when evaluating the business case for climate change adaptation.

3.2 Experience with Mitigation Costs and Benefits

In September 2020, the Institute for Sustainable Finance at Queen’s University’s Smith School of Business produced its report, *Capital Mobilization Plan for a Canadian Low-Carbon Economy*, on likely climate change mitigation abatement costs in Canada for the 2020 to 2030 period. As noted in their Executive Summary:

The most salient conclusion from this first report, is that Canada requires a substantial, but far from insurmountable, investment of \$128 billion over the next 10 years to achieve our 2030 emission reduction targets.

It is important to note that this analysis was based on Canada’s 2030 greenhouse gas emission reduction target at that time, which was to reduce Canada’s total emissions by 30 per cent from 2005 levels by 2030. With the Government of Canada increasing its 2030 target ambition to reduce emissions to 40 to 45 per cent below 2005 levels by 2030, the estimated abatement costs in this report are now on the low end.

The Smith School of Business report also compared their estimated investment requirements to federal government spending on COVID stimulus, noting that the investment on climate action over 10 years would be only 63 per cent of that spent on COVID-19 stimulus in just one year (2020).

Several Canadian municipalities have hired a technical consultant and undertaken detailed cost estimate modelling to support climate change mitigation and community energy planning work, including:

- Toronto (April 2017);
- Durham Region (November 2018);
- Guelph (March 2019);
- Sudbury (October 2019);
- Burlington & Hamilton (April 2020); and
- Ottawa (October 2020).

The analysis provided for Burlington's Climate Action Plan indicated that their Low Carbon scenario (consistent with a 1.5°C science-based fair share reduction target) would be less expensive than a Business-As-Usual approach, where no additional climate action efforts occurred. Over the 2020-2050 period, their Low Carbon scenario would save residents and businesses in Burlington about \$6.7 billion in today's dollars. On average, Burlington would require about \$125 million per year in local investments in climate change mitigation from residents, businesses, and governments under their Low Carbon scenario.

The analysis provided for Ottawa's Energy Evolution: Ottawa's Community Energy Transition Strategy, also based on a 1.5°C science-based fair share reduction target, indicated that there would be a net savings of \$12.4 billion in today's dollars over the 2020-2050 period. On average, Ottawa would require about \$1.6 billion per year in local investments from residents, businesses, and governments in climate change mitigation over the 2020-2030 period, dropping to \$782 million per year over the 2031-2050 period.

On a per-person basis, the annual investment estimated for Burlington works out to \$680 per year in today's dollars. For Ottawa, this would be \$1,140 per year for the 2020-2030 period and \$560 per year for the 2031-2050 period.

3.3 Experience with Adaptation Costs and Benefits

In 2020, the Federation of Canadian Municipalities and Insurance Bureau of Canada commissioned Green Analytics to establish a credible estimate of the investment in local infrastructure and local adaptation measures needed to reduce the impacts of climate change in Canada. For Central Canada (Ontario and Quebec), the average cost for adaptation for municipalities was estimated to be 0.12 per cent of gross domestic product (GDP).

Several organizations and insurance groups in North America and elsewhere have estimated that the investment in adaptation reaps significant benefits:

- Public Safety Canada estimated in 2016 that for every dollar invested in climate change adaptation, \$3 to \$5 dollars is saved in recovery costs.
- The Federation of Canadian Municipalities estimated in 2019 that for every \$1 billion invested in disaster mitigation, \$6 billion in costs can be avoided.
- Using a past Canadian example, the Red River Floodway built in 1960 for \$63 million has saved \$8 billion in avoided recovery costs for the City of Winnipeg.

From a provincial perspective, the Financial Accountability Office of Ontario (FAO) released a report in December, 2021 titled, "Costing Climate Change Impacts to Public Infrastructure". It addressed only publicly owned buildings, with water and transportation impact reports intended for release later in 2022. Also, the assessment only considered

extreme rainfall and heat impacts. Their comments on existing climate conditions were:

“The cost of maintaining Ontario’s portfolio of public buildings and facilities in a state of good repair would be around \$10.1 billion per year on average, totalling about \$799 billion over the rest of the 21st century (2022-2100). These projected “baseline costs” are what would have occurred in a stable climate.”

Their comments on future climate conditions were:

“To ensure safety and reliability, public infrastructure is designed, built and maintained to withstand a specific range of climate conditions typically based on historic climate data. However, extreme rainfall and extreme heat are projected to become more frequent and intense, while shorter winters will somewhat lower the annual number of freeze-thaw cycles. Taken together, the FAO estimates these hazards will add roughly \$6 billion to the costs of maintaining public buildings and facilities in a state of good repair over the remainder of this decade (2022-2030).

Their comments on the variability of future climate conditions and costs were:

“Over the long term, the extent of global climate change will influence the severity of these climate hazards and their impacts to public buildings. In a medium emissions scenario, the cumulative cost of maintaining the existing portfolio of public buildings in a state of good repair will increase by \$66 billion (8.2 per cent increase over baseline), or \$0.8 billion per year on average over the rest of the 21st century. However, in a high emissions scenario, cumulative costs would increase by \$116 billion (14.5 per cent increase over baseline), or \$1.5 billion per year on average over the rest of the century. These results reflect higher capital expenses from accelerated deterioration and higher operations and maintenance expenses.”

The report also estimated the costs of proactively adapting early (using building retrofits) versus the costs of reactively changing buildings at end of a building’s life (rebuilding). It suggested that rebuilding is slightly less expensive; however, given the longer time scale necessary for rebuilding, there would be more buildings left unprotected against climate change impacts for longer, which would pose a higher risk of climate damages.

Estimating the potential adaptation costs for London requires an in-depth understanding of the community-wide vulnerabilities and potential actions required to address those vulnerabilities. As such, utilizing work completed for other jurisdictions to estimate costs in London is not likely to result in realistic or defensible results. Work to determine the vulnerabilities and associated actions to address them is a key component of London’s CEAP and is underway through participation in the ICLEI Local Governments for Sustainability Canada Advancing Adaptation Program.

3.4 Existing and Near-Term Funded Actions and Resources

Based on previous annual budgets assigned to energy conservation, energy efficiency and other greenhouse gas reduction education, awareness and pilot projects, plus new fund assigned during the 2020 to 2023 Multi-Year Budget, the current dedicated annual investment is approximately \$120,000 in operating funding and \$100,000 in capital funding. This does not include leveraging budgets and resources in existing approved projects and programs.

Many actions listed within the CEAP Workplans in 2022 and 2023 can be implemented within existing budgets and by utilizing existing City resources as summarized in Table 9 (Subsection 2.13 Highlights from the Workplans).

3.5 Future Financial Implications

Investment in climate action over the full term of the CEAP (to 2050) by the City, businesses and residents is anticipated to be significant. However, some of these investments are anticipated to align with and sometimes replace planned future spending. In some cases, investments to achieve CEAP goals may result in opportunities for net savings, though additional up-front capital costs may be required to realize lower lifetime asset costs. In particular, net savings are expected for some infrastructure if total lifecycle costs (capital, operating and maintenance) are evaluated with the expected cost burden of an escalating price of carbon and the incorporation of climate change impact risks. Work to better understand and uncover these potential opportunities for net savings is included in components of the Municipal Leadership and Measuring, Monitoring and Providing Feedback Area of Focus Workplan, including:

- Using the Climate Lens Process to better inform decision-making;
- Integrating climate considerations into the Corporate Asset Management Plan;
- Evaluating carbon accounting/budgeting options for potential implementation in financial management; and
- Developing an updated detailed assessment of the economic cost and benefits of community-wide climate change mitigation actions (e.g., marginal abatement costs) needed to reach net-zero emissions by 2050.

Subject to the approval of the recommendations and foundational actions in this report, Civic Administration will develop a detailed Climate Change Investment and Implementation Plan for all Climate Emergency Action Plan initiatives requiring additional investment, inclusive of associated timing and financial impacts of these initiatives. Given the City's finite financial resources, this investment and implementation plan will be critical to determine scope, timing and pacing of these additional investments. This investment and implementation plan will also support the development of the City's 2023-2027 Strategic Plan and 2024-2027 Multi-Year Budget, as well as future Strategic Plan and Multi-Year Budget processes.

The investment required to support all initiatives in the CEAP cannot be borne entirely by the City of London. As previously noted, support from federal and provincial partners will be critical to ensuring the successful implementation of many initiatives within this plan.

4.0 PART F – Summary List of Foundational Actions and Reporting

Foundational Action 17

As noted at the start of Section 2.0, to move forward with the CEAP there are a number of foundational actions that are required. Contained in Appendix B are Foundational Actions that have been pulled primarily from the workplans to be advanced in the short term with existing resources and are viewed as being of higher priority and supportive of many actions to follow. These actions set the stage for the successful implementation of the CEAP. Seventeen (17) foundational actions have been identified (Appendix B) across four main categories:

- A. Greenhouse gas emissions reduction milestone targets
- B. Implementing the Climate Emergency Action Plan
- C. Engagement with other levels of government
- D. Financial impact/considerations

There are also numerous additional actions listed as parts of the ten Areas of Focus (and their respective workplans). It is recognized that many aspects of the CEAP can be undertaken now while others will be developed over time. Area of Focus Measuring, Monitoring & Providing Feedback will address the need to develop and provide an annual update to Council and the community on the progress of the Climate Emergency Action Plan, new and emerging ideas for implementation, and proposed adjustments to the Climate Emergency Action Plan (Foundational Action #17).

Conclusion – Next Steps

Subject to Council direction, Table 11 contains the immediate next steps in the review of the draft Climate Emergency Action Plan, approval and initial implementation steps.

Table 11: Schedule of Immediate Next Steps

Timeframe	Item
February 2, 2022	Staff report is posted on the Council Meetings webpage at https://london.ca/
February 8, 2022	SPPC meeting - Table the draft Climate Emergency Action Plan, staff recommendations, foundational actions and presentation
February 2022	Receive written comments on the Get Involved website, via email, via mail
To be determined (TBD)	SPPC meeting including holding a public participation meeting (PPM)
TBD	Council meeting - approval to finalize Climate Emergency Action Plan
TBD	Launch

Prepared by: Michael Fabro P.Eng., MEB
Manager, Climate Change Planning

Prepared by: Jamie Skimming, P.Eng.
Manager, Energy & Climate Change

Prepared by: Patrick Donnelly, M.SC., RPP
Manager, Watersheds & Climate Change

Prepared by: Gregg Barrett, ACIP
Director, Planning & Development

Prepared and Submitted by: Jay Stanford MA, MPA
Director, Climate Change, Environment & Waste Management

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

Appendix A Draft Climate Emergency Action Plan

Appendix B Foundational Actions for the Draft Climate Emergency Action Plan

Appendix C Background Information to Develop the Draft Climate Emergency Action Plan

Appendix D Status of Direction from November 26, 2019 Council Resolution

Appendix E Community and Corporate Targets in Peer Ontario Communities and Selected Other Canadian Municipalities

Appendix F Background and Rationale for a Transportation Management Association

Appendix G By-law and Memorandum of Understanding with the University of Western Ontario

Appendix A
Draft Climate Emergency Action Plan

Report is contained as a separate document

Appendix B

Foundational Actions for the Draft Climate Emergency Action Plan

To move forward with the Climate Emergency Action Plan (CEAP), there are a number of foundational actions that are required. These actions set the stage for the successful implementation of the CEAP.

A. Actions related to greenhouse gas emissions reduction milestone targets	
1	Change the baseline year for measuring community-wide greenhouse gas emission reduction from 1990 (current baseline) to 2005 to be consistent with the Government of Ontario, the Federal Government and a growing number of Canadian municipalities.
2	Adopt the following short and mid-term milestone targets to achieve the community-wide target of net zero community greenhouse emissions by the year 2050: <ol style="list-style-type: none"> i. 55 percent reduction in total annual city-wide emissions by 2030, consistent with the 1.5°C science-based target established by the United Nations Framework Convention on Climate Change’s Race to Zero campaign. ii. 65 per cent by 2035 iii. 75 per cent by 2040.
3	Revise the Corporate net zero energy related GHG emissions target from 2050 to 2045 and will be based on the following milestone targets: <ol style="list-style-type: none"> i. 65 per cent reduction in total energy-related emissions from 2007 levels by 2030 ii. 75 per cent by 2035 iii. 90 per cent by 2040.
4	Join the Race to Zero Cities Campaign, a global campaign to rally leadership and support for science-based targets.
B. Actions related to implementing the Climate Emergency Action Plan	
5	Include the following Areas of Focus in the Climate Emergency Action Plan: <ol style="list-style-type: none"> 1. Engaging, Inspiring and Learning from People 2. Taking Action Now (Household Actions) 3. Transforming Buildings and Development 4. Transforming Transportation and Mobility 5. Transforming Consumption and Waste as Part of the Circular Economy 6. Implementing Natural and Engineered Climate Solutions and Carbon Capture 7. Demonstrating Leadership in Municipal Processes and Collaborations 8. Adapting and Making London More Resilient 9. Advancing Knowledge, Research and Innovation 10. Measuring, Monitoring, and Providing Feedback.
6	Obtain ongoing input from the City of London advisory committees, Londoners, community and business groups, employers, institutions, local First Nations communities (Chippewas of the Thames First Nation, Munsee-Delaware Nation, Oneida Nation of the Thames and Urban Indigenous peoples), including the integration of specific efforts to reach people facing barriers to participation and disproportionate impacts from climate change (Area of Focus 1 Engaging, Inspiring and Learning from People).
7	Create a Transportation Management Association (TMA) using the approach outlined in this report and prepare two progress reports, 2022 and 2023, including participants, services, costs, benefits and outcomes (Area of Focus 4 Transforming Transportation and Mobility).

8	Request the City of London Boards and Commissions to provide an annual update to Council on climate change actions and progress (Area of Focus 7 Demonstrating Leadership in Municipal Processes and Collaborations).
9	Introduce the attached proposed by-law (Appendix G) at a future meeting of the Municipal Council to: <ul style="list-style-type: none"> i. Authorize and approve a Memorandum of Understanding with the University of Western Ontario to advance joint climate change mitigation and adaptation research, technologies, analyses, and knowledge attached as Schedule “A” to the by-law, and ii. Authorize the Mayor and the City Clerk to execute the Memorandum of Understanding authorized and approved in i), above. (Area of Focus 9 Advancing Knowledge, Research and Innovation)
10	Continue to use the Project Justification approach for recommending Corporate investments in energy efficiency and greenhouse gas reduction, continue to compile information on similar municipal business cases to assist with decision-making in London, and encourage organizations such as Clean Air Partnership (CAP), QUEST Canada, and the Federation of Canadian Municipalities to develop a municipal best practice(s) catalogue to assist with decision-making.
C. Action related to engagement with other levels of government	
11	Request that the Mayor share the Climate Emergency Action Plan with the Government of Ontario, the Ontario Energy Board (OEB) and the Independent Electricity System Operator (IESO) and encourage intergovernmental cooperation to achieve the City of London’s climate-related goals.
12	Request that the Mayor share the Climate Emergency Action Plan with the Government of Canada and encourage intergovernmental cooperation to achieve the City of London’s climate-related goal.
D. Actions related to financial impact/considerations	
13	Undertake a procurement process to solicit technical assistance to develop detailed cost estimate modelling to support climate change mitigation and community energy planning work (Area of Focus 10 Measuring, Monitoring and Providing Feedback).
14	Implement the initiatives contained in this report that can be addressed through existing budgets, programs and projects in 2022 and 2023.
15	Adjust the 2022 and 2023 operating and capital budgets as required to best accommodate Climate Emergency Action Plan initiatives proposed to be funded through existing budgets, programs and projects.
16	Develop a detailed Climate Change Investment and Implementation Plan with associated timing and financial impacts for all Climate Emergency Action Plan initiatives requiring additional investment to support the development of the City’s 2023-2027 Strategic Plan and 2024-2027 Multi-Year Budget, as well as future Strategic Plan and Multi-Year Budget processes.
17	Develop and provide an annual update to Council and the community on the progress of the Climate Emergency Action Plan, new and emerging ideas for implementation, and proposed adjustments to the Climate Emergency Action Plan (Area of Focus 10 Measuring, Monitoring and Providing Feedback).

Appendix C

Background Information (Supporting Documents) to Develop the Draft Climate Emergency Action Plan

The draft Climate Emergency Action Plan was created based on the supporting information collected and assessed by City of London staff. Each document is found as a separate report on the City of London's [Get Involved website](#):

1. **Discussion Primer** - a set of proposed climate actions used to engage Londoners and key stakeholders in 2020 and early 2021.
2. **eDemocracy's Climate Action Plan Simulator Engagement Report** - summarizes the outcome of this engagement tool as well as lessons learned.
3. **Learning from People** - summarizes the outcomes of the various community engagement processes
4. **Learning from Other Municipalities and Municipal Organizations** - summarizes existing programs where municipalities are already working together on climate action, outlines what targets have been set and which actions are being taken, and summarizes what has been learned.
5. **Impacts of Climate Change in London** - summarizes climate change impacts to date and forecasted impacts under different future emission reduction forecasts.
6. **Overview of City Plans and Strategies that Support Climate Action** - summarizes existing City of London plans and programs that provide a foundation for CEAP.
7. **Overview of Business and Employers Climate Action** - summarizes existing climate actions being undertaken by London's top employers and examines current trends supporting climate action and sustainability in the global business community.
8. **Overview of Community Climate Action** - summarizes many existing climate actions being undertaken by some London's community organizations.
9. **Provincial Government – Climate Change Information, Roles and Responsibilities** - summarizes existing climate actions being undertaken by the Province of Ontario.
10. **Federal Government – Climate Change Information, Roles and Responsibilities** - summarizes existing climate actions being undertaken by the Government of Canada.
11. **Overview of Current and Potential Climate Action Costs and Funding Opportunities** - summarizes existing studies that have been undertaken by academia, the insurance industry, and other municipalities to assess the costs and benefits of climate change.
12. **2020 Community Energy Use and GHG Emissions Inventory** - released previously in August 2021, summarizes community wide energy use and greenhouse gas emissions trends since 1990.
13. **2020 Corporate Energy Consumption and Activities Report** - released previously in August 2021, summarizes energy use and associated greenhouse gas emissions trends from Corporation of the City of London activities since 2007 as well as recent (2020) corporate energy management activities.

Appendix D

Status of Direction from November 26, 2019 Council Resolution

a) Immediate Actions

Council's Recommendation	Staff Actions/Comments	Timing
i) <i>Establish a City-wide target for London to achieve net-zero community greenhouse gas (GHG) emissions by the year 2050.</i>	Council's resolution of November 26, 2019 establishes that the City of London's target is net-zero community GHG emissions by the year 2050.	Complete
ii) <i>Consistent with the direction of Council's recently adopted Corporate Energy Conservation & Demand Management (CDM) Plan, pursue opportunities to achieve corporate net-zero GHG emissions prior to 2050 with the goal of demonstrating municipal commitment and leadership to Climate Emergency mitigation.</i>	Council's resolution to set a net-zero corporate GHG emission target by 2050 and the continued work on a Climate Emergency Action Plan shows strong leadership by the City to mitigate GHG emissions from its own operations. Since December 2019, the City has been undertaking activities such as electrification of the Zamboni fleet; solar energy feasibility studies; building automation renewal projects; optimization of building systems and building insulation projects; heat recovery and geothermal space heating projects; and commissioning of compressed natural gas garbage packers and maintenance garage upgrades	Ongoing
iii) <i>Establish an internal team, inclusive of representatives from all service areas, to be champions for climate emergency actions within their service area and to help implement climate emergency initiatives.</i>	A Corporate Climate Emergency Action Team (Action Team) was established on January 23, 2020, with over 20 representatives from internal services areas of the City. The Action Team is supported by the Corporate Climate Emergency Resource Team (Resource Team)	Complete
iv) <i>All Service Areas to identify immediate opportunities that can be implemented within existing resources using existing and new tools; deliver an educational program to all service areas to assist them with understanding the climate emergency and possible actions to address it.</i>	Action Team members have been working in their service areas to identify immediate actions that can be implemented to address the Climate Emergency. Service areas have put forward over 65 potential opportunities for consideration. Due to the pandemic and other priorities, further work in some areas of the Corporation have been delayed	Ongoing
v) <i>Launch the process to develop a new Climate Emergency Action Plan (CEAP) and incorporate the Community Energy</i>	On January 24, 2020, the City launched a Climate Emergency Action Plan Get Involved webpage . The webpage included survey questions and opportunities for the public to make	Complete

Council's Recommendation	Staff Actions/Comments	Timing
<i>Action Plan into this process.</i>	comments regarding the Climate Emergency Action Plan.	
<i>vi) Develop an interim screening Climate Emergency Evaluation Tool (CEET) [revised to Climate Emergency Screening Tool – CEST].</i>	Using best practices and industry/municipal research, the Resource Team created an interim screening tool, which then evolved as described in the August, 2021 staff report as part of the Climate Lens Process.	Complete
<i>vii) Create a new Climate Emergency area on the City's web site, providing better communication to Londoners on the climate emergency, its implications and how they can assist.</i>	On January 28, 2020, the City's website was updated with a new Climate Emergency page.	Complete
<i>viii) Advocate, as a municipal leader in Canada, for climate emergency action at the provincial and federal government level.</i>	The City has continued its commitment and partnerships with the Global Covenant of Mayors and the Federation of Canadian Municipalities (FCM). The City also continues its participation in climate initiatives led by the Clean Air Partnership (CAP) and Regional Public Works Commissioners of Ontario (RPWCO).	Ongoing
<i>ix) Advance those actions and strategies identified in Council's strategic plan that will address the Climate Emergency through existing budgets.</i>	Council's Strategic Plan (2019-2023) contains more than 30 specific strategies and actions that support climate change mitigation and adaptation. The internal Action Team is fully aware of these items and Council's direction.	Complete

b) Action within 4 months

Council Recommendation	Staff Actions/Comments	Timing
<i>i) Continue community and key stakeholder engagement on the CEAP process.</i>	Community awareness and engagement was undertaken primarily on-line between January 2020 and September 2021.	Complete
<i>ii) Complete an initial screen of current major transportation projects using the interim screening CEET.</i>	A staff report was presented to CWC on August 31, 2021 detailing the initial screen of projects and recommending actions that were later endorsed by Council.	Complete
<i>iii) Complete and formalize a permanent screening CEET and administrative processes through expert review and London-focused risk evaluation.</i>	The Climate Lens Process was documented in a staff report to SPPC on April 27, 2021. The implementation of the Climate Lens Process is underway and ongoing.	Complete

iv) <i>Include a standard section in all Standing Committee reports that addresses the Climate Emergency Declaration and, where appropriate, applies the screening CEET to the issues that are addressed in each report.</i>	Background work has been completed along with proposed wording, examples and implementation requirements. Next steps include activities with the City Clerk and the Senior Leadership Team. These next steps are included as actions in the Climate Emergency Action Plan	In progress
v) <i>Seek out opportunities for new funding to support climate emergency initiatives.</i>	The City of London continues to work with FCM through the Building Adaptive and Resilient Communities (BARC) and the Global Covenant of Mayors Showcase Cities projects to explore additional funding opportunities for Climate Emergency initiatives.	Ongoing

c) Action to be taken within 1 Year

Council Recommendation	Staff Actions/Comments	Timing
i) <i>Work with each Service Area to review all proposed major City projects and master plans (e.g., road widenings, facilities, parks and recreation facility upgrades, wastewater treatment, waste disposal, fleet) within the 10 year capital plan through the screening CEET and, where appropriate, recommend the modification of these projects.</i>	The Climate Lens Process and associated tools are in use to embed climate change considerations in projects and master plans in some Service Areas (e.g., Wastewater, Solid Waste, Transportation Planning and Design). As the Climate Lens Process continues to be implemented, more projects and master plans will be included.	Ongoing
ii) <i>Work with each Service Area to review all proposed major City projects and master plans (e.g., road widenings, facilities, parks and recreation facility upgrades, wastewater treatment, waste disposal, fleet) within the 10 year capital plan through the screening CEET and, where appropriate, recommend the modification of these projects.</i>	The Climate Lens Process and associated tools are in use to embed climate change considerations in projects and master plans in some Service Areas (e.g., Wastewater, Solid Waste, Transportation Planning and Design). As the Climate Lens Process continues to be implemented, more projects and master plans will be included.	Ongoing
iii) <i>Work with each Service Area to review all major existing programs and projects through the screening CEET to determine what should be considered for elimination, what may be changed and</i>	The Climate Lens Process and associated tools are in use to embed climate change considerations in projects and master plans in some Service Areas (e.g., Wastewater, Solid Waste, Transportation Planning and Design). As the Climate Lens Process	Ongoing

Council Recommendation	Staff Actions/Comments	Timing
<i>what should be started in response to the climate emergency.</i>	continues to be implemented, more projects and master plans will be included.	
<i>iv) Identify methods for advancing the urban forest strategy more quickly including exploring reforestation of under-utilized agricultural land within London and tree planting on a regional basis.</i>	Key issues related to urban forestry, afforestation, regional tree planting and GHG emissions reduction and improved climate change resilience on agricultural lands are addressed within the Climate Emergency Action Plan Area of Focus Workplans.	Ongoing
<i>v) Establish appropriate tools to encourage cool roofs, green roofs, and/or rooftop solar energy systems and other green infrastructure for private developments.</i>	Tools to encourage cool roofs, green roofs and/or rooftop solar systems are integrated into the CEAP Transforming Buildings and Development Area of Focus implementation Work Plan.	Ongoing
<i>vi) Work with relevant Service Areas to apply the screening CEET to review and make any required changes to address the climate emergency in the Design Specifications Manual, Site Plan Control Area By-law, Urban Design Guidelines, Tree Protection by-law, Purchasing By-law, all granting processes and other documents and processes that have an impact on the climate emergency; it being noted that these assessments and amendments will be undertaken in priority, based on the magnitude of their potential impact on the climate emergency and it being further noted that the entirety of this process will be undertaken over a period that extends beyond the one-year timeline.</i>	<p>The Climate Lens Process and associated tools are in use in some Service Areas and schedules are being established for the review of existing guiding documents, strategies and master plans. Due to resource constraints, the Climate Lens Process is first prioritizing guidelines, plans, strategies and other initiatives that are up for renewal. As the Climate Lens Process continues to be implemented, more items will be subject to review with the Process.</p> <p>As noted, this process will continue beyond one year.</p>	Ongoing

d) Action to be taken within 1 Year

That the Civic Administration BE DIRECTED to complete the Climate Emergency Action Plan within one year, to include but not be limited to the following components:

Council Recommendation	Staff Actions/Comments	Timing
<i>A clear city-wide net zero community GHG emissions target (no later than 2050, but with the intent of establishing a path to net zero GHG emissions prior to 2050).</i>	The CEAP includes targets that satisfy this recommendation.	Complete
<i>A clear Corporate net zero GHG emissions target (no later than 2050, but with the intent of establishing a path to net zero GHG emissions prior to 2050).</i>	The CEAP includes targets that satisfy this recommendation.	Complete
<i>A clear strategy and specific actions to achieve the targets established in (i) and (ii), above.</i>	The CEAP includes Area of Focus implementation Work Plans that satisfy this recommendation.	Complete
<i>A strategic approach and specific tools for communicating the climate emergency.</i>	The ongoing need for engagement of all segments of London's population on the necessity of taking climate action is a stated major component of the implementation of the CEAP.	Complete
<i>Elevate discussions with developers, homebuilders and contractors regarding design and construction techniques to reduce lifecycle GHG emission impacts.</i>	Building upon past work through the Local Energy Efficiency Partnership (LEEP) projects with Natural Resources Canada, discussion with London Development Institute (LDI), London Home Builders Association (LHBA) and contractors will be high priority during CEAP implementation. This is reflected in the Transforming Buildings and Development implementation Area of Focus workplan.	Ongoing
<i>Explore opportunities for utilizing GHG offsets and establish policy for when this is appropriate.</i>	A clear definition of how "net-zero community GHG emissions" is to be determined will rely upon the potential role of emissions offsets. Actions identified in the Measuring, Monitoring and Providing Feedback Area of Focus workplan address this recommendation.	Ongoing

Appendix E

Community and Corporate Targets in Peer Ontario Communities and Selected Other Canadian Municipalities

10 Peer Ontario Communities' GHG Emissions Reduction Targets

Municipality	Community Target (date set)	Corporate Target (date set)
Burlington	Net carbon neutral by 2050 (April 2020)	21% below 2018 levels by 2024 Net carbon neutral by 2040 (July 2019)
Durham Region	5% below 2007 levels by 2015 20% below 2007 levels by 2020 80% below 2007 levels by 2050 (November 2018)	20% below 2019 levels by 2025 40% below 2019 levels by 2030 100% below 2019 levels by 2045 Note: Aligns with 1.5°C science-based target (March 2021)
Greater Sudbury	Net-zero emissions by 2050 (March 2021)	Net-zero emissions by 2050 (March 2021)
Guelph	Net-zero carbon emissions by 2050 (May 2018)	City facilities and operations to use 100% renewable energy by 2050 (May 2018)
Hamilton	50% below 2006 levels by 2030 Carbon neutral before 2050 (March 2019)	50% below 2005 levels by 2030 100% below 2005 levels by 2050 (February 2021)
Kingston	15% below 2011 levels by 2020 30% below 2011 levels by 2030 Carbon neutral by 2040 (December 2021)	15% below 2018 levels by 2022 30% below 2018 levels by 2030 Carbon neutral by 2040 (2019)
Mississauga	40% below 1990 levels by 2030 80% below 1990 levels by 2050 Carbon neutral long-term goal (December 2019)	1% below 2018 levels per year from 2019-2023 Effectively 5% below 2018 level by 2023 (July 2019)
Oakville	50% below 2016 levels by 2041 Carbon neutral long-term goal (February 2020)	30% below 2014 levels by 2024 80% below 2014 levels by 2050 (June 2019)
Ottawa	43% below 2012 levels by 2025 68% below 2012 levels by 2030 96% below 2012 levels by 2040 Net-zero carbon by 2050 Note: Aligns with 1.5°C science-based target (December 2020)	30% below 2012 levels by 2025 50% below 2012 levels by 2030 Net-zero carbon by 2040 Note: Aligns with 1.5°C science-based target (December 2020)

Municipality	Community Target (date set)	Corporate Target (date set)
Waterloo Region	30% below 2010 levels by 2030 80% below 2010 levels by 2050 (May 2021)	80% below 2010 levels by 2050 (May 2021)
Windsor	Reduce per capita GHG emissions by 40% from 2014 baseline by 2041 (July 2017)	20% below 2014 levels by 2030 40% below 2014 levels by 2041 (July 2017)

6 Selected Canadian Communities' GHG Emissions Reduction Targets

Municipality	Community Target (date set)	Corporate Target (date set)
Calgary	Net zero by 2050 (November 2021)	Net zero by 2050 (November 2021)
Edmonton	35% below 2005 level by 2025 50% below 2005 level by 2030 Net zero by 2050 (April 2021)	50% below 2005 level by 2030 (May 2018) Net zero by 2050 (April 2021)
Halifax	30% below 2010 level by 2030 Net zero by 2050 (June 2020)	Net zero by 2050 (June 2020)
Toronto	45% below 1990 levels by 2025 65% below 1990 level by 2030 Net zero by 2040 (December 2021)	New buildings - Near-zero emission starting in 2026 Existing buildings – 40% below 2017 energy use by 2040 Fleet – 45% low carbon vehicles by 2030 Renewable energy – 1.5 million GJ/year of biogas by 2030 (December 2021)
Vancouver	50% below 2007 level by 2030 Net zero before 2050 (November 2020)	Fleet - 60% below 2007 level by 2030 Transitioning to 100% renewable energy usage by 2050 50% below 2007 level by 2030 Net zero before 2050 (November 2020)
Winnipeg	20% below 2011 level by 2030 80% below 2011 level by 2050 (September 2018)	20% below 2011 level by 2030 80% below 2011 level by 2050 (September 2018)

Appendix F

Background and Rationale for a Transportation Management Association

This appendix is divided into the following sections

1. What is a Transportation Management Association (TMA)?
2. Background
3. Benefits of a TMA
4. Location, Project Phase and Timeline
5. Proposed Services, Supports and Programs
6. Resources, Funding and Potential Partners/Supporters

1. What is a Transportation Management Association (TMA)?

A Transportation Management Association (TMA) serves as a transportation coordinator for businesses wishing to implement transportation demand management programs such as carpooling, vanpooling, telework, transit discount programs, biking, walking, and parking management. A TMA works with local governments, transit agencies, and other transportation providers to promote transportation services for employees and customers. A TMA allow employers to work together, share limited resources, and address their employees' commuting challenges.

There are examples of TMAs across North America. In Ontario two very large TMAs operate in the [Greater Toronto and Hamilton Area](#) (GTHA, over 20 cities) and [Region of Waterloo](#) (3 cities).

Many cities in Ontario, like London, have components of transportation demand management activities operating within the local government but are not part of a formalized TMA such as:

- Transportation demand management (TDM) advice to businesses;
- information on the benefits of reducing single occupant commuting;
- employee commuter surveys and mapping;
- individualized marketing and route planning;
- carpool services;
- rideshare networks;
- business bike rack program; and
- pilot projects

2. Background

In 2019, the City of London began a feasibility study to determine interest and need in forming a Transportation Management Association (TMA) to serve major business areas of London (e.g., downtown, business corridors, business parks). Work was completed in five different areas:

- i. TMA Best Practice Research: Governance, Operational Models and Local Context
- ii. TMA Best Practice Research: A Practitioner's Guide to Launching a Successful TMA
- iii. London Survey – Employers and Employees
- iv. Connection to Corporate Strategic Plan
- v. Connection to Climate Emergency Action Plan

i. TMA Best Practice Research: Governance, Operational Models and Local Context

This part of the Feasibility Study included a technical review of North American TMA best practices, including governance and operational models. Four case studies were evaluated with details on their community context, governance and operating model, and services offered. Key takeaways for London were presented based on these case studies.

A general review of the governance and operating models used by TMAs across North America was also conducted. It included an assessment to help determine the most appropriate model for London's future TMA.

The work also included reviewing London's existing commuting conditions. This helped in determining the context in which the local TMA may operate, identifying potential locations for an initial TMA service area, and which type of potential employer participants would be good candidates within that service area. Further refinement is required to define the final service area boundaries, governance and operational model, but this work provided valuable knowledge and experience based on other TMAs.

From an annual operating cost perspective, the Region of Waterloo offers supports to employers and their employees through the TravelWise Transportation Management Association Program. Sustainable Waterloo Region is the not-for-profit organization that provides consulting services to the Region, including providing the day-to-day TravelWise operations on behalf of the Region. Activities include recruiting and onboarding new members, developing marketing and communications, and delivering services to member employers and employees. This is done in partnership with the Region, with both organizations bringing their skills to the program. From an annual operating cost perspective, the program has an upset annual limit of \$122,000 for program delivery. Membership fees offset additional program costs.

ii TMA Best Practice Research: A Practitioner's Guide to Launching a Successful TMA

The Feasibility Study included work on reviewing TMAs in other jurisdictions to determine what essential services to provide in London and the importance of goal-setting and how to measure success. The review showed that launching a successful TMA is a significant undertaking that requires careful planning and appropriate funding combined with a sustainable operating model. A TMA can be a nimble and efficient organization that serves many purposes on behalf of its members and the municipality.

The Practitioner's Guide included learnings from the GTHA's Smart Commute program and other communities with similar contexts to London. There are many pitfalls to avoid and learnings that will help streamline the launch of London's TMA. The Guide included advice on obtaining baseline data (e.g., employer and employee surveys) and implementing Key Performance Indicators (KPIs) to ensure a solid baseline of evidence to ensure the TMA is nimble, valued and sustainable.

Because this work was completed before the start of the pandemic, an addendum was conducted dealing with the immediate and long-term effects of COVID-19 on commuting behaviour and TMA operations. Some of this was, and remains, speculative, but provides the City of London with additional context for engaging employers in the TMA and what services could be in demand.

iii. London Survey – Employers and Employees

Part of the work included conducting employer and employee surveys in early 2020 (pre-pandemic). Relevant findings included:

Employer Survey

- 56 per cent of employers were interested in learning more.
- Employers of varying sizes from across the city were interested in participating in the program.
- 85 per cent of employers said that employees expressed concerns about getting to and from work and most challenges were related to parking (56 per cent) and the availability of transit (47 per cent).

Employee Survey

- 69 per cent of employees usually drove alone to work.
- 61 per cent of employees indicated an interest in making a change in their commuting behaviour if employers made programs available to them.

These findings are an indication of continued post-pandemic interest and support the development of a city-wide TMA in London.

It is difficult to project current commuting patterns too far into the future because of the effects of the pandemic. Commuters will continue to assess the safety of public transit and carpooling based on their personal needs and preferences. Many past commuters have been able to switch their commute to teleworking. However, telework is not a feasible option for workers in manufacturing, the service sector, and front-line workers.

TMA in a post COVID-19 environment will still require strong, strategically aligned partners and funders, a full suite of online tools and services to meet the needs of the workplaces they serve, programs that support all commute options, and they will require financial support from the workplaces they serve.

iv. Connection to Corporate Strategic Plan

Personal transportation is the largest source of greenhouse gas emissions in London. Transportation Demand Management has been a priority action for London's community energy planning activities since the mid-2000s. The development of a TMA is a key action of London's Climate Emergency Action Plan and has direct ties to the Mobility Master Plan under development. The TMA addresses four of the five Areas of Focus in the Strategic Plan, at one level or another:

- Strengthening Our Community
- Building a Sustainable City
- Growing our Economy
- Creating a Safe London for Women and Girls

v. Connection to Climate Emergency Action Plan

Over the 2015-2019 period (pre-pandemic), transportation represented about 1.4 million tonnes of GHG emissions per year or about 47 per cent of local GHG emissions. This includes in-town trips, trips to/from London, and goods movement.

Personal vehicles account for most of London's transportation emissions, at almost 1 million tonnes of GHG emissions on average per year. According to Google's Environmental Insights Explorer tool, up to one-half of these emissions are for in-town trips, many of which could be replaced by walking, cycling, and transit. In 2020, Google's Environmental Insights Explorer tool estimates that there were 21,900,000 in-bound/out-bound trips made in London.

These data build on work done as part of the City's EcoMobility project in the Oxford Street East industrial area in 2009-2011. Postal code mapping among the larger workplaces showed that roughly 30 per cent of employees commute from outside London.

In 2016, 64 per cent of all trips (e.g., auto, transit, walk, bike, other) taken daily within London are made by a driver of a vehicle. Commuting trips represent a significant opportunity to decrease local GHG emissions.

3. Benefits of a TMA

The benefits to employers of participating in a TMA include increased employee access and retention, reduced parking costs and demand, and supporting a positive impact on the environment. The benefits to employees include increased access to employment, reduced personal transportation costs, and integrating physical activity into time already sunk into commuting. Participation in a TMA and related programs is one way both employers and employees can take action on climate change.

There are many options for how a TMA is governed and operates, and a TMA can be structured to serve the needs of different types of commuters. Below is a list of common transportation and mobility issues and opportunities that a TMA can help support or address:

- **Local Traffic Congestion:** single occupant vehicle reduction strategies can help increase the capacity of roadways;
- **Parking Shortages:** workplaces that lack parking capacity can make it challenging for employees and customers to reach a worksite. A TMA can provide options that help reduce parking demand;
- **Labour Recruitment and Retention:** employers located in areas that lack any or frequent transit, often face issues recruiting millennial and lower-income staff. TMA services can help expand the options available to them to get to work;
- **Air Quality and Emission Reduction Initiatives:** reducing vehicle trips helps reduce local air pollution, and can enable organizations that undertake regular greenhouse gas inventories to reduce their Scope 3 transportation greenhouse gas emissions;
- **Leadership in Energy and Environmental Design (LEED) Certification:** services provided by a TMA can be applied to achieve LEED certification; and,
- **Promoting Municipal Programs:** through outreach and communication channels at workplaces, TMAs can promote multi-modal programs, services and events that a municipality may offer.

4. Location, Project Phase and Timeline

Over time, it is currently envisioned that the TMA will be city-wide. This follows a similar model to other TMAs in Ontario, including Region of Waterloo and Smart Commute Associations in the GTHA. At the start, it will focus on areas with the most active interest (e.g., downtown London, business parks, etc.) to establish an initial base of employers. Once the TMA has established strong relationships with employers and has experience delivering the program, the TMA can be scaled or replicated to serve different geographic areas.

As part of the CEAP Transforming Transportation and Mobility Area of Focus, the creation of the TMA will use a three phased approach:

- **Phase One –** In 2022 and 2023, City staff will lead the development of the initial stages of the TMA, including identifying partners, members, and initial services using previously approved multi-year budget funding. This work builds on existing services and programs offered by the City and brings them to an expanded number businesses in specific areas.

In order to launch the TMA in the short-term, for the first two years, the City will take on the responsibilities of management and operational needs.

To launch, this will include outreach to employers and setting up an advisory committee to help direct priority activities and guide day-to-day operations. The committee will be made up of representatives from key employers, business organizations, partner organizations, and City service areas.

- **Phase Two –** In 2023, alternative operating and governance models will be examined that meet the needs of London employers including the ultimate service delivery model (e.g., in-house service provision via the City, contracted service provider, not-for-profit service provider, shared responsibilities), additional services, financing, and related requirements. This phase is key as it will determine scale and flexibility required to meet member needs but also focus on financial and operating feasibility.
- **Phase Three –** In 2024, depending on a positive outcome for Phase One and Two, the TMA will transition to a new model developed by the City and TMA members and partners. This would include a comprehensive business plan.

In the longer term (years 3 and onward), TMA management and operations will transfer to another operating model. Examples of models include private, non-profit, government coordinated, or integration into an existing business association. Non-profit TMAs are usually more cost-effective than programs managed by individual businesses. They allow small employers to provide commute trip reduction services comparable to those offered by large employers. Being controlled by members allows it to be nimble and responsive to address their own needs. They can also take on an advocacy role for their employees.

5. Proposed Services, Supports and Programs

In order for TMAs to achieve meaningful impacts, they must develop a broad range of programs and services to offer potential members and their employees. They must also have the ability to customize programs and services to the particular needs of the workplaces they serve. Phase One will include the refinement and/or development of these programs and services:

Programs

- Carpool matching and multi-modal trip planning software with branded subgroups
- Preferential parking (carpool)
- Emergency Ride Home (ERH)
- Corporate transit pass
- On-site bike parking
- Employer partnerships

Services

- Remote and Flexible work supports (access to webinars, rewards, other supports)
- Employee incentive programs
- Employee travel behaviour surveys, workplace site assessment, and mapping
- Regular communications and reports on program usage
- Annual campaigns, incentives, and rewards
- On-site outreach events (could be virtual)
- Workplace TMA champion meetings
- Workplace recognition program

6. Resources, Funding and Potential Partners/Supporters

To launch the TMA and for the first two years of operations led by the City, the initial programs and services will occur as follows:

- Staffing in the order of one full time equivalent (FTE) has been approved to bring workplaces onboard, finalize terms and conditions for participation, deliver programming, and work on long-term sustainability of the TMA; and
- Approved funding for TDM programs in the City's annual budget is \$40,000 and \$20,000 in capital.

During the start-up of the TMA, the goal is to solicit support from the business community. Discussions will be held with organization such as:

- London Chamber of Commerce
- Argyle Business Improvement Association (BIA)
- Downtown London
- Hamilton Road BIA
- Hyde Park BIA
- Old East Village BIA
- London Economic Development Corporation (LEDC)
- Green Economy London (GEL)
- Small Business Centre
- London Transit Commission (LTC)

Expectations for participating employers generally include the following:

- Designating an employee workplace coordinator (TMA Champion);
- Participating and internal promotion of the initial and annual employee travel surveys; and
- Participating in the design of a business plan including the payment of an annual membership fee and/or the allocation of an existing annual fee towards the TMA operations. Based on experience with other TMAs, annual fees are traditionally in this range:
 - 2-20 employees - \$200
 - 21-50 employees - \$500
 - 51-100 employees - \$650
 - 101+ employees - \$1,000

Funding opportunities for pilot projects undertaken by the TMA may also be available from the Federation of Canadian Municipalities Green Municipal Fund. Grant amounts may cover up to 50% of eligible costs, to a maximum of \$500,000. Examples of projects that may be eligible include:

- Ridesharing and ride hailing programs
- On-demand transportation solutions
- First- and last-mile solutions
- Connecting commuters to park-and-ride facilities

Appendix G

By-law and Memorandum of Understanding with the University of Western Ontario

Bill No.
2022

By-law No. A.-

A by-law to authorize and approve a Memorandum of Understanding between University of Western Ontario and The Corporation of the City of London and to authorize the Mayor and the City Clerk to execute the Memorandum of Understanding.

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

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

AND WHEREAS it is deemed appropriate for The Corporation of the City of London (the "City") to enter into a Memorandum of Understanding with the University of Western Ontario ("Western") to undertake collaborative work in the areas of energy efficiency, energy conservation, energy literacy, climate change mitigation, climate change adaptation, community engagement, technology development, testing and commercialization, and understanding the impacts of severe weather locally and regionally;

AND WHEREAS it is deemed appropriate to authorize the Mayor and the City Clerk to execute the Memorandum of Understanding on behalf of the City;

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

1. The Memorandum of Understanding between The Corporation of the City of London and the University of Western Ontario, attached as Schedule A to this by-law, is hereby authorized and approved.
2. The Mayor and the City Clerk are hereby authorized to execute the Memorandum of Understanding authorized and approved under section 1 of this by-law.
3. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council _____, 2022

Ed Holder
Mayor

Michael Schulthess
City Clerk

First Reading – _____, 2022
Second Reading – _____, 2022
Third Reading – _____, 2022

Schedule A

Memorandum of Understanding

Between

The Corporation of the City of London (“City”)

And

The University of Western Ontario (“Western”)

Whereas the Council of the Corporation of the City of London declared a climate emergency on April 23, 2019 for the purposes of naming, framing, and deepening our commitment to protecting our economy, our eco systems, and our community from climate change;

Whereas Council directed Civic Administration to develop with the community a Climate Emergency Action Plan to build on years of collaborative work in the areas of energy efficiency, energy conservation, energy literacy, climate change mitigation, climate change adaptation, community engagement, technology development, testing and commercialization, and understanding the impacts of severe weather locally and regionally;

Whereas the City wishes to examine, support, conduct research and/or implement projects under the broad classification(s) of climate change mitigation and climate change adaptation in London, or in collaboration with others outside of London, as part of continuous learning, implementation, and improvement methodologies;

Whereas the City wishes to pursue projects, relationships, and partnerships for the purposes of innovation, creativity, best practices, and excellence in climate change mitigation and adaptation as part of the implementation of the Climate Emergency Action Plan;

Whereas the City has several established and ongoing relationships and projects with individual faculties and research institutes such as the Institute for Chemicals and Fuels from Alternative Resources (ICFAR), Human Environments Analysis Laboratory (HEAL), Centre for Environment and Sustainability, and WesternWater Centre (WWC);

Whereas Western has a broad range of demonstrated expertise in the areas of climate change mitigation and adaptation;

Whereas Western has identified Carbon Reduction, Climate Change, Green Energy, Circular Economy and Environmental Sustainability as areas of research strength, knowledge transfer, and implementation through on-the-ground projects and programs; and

Whereas through Western’s interdisciplinary approach to research, academic learning and student innovation and creativity, and now wants to further extend its relationship with the City for mutual interests.

1.0 Purpose of the Memorandum

This Memorandum of Understanding (“MoU”) is intended to set out the mutual intentions of the City and Western to advance their joint climate change mitigation and adaptation objectives. The MoU is based upon the mutual understanding that the combined expertise, influence, and commitment of the parties are better applied together to support their common goals. The MoU establishes the non-legally binding framework and set of principles for enhanced and focused coordination and collaboration to support their shared interests in climate change mitigation and adaptation.

The parties to this MoU acknowledge that if they wish to jointly carry out specific initiatives that may arise out of this MoU, they will have to engage in further discussion and prepare necessary agreements to define, authorize and execute, among other things, each party's roles and responsibilities, resource allocation and other details.

The MoU is not an exclusive arrangement and does not restrict either party from pursuing their mandates either on their own or in collaboration with any other party.

2.0 Short-Term Objective

The short-term objective of the collaboration between the City and Western is to:

- Build on the existing foundation of traditional and innovative projects to mitigate and/or adapt to climate change;
- Create a focal point (centre or centres) for the ongoing examination of practical and innovative solutions for energy efficiency, energy conservation, energy literacy, climate change mitigation, climate change adaptation, community engagement, technology development, testing and commercialization, and understanding the impacts of severe weather locally and regionally;
- Develop a list of research and project areas that would benefit from direct involvement of Western staff, faculty and students (working title is Academic Agenda for Action on Climate Change) and contribute to the implementation of the Climate Emergency Action Plan;
- Establish partnerships and collaborations between government, academia, and businesses to synergistically build on existing strengths to create opportunities to reduce greenhouse gas emissions and/or to build a more resilient London and region; and
- Be known as an innovative centre of excellence with shared facilities and resources providing leadership, implementing best practices, undertaking leading edge research, providing knowledge and support to industry, while educating and training students, researchers, and postdoctoral fellows in the various fields of climate change mitigation and adaptation.

3.0 General Arrangement

This MoU sets out the General Arrangement between the parties that will be the basis for working together.

The responsibilities of the City are to include:

- Share climate change mitigation and adaptation knowledge and expertise with Western and other partners,
- Assist with funding applications and discussions/negotiations with potential partners,
- Provide access to relevant City facilities, following established protocols, such as Material Recovery Facility (MRF), Greenway Wastewater Treatment facility, W12A Landfill Site, facilities with energy efficient equipment installed, other City facilities,
- Participate in project development, design, and/or implementation,
- Participate, when available, in discussions, tours and related activities,
- Provide climate change mitigation and adaptation materials, in appropriate quantities, to assist with knowledge transfer,
- Participate and/or make available resources to assist with student research,
- Assist with reporting, being available for media interviews and related matters, and
- Keep London Municipal Council informed of progress.

The responsibilities of Western are to include:

- Carry out research and development projects supported by grants and contracts which generate knowledge, expertise and trained personnel with a focus on climate change mitigation and adaptation;
- Share climate change mitigation and adaptation expertise with the City and with the industry partners;
- Contribute to the implementation of the Climate Emergency Action Plan;
- Act as window of access of academic expertise on behalf of the Western community for the City, government agencies, and potential industry partners bringing together the appropriate teams from across Western aiming at maximizing synergies of expertise, infrastructure and resources; and
- Proactively engage in conversations with the City and with industry partners to ensure continuous review and improvement of current initiatives and development of new projects.

4.0 Formal Agreement

The parties agree to work together to develop a Formal Agreement to undertake activities that involve capital works, contracts with funding agencies, contracts with private companies and investors.

5.0 Effective Date and Duration

This MoU will come into effect upon the date it has been signed by all parties and will remain in effect until December 31, 2026. This MoU will be reviewed two months prior to each anniversary date and minor amendments may be made on consent of the parties, which may be provided on behalf of the City by the City's _____, or designate and on behalf of Western by _____, or designate

Either party may withdraw from this MoU by providing sixty (60) days' written notice to the other party. Notice may be provided to the parties as follows:

- The City: _____
- Western: _____

A party may withdraw from this MoU by providing a sixty (60) day written notice to the other parties.

This MoU is subject to approval processes required by each of the parties.

DATED this _____ day of _____.

IN WITNESS WHEREOF:

THE CORPORATION OF THE CITY OF LONDON

By:

Name: Ed Holder
Title: Mayor

By:

Name: Michael Schulthess
Title: City Clerk

I/We have authority to bind the City.

THE UNIVERSITY OF WESTERN ONTARIO

By:

Name: _____

Title: _____ The University of Western Ontario

Acknowledgement:

By:

Name: _____

Title: _____

I/We have authority to bind Western.

London's Draft Climate Emergency Action Plan (CEAP)

Strategic Priorities & Policy Committee (SPPC)

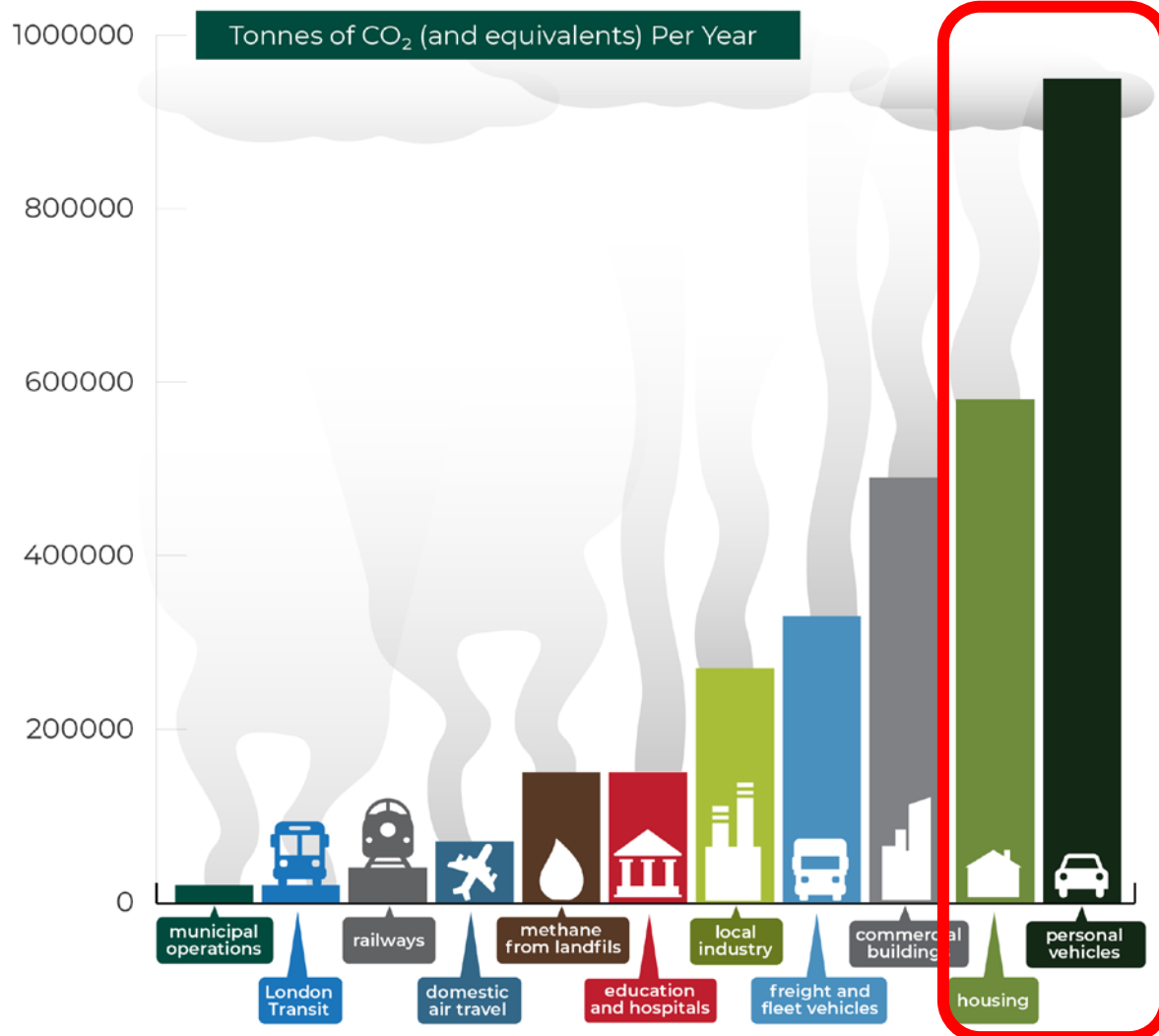
Meeting on February 8, 2022



#LdnOnt
ClimateAction

Community Emissions (2019)

3.0 million tonnes CO₂e in 2019



Average Household Emissions



Vehicle Gasoline
49%



Natural Gas Home Heating
31%



Natural Gas Water Heating
9%



Methane From Food & Organic Waste in Garbage
7%



Propane BBQs etc.
1%



Electricity Furnace & Air Conditioner
1%



Electricity Appliances & Electronics
1%



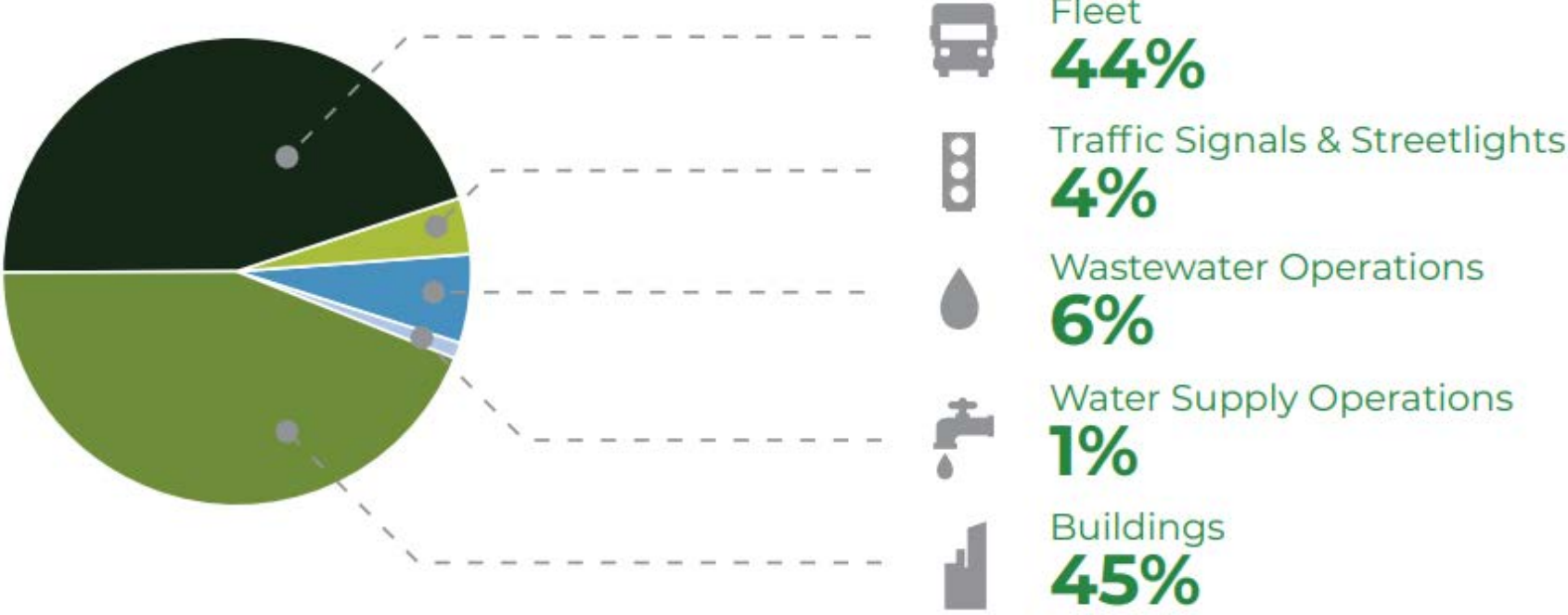
Electricity Lighting
<1%

2019 data
(pre Covid-19)

The average home in London emits **10.5** tonnes per year.



Corporate Emissions (2019)



18,600 tonnes CO₂e in 2019



Key Reporting Actions to Date

- 2019 - Climate Emergency declaration and report
- Jan. 2020 - launch of community engagement
- Oct. 2020 - release of Discussion Primer
- Dec. 2020 to Apr. 2021 - use of climate action simulator
- 2020/2021 - development of climate lens (ongoing)
- Aug. 2021 – submit several climate change reports to Civic Works Committee



Some Recent Investments that Address Climate Change

Investment Category	Budgets
Community and household action (e.g., CEAP - annual)	\$160,000
Transportation and mobility (e.g., capital for rapid transit, e-buses, active transportation)	\$345,000,000
Waste management/circular economy (e.g., 60% Waste Diversion Action Plan including Green Bin - annual)	\$6,500,000
City-owned buildings, utilities and fleet (e.g., capital for waste heat recovery, compressed natural gas packers, community housing, e-bikes)	\$40,000,000
Infrastructure adaptation (e.g., West London Dykes)	\$14,000,000

Over \$400 million invested in the last three years



CEAP Engagement

Engagement Participation

- 2,700 individual direct submissions
- Some individuals and groups have not yet been adequately reached

Broader Engagement Reach

- Over 19,000 views/impressions (GetInvolved and eDemocracy site visits)
- Over 7,000 attendees or online views of City/Library/London environmental Network events



CEAP Engagement - Learnings

2 Key Themes Emerged:

1. Tackling emissions (mitigation) and resilience (adaptation) in:

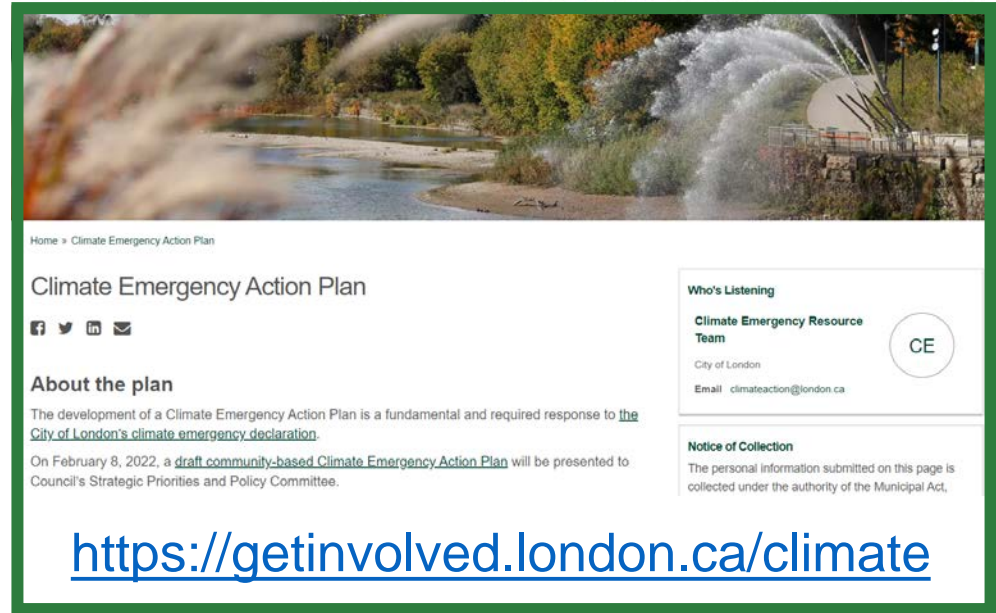
- Transportation and mobility
- Buildings and development
- Consumption and waste
- Protecting and enhancing natural areas

2. Engaging, inspiring and empowering people and organizations to act



CEAP – What does it look like?

- SPPC report
- Draft CEAP which includes 10 Areas of Focus and workplans



- 13 Background (Supporting) Documents
- Executive Summary – key question and answers (under development)

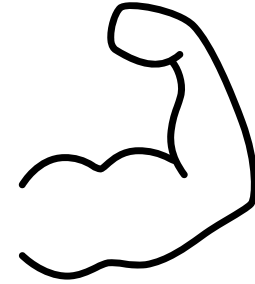


CEAP Goals

**1. Net Zero Emissions
by 2050**



2. Improved Resilience



3. Bring Everyone Along



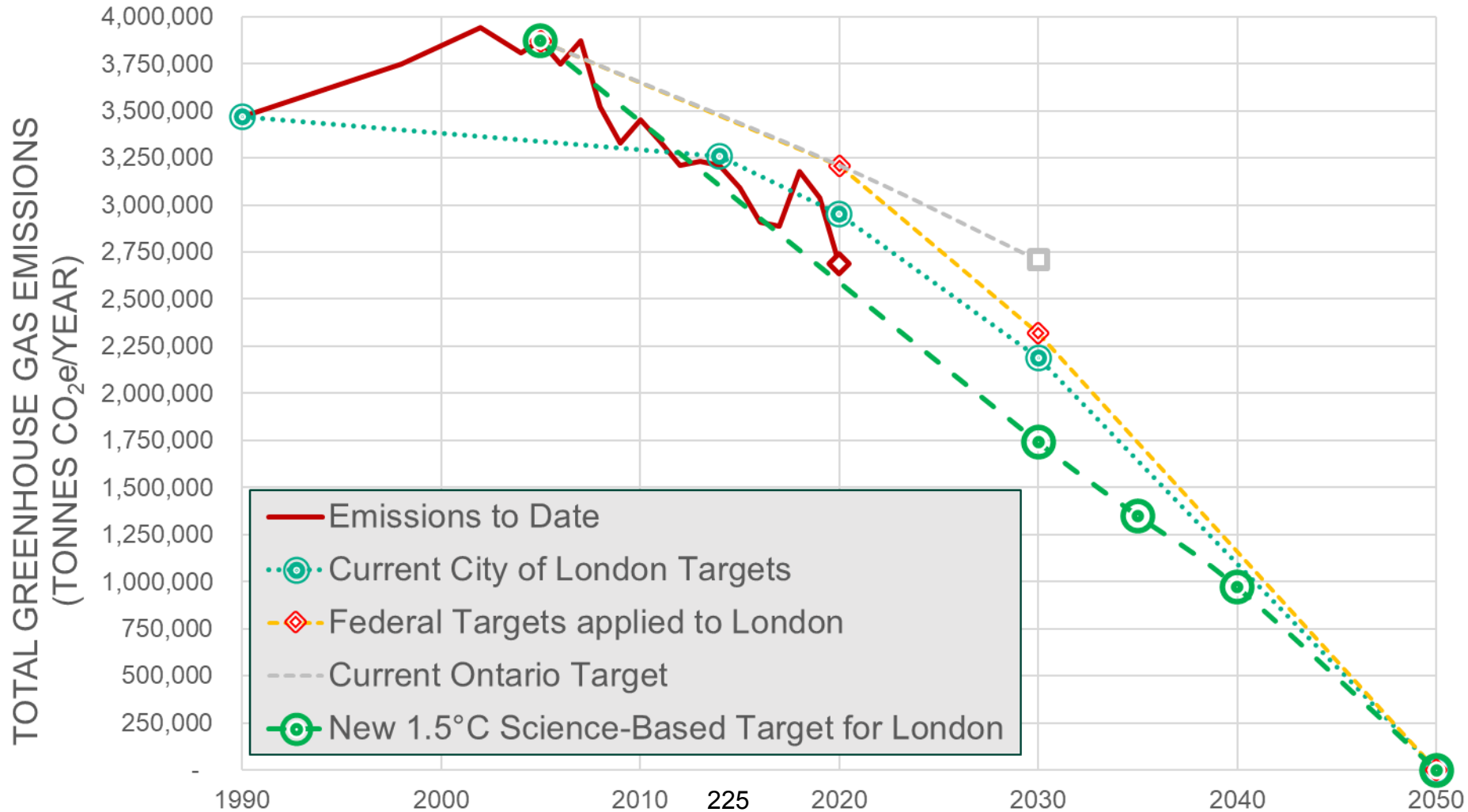
Proposed Science-based Community Milestone Targets

Target Applied to:	Progress at the End of 2020 (reduction from baseline year)	Existing Approved Targets (reduction from baseline year)	Proposed Milestone Targets (reduction from baseline year)
Community (2005 baseline year)	30%	43% by 2030	55% by 2030
			65% by 2035
			75% by 2040
		Net-Zero by 2050	Net-Zero by 2050

For 2030, this would require a city-wide reduction in annual emissions of about 1 million tonnes from 2020 or 1.25 million tonnes from pre-pandemic levels.



Proposed Science-based Community Milestone Targets



Proposed Science-based Milestone Targets (Community and Corporate)

Target Applied to:	Progress at the End of 2020 (reduction from baseline year)	Existing Approved Targets (reduction from baseline year)	Proposed Milestone Targets (reduction from baseline year)
Community (2005 baseline year)	30%	43% by 2030 Net-Zero by 2050	55% by 2030 65% by 2035 75% by 2040 Net-Zero by 2050
Corporate (2007 baseline year)	61%	60% by 2023 Net-Zero by 2050 or sooner	65% by 2030 75% by 2035 90% by 2040 Net-Zero by 2045

For 2030, this would require a city-wide reduction in annual emissions of about 1 million tonnes from 2020 or 1.25 million tonnes from pre-pandemic levels.



Cities Race to Zero Campaign

Big City Mayors recently highlighted the urgent need for climate action and declared support for the Cities Race to Zero Campaign (October 14, 2021); and the use of science-based targets. These Ontario cities have joined:

Ajax

Guelph

Ottawa

Brampton

Halton Hills

St. Catharines

Burlington

Hamilton

Toronto



Expected Results with 2030 Milestone Outcomes

<ul style="list-style-type: none">• Walkable, Complete Neighbourhoods	<ul style="list-style-type: none">• More Resilient Buildings and Infrastructure
<ul style="list-style-type: none">• Increased Active Transportation and Transit	<ul style="list-style-type: none">• More Carbon Capture
<ul style="list-style-type: none">• More Zero Emission Vehicles	<ul style="list-style-type: none">• Move Towards a Circular Economy
<ul style="list-style-type: none">• More Net-zero Buildings	<ul style="list-style-type: none">• Increased Community Resilience
<ul style="list-style-type: none">• Lower Carbon Construction	<ul style="list-style-type: none">• Increased Engagement on Climate Action



Areas of Focus and Workplans

1. Engaging, Inspiring and Learning from People
2. Taking Action Now (Household Actions)
3. Transforming Buildings and Development
4. Transforming Transportation and Mobility
5. Transforming Consumption and Waste as Part of the Circular Economy



Areas of Focus and Workplans

6. Implementing Natural and Engineered Climate Solutions and Carbon Capture
7. Demonstrating Leadership in Municipal Processes and Collaborations
8. Adapting and Making London More Resilient
9. Advancing Knowledge, Research and Innovation
10. Measuring, Monitoring and Providing Feedback



Threaded Through Workplans

1. Community Engagement

- Need to be broader, deeper and more reflective of London

2. The Strength of Alignment

- Moving in the similar/same direction
- Multiple actions by many, at the same time
- Reduces duplication



Threaded Through Workplans

3. Business and Economic Opportunities; Research and Innovation

- Focus on people - local job creation
- Shifting and/or new business models
- Emerging and new technologies and solutions
- Working with academia on a focused plan for research, testing and action (living laboratory concept)



Threaded Through Workplans

4. Leveraging Approved Budgets and Programs

- Alignment with 2022/2023 approved budgets
- Prepare detailed Climate Change Investment and Implementation Plan (for future City projects and programs)
- Multi-year Budget processes
- Prepare and design for future provincial and federal investments



Foundational Actions (SPPC Appendix B)

17 actions to advance quickly to set the stage for actions that follow:

A Milestone targets

B Key implementation actions

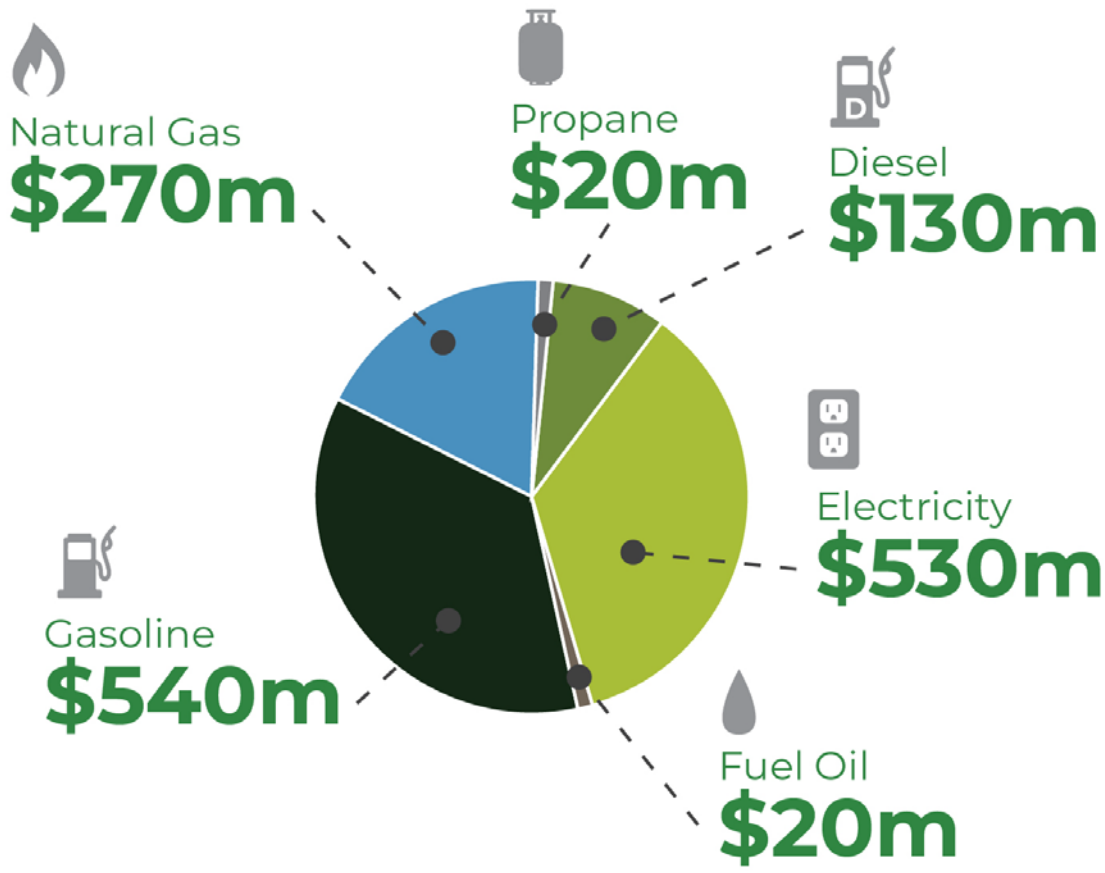
C Provincial and Federal government

D Financial and reporting



Community Energy Costs (2019)

\$1.5 Billion Spent



Choices and Opportunities:
85 to 90% of this amount leaves the local economy – need to shift!



Value and GHG Impact of Food Waste in London's Garbage



- \$450 to \$600 per household (\$80 to \$100 million/year) in avoidable food waste placed in the garbage

Choices and Opportunities:

- 10% reduction = \$8 to \$10 million saved locally
- GHG reduction potential local and global ~30,000 tonnes/year



Every household has a “menu of choices” to do their fair share by 2030



High income household of three in older single-family house, two vehicles

Current GHG emissions:
6.3 tonnes per person

Choices/actions include:

- 25% reduction in heat loss (e.g., more insulation)
- Cold-climate heat pump with gas back-up
- 1st vehicle 20% reduction in distance travelled
- 2nd vehicle switched to electric vehicle
- Reduction in organic waste

Based on today's choices, this household can reduce their emissions by 70% to do their fair share



Every household has a “menu of choices” to do their fair share by 2030



Low income, single-parent household of two in townhouse, transit user

Current GHG emissions:
2.7 tonnes per person

Choices/actions include:

- 20% reduction in heat loss (free from Enbridge Gas)
- Reduction in organic waste
- 72-hour emergency preparedness kit

Based on today's choices, this household can reduce their emissions by 26% to do their fair share



Next Steps

Timeframe	Item
February 8, 2022	SPPC meeting - table the draft Climate Emergency Action Plan, staff recommendations, foundational actions and presentation
February 2022	Receive written comments on the Get Involved website, via email, via mail
TBD	SPPC meeting including holding a public participation meeting (PPM)
TBD	Council meeting - approval to finalize Climate Emergency Action Plan



In Summary

Goals

1. Net Zero Emissions by 2050
2. Improved Resilience
3. Bring Everyone Along

A Few Key Words/Phrases

- Alignment
- Choices
- Collaboration
- Council decision points
- Leadership
- Learning
- Multi-year Budget process

SPPC Recommendations

- a) The draft Climate Emergency Action Plan **BE RECEIVED**;
- b) The draft Climate Emergency Action Plan Foundational Actions **BE RECEIVED**;
- c) The Background Information (Supporting Documents) to Develop the draft Climate Emergency Action Plan, **BE RECEIVED** for information; and
- d) Civic Administration **BE DIRECTED** to hold a public participation meeting at a future meeting of the Strategic Priorities and Policy Committee with respect to the draft Climate Emergency Action Plan.

Thanks to staff for a very thorough report. Good work has been done, but I want to share my concerns that the GHG reduction milestone targets seem unnecessarily aggressive, that some goals may be unachievable and that the economic climate is not conducive to such accelerated targets.

TECHNOLOGIES SHOULD IMPROVE OVER TIME

It is very encouraging that we have met federal and provincial goals ahead of time. However, the proposed new targets plot a fairly linear path to the 2050 goal, which implies that our technical capacity to reduce carbon emissions won't improve over the next 28 years. To the contrary, we should see considerable improvements as new technologies emerge. This can be subjectively represented by the added curve below with the X symbol. By comparison, the proposed new targets seem unnecessarily aggressive.

Figure 3: Proposed GHG Reduction Milestone Targets for 2030, 2035 and 2040



Source: City of London + MvH

SOME GOALS APPEAR UNACHIEVABLE

While I appreciate that staff are trying to hit IPCC targets, a goal like reducing dependence on natural gas for heating by 50% in 8 years seems unachievable. This is especially true since, many homeowners have already made significant investments in high-efficiency natural gas furnaces (with the help of recent incentive programs). Increasing the ratio of kilometers driven by electric vehicles by 100 times in 8 years may also be a non-starter given the supply chain challenges of getting a new car of any type. With 28 years to reach the goal of net-zero, government investment in more innovation may be a better initial approach than relying on large short-term investments from the average citizen.

FINANCIAL CHALLENGES WILL HINDER THE PLAN

The milestones rely heavily on personal investment in technologies like EVs and heat pumps. Unfortunately, this will be difficult when people are trying to recover economically from COVID measures which have caused a reduction or loss of income for many. In addition, increasing carbon taxes and high inflation reduces the disposable income necessary for these investments. Unless we offer more low barrier ways to participate in the plan, many people may reject it entirely. The option of purchasing carbon offsets may be important to recommend until other cost-effective solutions become available.

Michael van Holst – Feb 6, 2022

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: A London for Everyone: An Action Plan to Disrupt Islamophobia
Date: February 8, 2022

Recommendation

That on the recommendation of the City Manager, the following action be taken with respect to ending Islamophobia in London:

- a) the report of the Anti-Islamophobia Working Group, *A London for Everyone: An Action Plan to Disrupt Islamophobia (Action Plan)*, attached as Appendix A, **BE ENDORSED**;
- b) the recommendations of *A London for Everyone: An Action Plan to Disrupt Islamophobia* which are specifically directed towards the Corporation of the City of London **BE ENDORSED**;
- c) letters of support, from Community Based and Public Sector organizations and individual members of the Muslim communities, attached as Appendix B, **BE RECEIVED**;
- d) the members of the London Anti-Islamophobia Working Group **BE THANKED** for their time and effort in developing recommendations to end Islamophobia in London.
- e) one-time funding of up to \$150,000 **BE AUTHORIZED** from the Operating Budget Contingency Reserve for the erection of a memorial plaza at the intersection of Hyde Park Road/South Carriage Road, creation of a mural, and establishment of a Community Garden in honour of Our London Family;
- f) The Mayor **BE DIRECTED** to establish an Anti-Islamophobia Advisory Council/Circle, with appropriate representation of diverse Muslims in London, to meet quarterly with the responsibility to provide oversight for the implementation of the *Action Plan* recommendations directed to the Corporation of the City of London;
- g) Civic Administration **BE DIRECTED** to undertake the following actions for accountability and implementation:
 - i) establish a Muslim Community Liaison Advisor role within the Anti-Racism Anti-Oppression Division with the responsibility of working with community partners and the City of London to implement the recommendations of the *Action Plan*, it being noted that this position will be funded on a temporary basis within existing budget resources;
 - ii) continue the work of the Anti-Islamophobia Working Group to provide a forum to update on progress, share best practices and hold each other accountable;
 - iii) request that the Community Diversity & Inclusion Strategy (CDIS) consider whether Islamophobia should form a distinct priority within the Strategy; and,
 - iv) create an implementation plan for the Corporation of the City of London actions to end Islamophobia with activities, responsibilities, timelines, measures, and budget requirements (inclusive of additional funding needs) by September 2022;

h) Civic Administration **BE DIRECTED** to share the *A London for Everyone: An Action Plan to Disrupt Islamophobia* with local Provincial and Federal Members of Parliament, the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities.

Executive Summary

The purpose of this report is to inform Council of the actions taken to end Islamophobia to date, to seek Council endorsement for the City of London directed recommendations of the Anti-Islamophobia Working Group; and to seek direction regarding future steps, including the continuation of the Anti-Islamophobia Working Group, the creation of an implementation plan, the creation of a Muslim Community Liaison Advisor role, and a report back to Council annually on progress to end Islamophobia in the community.

At the request of Council, Civic Administration has undertaken significant work to end Islamophobia in London. Council's direction on June 15, 2021 provided Civic Administration with three distinct priorities: 1) work with the local Muslim community, the Community Diversity Inclusion Strategy and key stakeholders in the community; 2) seek input from the local Muslim community to determine a means for the City to remember and honour Our London Family; and 3) work with the local Muslim community and report back how the City can highlight and honour their contributions.

Beginning in October Civic Administration initiated the Anti-Islamophobia Working Group which held consultation sessions with the community between October 2021 and January 2022 to form recommendations for actions for both the City of London and community and public sector organizations to end Islamophobia (see report, *A London for Everyone: An Action Plan to Disrupt Islamophobia*, Appendix A).

Among those consulted were 80 members of the diverse Muslim community, and representatives of approximately 30 community-based and public sector organizations with the goal of determining actions to which they could commit and what supports, resources and partnerships would be helpful to them. The media was also consulted through a parallel but separate process.

Linkage to the Corporate Strategic Plan

In 2020, Municipal Council reaffirmed its commitment to eliminating systemic racism and oppression by establishing Anti-Racism and Anti-Oppression as a sixth priority of Council. Work associated with ending Islamophobia has been initiated through the leadership and guidance of the new Anti-Racism and Anti-Oppression Division in collaboration with the community. This work is also associated with Strengthening our Community with the outcome: Londoners are engaged in and have a sense of belonging in their neighbourhoods and the expected result: Increase the number who feel welcomed and included, and Strategy – Create inclusive engagement opportunities for Londoners.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

On June 15, 2021, Council passed the following resolution:

WHEREAS the Municipal Council of The Corporation of the City of London unequivocally denounces the June 6, 2021 Islamophobic Attack at Hyde Park Road and South Carriage Road;

AND WHEREAS the Municipal Council denounces, in the strongest terms, Islamophobia and commits to end Islamophobia and hate; and,

AND WHEREAS the Municipal Council acknowledges that Islamophobia exists in London;

NOW THEREFORE IT BE RESOLVED THAT the following actions be taken in response to the June 6, 2021 Hyde Park Road Islamophobic Attack:

- a) the Civic Administration BE DIRECTED to work with the local Muslim community, the Community Diversity and Inclusion Strategy, and stakeholders to help end Islamophobia and report back on the outcomes of that work, including the identification of a source of funding, if applicable, to properly fund initiatives to assist with the implementation of these initiatives;
- b) the Civic Administration BE DIRECTED to seek input from the Muslim community to determine appropriate means by which The Corporation of the City of London can remember and honour the victims;
- c) the Civic Administration BE DIRECTED to work with the local Muslim community and report back on how The Corporation of the City of London can highlight and honour the contributions of the London Muslim community; and,
- d) the Municipal Council SUPPORTS the call for a National Action Summit on Islamophobia and stands ready to participate in any Summit or related intergovernmental effort to dismantle all forms of Islamophobia. (AS AMENDED)

On December 21, 2021, Council endorsed a resolution that the following actions be taken with respect to the Province of Quebec's Bill 21:

- a) the opposition to the Province of Quebec's Bill 21, An Act respecting the laicity of the State ("Bill 21") by London's Municipal Council BE AFFIRMED and the City's commitment to upholding the freedoms set out in the Canadian Charter of Rights and Freedoms BE REAFFIRMED;
- b) the current legal challenge against Bill 21 BE SUPPORTED by London's Municipal Council; and,
- c) the Civic Administration BE DIRECTED to provide a one-time grant of up to \$100,000 to the joint legal challenges of Bill 21 by the National Council of Canadian Muslims, the World Sikh Organization, and the Canadian Civil Liberties Association, with the funding to be accommodated from the operating budget contingency.

On January 25, 2022, Council passed a resolution proclaiming January 29 as the National Day of Remembrance of the Quebec City Mosque Attack and Action Against Islamophobia.

2.0 Discussion and Considerations

2.1 Islamophobia in London

London is home to an estimated 33,000 to 35,000 Muslims from a diverse range of ethnicities and sects. Anti-Muslim racism or Islamophobia has long been evident in London, and reached a climax on June 6, 2021, with the Hyde Park Islamophobic attack and killing of four members of a Muslim family, and the injury of another family member. The *Report on Experiences of Discrimination in London-Middlesex*, a study by the London & Middlesex Local Immigration Partnership reported a rise in anti-Muslim racism and harassment in the last three years, particularly for women who wear the hijab. The report also notes that the COVID-19 pandemic has highlighted the rise of Islamophobia in Canada.

2.2 National Council of Canadian Muslims (NCCM)

In response to the Hyde Park Islamophobic attack, and the groundswell of community and political support to end Islamophobia, the National Council of Canadian Muslims

(NCCM) quickly called on the Federal Government to convene a National Action Summit on Islamophobia which took place on July 22, 2021, and was attended by Mayor Holder, Deputy Mayor Morgan and Rumina Morris, Director of Anti-Racism and Anti-Oppression. In advance of the Summit, the NCCM devised a list of 61 policy recommendations for the three levels of government. Seven of the recommendations are directed towards municipalities (recommendations 55 – 61).

55. Pass municipal street harassment bylaws that are proportional and constitutional, such as the approach now being adopted in Edmonton after an NCCM initiative. Bylaws should also address clearly hateful verbal assaults and give authorities the ability to ticket and fine when necessary.

56. Municipalities providing dedicated funding for local community-based anti-Islamophobia initiatives.

57. Mayors should build Anti-Islamophobia Advisory Councils/Circles while ensuring that there is appropriate representation of diverse local Muslim communities.

58. Municipalities dedicate specific funding for anti-Islamophobia public awareness campaigns.

59. Invest in celebrating the history of local Canadian Muslims and initiatives through a concrete program that brings these figures and names to the forefront of local-level recognition. Municipalities should fund events and spaces where their accomplishments are celebrated in a way that clearly shows that Muslims have made real contributions to Canadian society and are far from the violent caricatures that constantly make the news.

60. Redirect funding towards alternative measures to policing in municipal budgets.

61. Develop models for training young Muslims for the future such as the Youth Fellowship Program in Toronto.

2.3 Anti-Islamophobia Working Group

Outreach:

In response to Council direction of June 15, 2021, the Anti-Islamophobia Working Group was initiated by Civic Administration and began to meet in October 2021. Among those consulted were approximately 80 members of the diverse Muslim community, approximately 30 representatives of community-based and public sector organizations and members of the media with the goal of determining actions to which they could commit to and what supports, resources and partnerships would be helpful to them. A series of 6 working group sessions took place between October 2021 and January 2022. In addition, over 20 conversations were held with individual community partners and members of diverse Muslim communities.

Remembering and Honouring Our London Family:

Since the Hyde Park Islamophobic attack, many Londoners offered ideas and suggestions on how the City of London could commemorate Our London Family. Civic Administration gathered those suggestions and on December 1, 2021, met with members of the Muslim community to discuss this further. The ideas discussed were then reviewed with relatives of Our London Family to ensure any commemoration is aligned with their wishes. As a result of that consultation and pending Council approval of the necessary one-time resources, Civic Administration is undertaking the following work in preparation of June 6 and to remember and honour Our London Family:

- Erection of a memorial plaza at the intersection of Hyde Park/South Carriage Road;

- Creation of a youth-led art project for a mural on a retainer wall at the same intersection; and
- Establishment of a Community Garden in honour of Our London Family.

Highlighting and Honouring the Contributions of London Muslim Communities:

During the working group sessions and the one-on-one conversations, several ideas were suggested on how the Corporation of the City of London can highlight and honour the many contributions of local Muslim community members. The recommendations that emerged from those ideas include:

- Work in partnership with Museum London and other community partners, to bring the 1001 Inventions exhibit to London, which showcases contributions from the golden age of Arab Science to our civilization;
- Use mechanisms already in place such as the Mayor’s New Year’s Honour List with an emphasis on encouraging nominations of Muslim Londoners within any and all categories;
- Amplify Muslim voices in all types of media stories and not just for their perspective in response to acts of Islamophobia and hate; and,
- Naming of city streets and facilities which recognize the contributions of local Muslims who have played an important role within the city.

Anti-Islamophobia Action Plan:

Based on the Anti-Islamophobia Working Group sessions, the *Action Plan* provides recommendations for both the City of London and for community based and public sector organizations to end Islamophobia. These are highlighted in Appendix A.

Outlined below is an overview of the recommendations that are directed to the City of London. Many of the recommendations for the Corporation align with the policy recommendations submitted by the National Council of Canadian Muslims (NCCM) in advance of the National Summit on Islamophobia held in July 2021 and include:

Advocacy, Legislation & Public Policy:

- Endorse the 61 NCCM recommendations and actively advocate with the Provincial and Federal governments to deliver on these recommendations with adequate support and resources;
- Develop an implementation plan for Council’s consideration by Fall 2022 of the seven NCCM recommendations specific to municipal governments;
- Refer NCCM Recommendation #60 “Redirect funding towards alternative measures to policing in municipal budgets” to the London Police Services Board for their consideration;
- Call on the Province of Ontario to introduce and pass the *Our London Family Act*, and
- Endorse the submissions for the National Summit on Islamophobia of the Hikma Public Affairs Council

Education & Awareness:

- Provide dedicated funding for local community-based anti-Islamophobia initiatives;
- Dedicate funding for local community-based anti-Islamophobia initiatives;
- Explore partnerships and allocate funding accordingly, for a local anti-Islamophobia public awareness campaign;
- Proclaim October as Islamic Heritage Month, June 6 as a Day of Remembrance of Our London Family, and January 29 as the National Day of Remembrance of the Quebec City Mosque Attack and Action against Islamophobia; and,
- Work with community based and public sector organizations to identify training opportunities specific to anti-Islamophobia.

Programs & Services:

- Develop models and programs for training Muslim youth leaders, such as a Youth Fellowship program, to engage them in civic and public life;
- Continue to examine ways to better serve the needs of Londoners who are not English speaking; and,
- Continue to explore ways to make community centres, programs, services, and public spaces more inclusive and welcoming for members of diverse Muslim communities, especially women, including using spaces to raise awareness and to educate

Accountability and Implementation:

- Establish an Anti-Islamophobia Advisory Council/Circle to the Mayor, with appropriate representation of diverse Muslims in London and to provide oversight for the implementation plan;
- Establish a Muslim Community Liaison Advisor role within the Anti-Racism Anti-Oppression Division with the responsibility of working with community partners and the City of London to develop and action an implementation plan;
- Continue the work of the Anti-Islamophobia Working Group to provide a forum to update on progress and share best practices;
- The Community Diversity and Inclusion Strategy (CDIS) to consider whether Islamophobia should form a distinct priority within the strategy; and,
- Create an implementation plan by Fall 2022 for City of London actions to end Islamophobia with activities, responsibilities, timelines, measures, budget, and any necessary funding requests.

The recommendations for the Community Based and Public Sector Organizations acknowledge that community partners have a responsibility to engage and further their efforts and to collaborate with others to end Islamophobia. Within those recommendations for Community Based and Public Sector Organizations, there are also recommendations for the City of London and include:

Programs & Services:

- Promote equitable, inclusive, and welcoming spaces for diverse Muslim communities, especially women, including using spaces to raise awareness and to educate;
- Continue to review their funding procedures to make them more accessible to Muslim organizations; and,
- Work with relevant community partners to explore the creation of an online reporting tool for hate-related or harassment incidents.

Internal Policies and Practices:

- Review policies, programs, services, and practices using an equity tool and a trauma-informed approach that identifies barriers to participation for Muslims, and especially for Muslim women;
- Review recruitment, hiring, retention, and human resources practices using an equity tool and a trauma-informed approach that identifies barriers to participation for Muslims, and especially for Muslim women;
- Review current and future training and development opportunities using an equity tool and a trauma-informed approach that identifies any unconscious or explicit bias against Muslims, and especially against Muslim women; and,
- Review, and where necessary, enhance and/or create physical spaces dedicated to prayer and reflection, including appropriate signage and communication to staff.

Next Steps:

It is important to note that work is already underway for many of the recommendations directed to the City of London. The next steps to continue this important work will be to:

- Create an implementation plan for the City of London actions to end Islamophobia with activities, responsibilities, timelines, measures, and budget requirements (inclusive of additional funding needs) by September 2022;
- Put in place the accountability and implementation structures and processes; and,
- Continue to meet with the Anti-Islamophobia Working Group on a quarterly basis to provide resources, best practices and to be apprised of initiatives emerging at the community level.

3.0 Financial Impact/Considerations

3.1 Short-term financial implications:

One-time funding of up to \$150,000 is required for the erection of a memorial plaza at the intersection of Hyde Park Road/South Carriage Road, creation of a mural, and establishment of a Community Garden in honour of Our London Family by June 2022. These expenditures are recommended to be funded through a drawdown from the Operating Budget Contingency Reserve.

The Muslim Community Liaison Advisor position is proposed to be funded on a

temporary basis for a period of up to 2 years within existing budget resources to immediately operationalize the implementation of the *Action Plan*. Long-term funding options for this position would be explored through the development of the 2024-2027 Multi-Year Budget.

3. 2 Longer-term financial implications:

As highlighted above, the implementation plan will outline the future, activities, timing, and associated financial implications. External funding opportunities, where available, will be pursued for some of the actions outlined in the implementation plan. It is anticipated that some actions will also be able to leverage existing approved budgets across the Corporation. In the event that additional funding is required, Civic Administration will submit a business case for the required funding as part of the 2023 Annual Budget Update or 2024-2027 Multi-Year Budget, depending on the timing of implementation of the associated action items.

Conclusion

Islamophobia instills fear in the community. The Islamophobic attack of June 6, 2021 has heightened the need to disrupt Islamophobia and re-double efforts to create a strong, safe and welcoming community.

The Anti-Racism and Anti-Oppression Division is committed to fighting Islamophobia and all forms of racism and oppression and to take a leadership role in working with the community. It is grateful to the members of the Anti-Islamophobia Working Group for its support in this work.

Prepared by:	Jill Tansley, Manager, Strategic Programs and Partnerships, Anti-Racism and Anti-Oppression
Submitted by:	Rumina Morris, Director, Anti-Racism and Anti-Oppression
Recommended by:	Lynne Livingstone, City Manager



A London for Everyone

An Action Plan to Disrupt Islamophobia

Table Of Contents

1.0 Introduction	1
2.0 Methodology	2
3.0 Key Insights	3
3.1 Muslim Communities	3
3.2 Community Based and Public Sector Organizations	3
3.3 Media	4
3.4 One-on-One Conversations	5
4.0 Remembering, Honouring, and Highlighting Muslims in London	5
Recommendations for the City of London	5
4.1 Remembering and Honouring Our London Family	5
4.2 Highlighting and Honouring the Contributions of London Muslim Communities	5
5.0 Anti-Islamophobia Action Plan	6
Recommendations for the City of London	6
5.1 Advocacy, Legislation, and Public Policy	6
5.2 Education and Awareness	7
5.3 Programs and Services	7
5.4 Accountability and Implementation	8
Recommendations for Community Based and Public Sector Organizations	8
5.5 Advocacy	8
5.6 Education and Awareness	8
5.7 Programs and Services	8
5.8 Internal Policies and Practices	10
6.0 Conclusion	11
7.0 Appendices	12

1.0 Introduction

On June 6, 2021, members of the Afzaal family were murdered in an act of Islamophobic hate. This act was set against a larger landscape of hate and systemic exclusion which continue to marginalize Muslims and other racialized peoples both in London and across Canada.

In response to the hateful act, on June 15, 2021, City Council directed Civic Administration to:

- a) the Civic Administration BE DIRECTED to work with the local Muslim community, the Community Diversity and Inclusion Strategy, and stakeholders to help end Islamophobia and report back on the outcomes of that work, including the identification of a source of funding, if applicable, to properly fund initiatives to assist with the implementation of these initiatives;
- b) the Civic Administration BE DIRECTED to seek input from the Muslim community to determine appropriate means by which The Corporation of the City of London can remember and honour the victims;
- c) the Civic Administration BE DIRECTED to work with the local Muslim community and report back on how The Corporation of the City of London can highlight and honour the contributions of the London Muslim community; and,
- d) the Municipal Council SUPPORTS the call for a National Action Summit on Islamophobia and stands ready to participate in any Summit or related intergovernmental effort to dismantle all forms of Islamophobia. (AS AMENDED)

In response to that direction, staff from the Anti-Racism and Anti-Oppression Division created an Anti-Islamophobia Working Group to consult with Muslim communities and community based and public sector organizations.

Since the Working Group was formed, progress has been made, including:

1. On December 16, 2021, Minister Ahmed Hussen brought forward a motion in the House of Commons to support the appointment of a federal Special Envoy on Islamophobia (mentioned in NCCM #19 (Appendix A.1) and Hikma #4.1 (Appendix A.3)).
2. On December 21, 2021, Council declared its opposition to Quebec's Bill 21, including providing a one-time payment of \$100,000 in financial support to the joint legal challenges of Bill 21 by the National Council of Canadian Muslims, the World Sikh Organization and the Canadian Civil Liberties Association (mentioned in NCCM #29 and Hikma #1.8).

3. On January 10, 2022, the Corporate Services Committee voted in favour of proclaiming January 29 as the National Day of Remembrance of the Quebec City Mosque Attack and Action Against Islamophobia.

Through the insights of the Working Group as well as the work being done by the Anti-Racism and Anti-Oppression Division of the City of London, it is clear that the City and community based and public sector organizations acknowledge the existence of Islamophobia and anti-Muslim racism in London. There is a need to disrupt Islamophobia in all its forms as a step towards dismantling all acts of hate. This report includes an action plan for the City and for community based and public sector organizations to disrupt Islamophobia and anti-Muslim racism.

2.0 Methodology

A series of large group discussions (6 in total) were held with Muslim communities, community based and public sector organizations, and representatives of London media. In addition, one-on-one conversations (25+) were held with community based and public sector organizations and individual members of Muslim communities.

In Session 1, Muslim communities shared their experiences of Islamophobia and their concerns about how it is being addressed in London. In Session 2, representatives from community based and public sector organizations spoke of the work already being done to disrupt Islamophobia, brainstormed future initiatives, and identified areas of collaboration. In Session 3, Muslim communities were joined by community based and public sector organizations to align community concerns with future initiatives and ensure that concerns are being addressed with clear actions. In Session 4, London-based media representatives discussed their role in reinforcing Islamophobia and how they can change the narrative about Muslims. In Session 5, representatives of Muslim communities identified initiatives to remember and honour Our London Family, and to highlight Muslim contributions in London. Session 6 was a report back to the Working Group to review the draft recommendations and elicit feedback and endorsement.

Sessions 1 to 4 began with an overview of the multiple dimensions of Islamophobia, which manifest at both individual and structural levels (Beydoun, Khaled A. (2019). *American Islamophobia: Understanding the Roots and Rise of Fear*. University of California Press.) This common understanding of Islamophobia formed the basis of the discussions.

One-on-one conversations with community based and public sector organizations and individual members of Muslim communities focused on hearing about current and future initiatives to disrupt Islamophobia, resources required, and how the City of London can provide support.

3.0 Key Insights

3.1 Muslim Communities

Overwhelmingly, Muslims want to be believed and validated when they share experiences of hate that occur on a daily basis - specifically from within the Muslim community, from the broader community, and from authoritative figures such as the London Police Service. Many participants expressed their pain and frustration about the lack of trust in authority figures, the institutions they represent, and the systems they operate within. Further, some participants felt that the institutions they are told to trust are the same ones perpetuating systemic bias against Muslims. An acknowledgement that Islamophobia exists in London, and disproportionately affects Muslim women, is an essential first step towards rebuilding trust and will provide the foundation for further initiatives to disrupt Islamophobia. Many participants noted that Muslim youth were not represented adequately in the responses to the terror attack, and that these youth voices must be central to future efforts.

Participants emphasized the need for greater education at all levels, with a focus on integrating an anti-racism and anti-oppression lens (including anti-Islamophobia) within education systems. Additionally, they articulated the need for sustainable public support, safer spaces (both in person and online), concrete actions by allies, and accountability (by media, the City, and allies). Communities noted the need for a deeper understanding of the diversities within Islam, including the intersectional identities of Muslims, and recognition of the contributions of Muslims in London. Participants noted their desire to build solidarity with other equity-deserving groups in London in order to work together to dismantle any and all forms of hate within their communities. There is a high level of emotion still reverberating within Muslim communities. Participants expressed pain, anger, fear, and frustration about ongoing acts of hate and systemic exclusion, noting that Islamophobia cannot be disrupted by words and good intentions alone, but by intentional and collective action.

Muslim communities were also consulted on how to remember and honour Our London Family as well as how to highlight the contributions of Muslims in London. Several ideas were proposed, spawning further conversation with representatives from the City who are working on implementing some of those recommendations.

3.2 Community Based and Public Sector Organizations

Community based and public sector organizations acknowledged that Islamophobia exists and has a disproportionate impact on Muslim women. Participants recognized that their organizations have a role to play in disrupting Islamophobia, both for the constituents they serve and for London at large. Each organization is at a different stage of their journey: some are exploring and understanding Islamophobia at a deeper level while others have already begun planning future initiatives to address Islamophobia and to provide support to Muslims. However, organizations also

expressed challenges and concerns: the need for guidance and insight from Muslim communities and other equity-deserving groups, support in actualizing policies and ideas, sustainability of funding, and the pressure of multiple and competing priorities. Participants echoed the need for greater education at all levels, of which one solution could be training specific to Islamophobia. Finally, participants expressed a strong desire for an ongoing forum to share best practices and ensure consistency of messaging and approach when undertaking anti-Islamophobia work. They hope that the City of London will lead this work and continue to provide opportunities for organizations to network, connect, and share expertise.

3.3 Media

Members of the local London media were invited to a separate session designed to discuss the role of media in perpetuating Islamophobia and how to change the narrative of how Muslims are portrayed in the community. Representatives from the London Free Press, 980 CFPL, and CTV were in attendance as well as an independent journalist. A robust and engaging conversation ensued where participants shared common experiences and challenges including a constant tension between being the first to get a news story out and taking the time to reflect on how the story may perpetuate stereotypes and biases. There was an honest conversation about how the media uphold these stereotypical narratives and similarly how they can be agents to dispel and disrupt them.

Attendees identified several strategies they can use to strengthen and highlight the experiences of local Muslims as well as those of other equity-deserving groups. Media representatives identified that they could broaden their relationships with diverse Muslim communities so that the intersectional identities of Muslims are better reflected in media narratives. They also agreed that they could be more intentional about interviewing Muslims for everyday news stories and not only following acts of hate.

They acknowledged the value of weaving the history of Muslims and other equity-deserving groups into the broader Canadian story. One suggestion was for print media to dedicate a column to the topic of Faith, also accessible online, similar to the [Winnipeg Free Press column](#). The group also saw value in creating a space for themselves to meet with other media representatives on a regular basis to collectively navigate some of these issues, share ideas and discuss best practices. Ultimately, the participants recognize that intentionally disrupting bias within the media context is a long but important process and that continued conversations and spaces for reflection will allow them to learn and course correct with humility and grace as needed.

3.4 One-on-One Conversations

The focus of the conversations with community based and public sector organizations was to further understand each organization's commitments to disrupting Islamophobia and where they require additional support, either from the City of London or from other partners. Organizations deeply appreciated the space to continue the conversation and expressed their desire to engage with the City, other partners, and Muslim communities on an ongoing basis. Conversations that took place with local individual members of Muslim communities were to expand on ideas they had presented and initiatives that are already underway and explore how the City of London can offer support.

4.0 Remembering, Honouring, and Highlighting Muslims in London

Recommendations for the City of London

4.1 Remembering and Honouring Our London Family

The City of London to:

- a. Dedicate funding or support, as required, for local community-based anti-Islamophobia initiatives being developed to commemorate the anniversary of the Islamophobic terror attack on an annual basis as per **NCCM Recommendation #56**.
- b. Proclaim June 6 as a Day of Remembrance of Our London Family and implement plans to formally commemorate it.
- c. Light city buildings in green and purple on June 6, 2022 in recognition of Our London Family.
- d. In consultation with members of the family, implement plans for a memorial plaza at the intersection of Hyde Park Road/South Carriage Road. Current plans include a raised flower bed with seating, a memorial plaque, and a small wall. Crosswalks will also be painted purple and green at the intersection to honour Our London Family.
- e. Offer guidance and support to local Muslim youth who have been engaged to work with a local artist, Wajeha Chams, to create a mural on the wall at the intersection. This process will be facilitated through staff support of the Muslim Resource Centre for Social Support and Integration (MRCSSI).
- f. Create a Community Garden in honour of Our London Family who were avid gardeners.

4.2 Highlighting and Honouring the Contributions of London Muslim Communities

The City of London to:

- a. With local community based and public sector organizations such as Museum London and the London Children's Museum, explore the feasibility of bringing the 1001 Inventions exhibition to London in October 2023. 1001 Inventions is a UK based not-for-profit award-winning international science and cultural heritage

organization that raises awareness of the creative golden age of Arab Science. This will be the first time the exhibition will be brought to Canada, offering the City of London a unique opportunity to demonstrate its commitment to highlighting and honouring the contributions of Muslims as per **NCCM Recommendation #59**.

- b. Utilize the Mayor's New Year's Honour List as a mechanism to highlight and honour the contributions of local Muslims in any and all categories as per **NCCM Recommendation #59**.
- c. Consult with the London Muslim Mosque and other organizations as appropriate, to explore other types of public recognition displays which can be actioned for June 2022 as per **NCCM Recommendation #59**.
- a. Consider either fully funding the 1001 Inventions exhibition or exploring funding opportunities through sources such as the National Anti-Racism Fund currently offered through the Canada Race Relations Foundation as per **NCCM Recommendation #56**.
- d. As previously directed by Council, continue its review of all existing commemorative naming policies with an anti-racism, anti-oppression, and intersectional framework, and consider renaming efforts that recognize the contributions of local Muslims who have played important roles within the city.

5.0 Anti-Islamophobia Action Plan

Recommendations for the City of London

The following recommendations refer to actions that the Corporation of the City of London can take to be a thought leader in disrupting Islamophobia and a role model for other municipalities. These recommendations include those submitted by the National Council of Canadian Muslims (NCCM) in advance of the National Summit on Islamophobia held in July 2021.

5.1 Advocacy, Legislation, and Public Policy

- a. Endorse the 61 NCCM recommendations and actively advocate with provincial and federal governments to deliver on these recommendations with adequate support and resources.
- b. Develop an implementation plan for Council's consideration by Fall 2022 of the seven NCCM recommendations specific to municipal governments. Those recommendations are listed below and referred to throughout this document and are also included in the NCCM Report (Appendix A.1):
 - i. **#55** Pass municipal street harassment bylaws that are proportional and constitutional, such as the approach now being adopted in Edmonton after an NCCM initiative. Bylaws should also address clearly hateful verbal assaults and give authorities the ability to ticket and fine when necessary.
 - ii. **#56** Municipalities provide dedicated funding for local community-based anti-Islamophobia initiatives.
 - iii. **#57** Mayors should build Anti-Islamophobia Advisory Councils/Circles while ensuring that there is appropriate representation of diverse local Muslim communities.
 - iv. **#58** Municipalities dedicate specific funding for anti-Islamophobia public awareness campaigns.

- v. **#59** Invest in celebrating the history of local Canadian Muslims and initiatives through a concrete program that brings these figures and names to the forefront of local-level recognition. Municipalities should fund events and spaces where their accomplishments are celebrated in a way that clearly shows that Muslims have made real contributions to Canadian society and are far from the violent caricatures that constantly make the news.
- vi. **#60** Redirect funding towards alternative measures to policing in municipal budgets.
- vii. **#61** Develop models for training young Muslim leaders for the future such as the Youth Fellowship program in Toronto.
- c. Refer **NCCM Recommendation #60** to the London Police Services Board for their consideration.
- d. Call on the Province of Ontario to introduce and pass the *Our London Family Act*.
- e. Endorse the submissions for the National Summit on Islamophobia of the Hikma Public Affairs Council.

5.2 Education and Awareness

- a. Provide dedicated funding for local community-based anti-Islamophobia initiatives such as the “OurLondonFamily” website initiative being developed by local community members in collaboration with Fanshawe College students, as per **NCCM Recommendation #56**. This online resource will be a centralized repository for all projects and initiatives dedicated to fighting Islamophobia on a local level.
- b. Dedicate funding for local community-based anti-Islamophobia initiatives for local organizations such as the London Muslim Mosque, the Muslim Resource Centre for Supports and Integration (MRCSSI), London Middlesex Local Immigration Partnership (LMLIP) and the Youth Coalition Combating Islamophobia (YCCI), as per **NCCM Recommendation #56**. The YCCI, is a local youth-led group inspired by friends of the family and is committed to dismantling Islamophobia through awareness initiatives and fundraising.
- c. Explore partnerships and allocate funding accordingly, for a local anti-Islamophobia public awareness campaign as per **NCCM Recommendation #58**.
- d. Proclaim October as Islamic Heritage Month, June 6 as a Day of Remembrance of Our London Family, and January 29 as the National Day of Remembrance of the Quebec City Mosque Attack and Action against Islamophobia.
- e. Work with community based and public sector organizations to identify training opportunities specific to anti-Islamophobia, intersectionality, bystander intervention, and allyship, and disseminate to the broader community.

5.3 Programs and Services

- a. Develop models and programs for training Muslim youth leaders, such as a Youth Fellowship program, to engage them in civic and public life as per **NCCM Recommendation #61**.
- b. Continue to examine ways to better serve the needs of Londoners who are not English speaking.
- c. Continue to explore ways to make community centres, programs, services, and public spaces more inclusive and welcoming for members of diverse Muslim communities, especially women, including using spaces to raise awareness and to educate.

5.4 Accountability and Implementation

- a. The Mayor of the City of London to build an Anti-Islamophobia Advisory Council/Circle, with appropriate representation of diverse Muslims in London as per **NCCM Recommendation #57**. This body should meet quarterly and have the responsibility to provide oversight for the implementation of the recommendations directed to the City of London.
- b. Establish a Muslim Community Liaison Advisor role within the Anti-Racism Anti-Oppression Division with the responsibility of working with community partners to implement the recommendations directed to the City of London.
- c. Continue the work of the Anti-Islamophobia Working Group and share best practices and progress. This forum will provide a space for community based and public sector organizations to hold each other and the City accountable for commitments they have made towards disrupting Islamophobia.
- d. The Community Diversity & Inclusion Strategy (CDIS) to consider whether Islamophobia should form a distinct priority within the Strategy.
- e. Create an implementation plan by Fall 2022 for City of London actions to end Islamophobia with activities, responsibilities, timelines, measures, budget, and any necessary funding requests.

Recommendations for Community Based and Public Sector Organizations

The following recommendations refer to actions that local community based and public sector organizations, including the City of London, can take towards furthering efforts to dismantle Islamophobia within their spheres of influence and accountability.

5.5 Advocacy

- a. Community based and public sector organizations should leverage their advocacy efforts with all levels of government against initiatives, legislation, or other practices that are rooted in Islamophobia.

5.6 Education and Awareness

- a. Community based and public sector organizations to explore ways to support and promote local anti-Islamophobia initiatives in response to **NCCM Recommendation #56** and collaborate with local community-based social support organizations such as the Muslim Resource Centre for Social Support and Integration (MRCSSI) and the London Middlesex Local Immigration Partnership (LMLIP) that have been doing this work, and continue to do so, within the community and are able to provide guidance and resources for new initiatives.
- b. Community based and public sector organizations to support and promote anti-Islamophobia public awareness campaigns which emerge in response to **NCCM Recommendation #58**.

5.7 Programs and Services

- a. Community based and public sector organizations, including the City of London, to promote equitable, inclusive, and welcoming spaces for diverse Muslim

- communities, especially women, including using spaces to raise awareness and to educate.
- b. Community based and public sector organizations that provide funding, including the City of London, to begin or continue to review their funding procedures to make them more accessible to Muslim organizations. They should also consider enhancing their support specifically to organizations providing mental health resources and supports to Muslim communities.
 - c. The City of London to work with relevant community partners to explore the creation of an online reporting tool for hate-related or harassment incidents.
 - d. Health sector partners to:
 - i. Expand their equity initiatives to improve health equity outcomes for Muslims in London.
 - ii. Explore expanding collaborative care with other community based and public sector organizations.
 - e. Local school boards to:
 - i. Endorse the 61 NCCM recommendations and send letters of support to appropriate levels of government.
 - ii. Work with the Ministry of Education to develop an anti-Islamophobia strategy as per **NCCM Recommendation #43**.
 - iii. Call on the Province of Ontario to introduce and pass the *Our London Family Act*, particularly the recommendations on education reform at the provincial level.
 - iv. Endorse the submissions for the National Summit on Islamophobia of the Hikma Public Affairs Council, particularly the recommendations on education reform at the school board level.
 - v. Operationalize any and all recommendations of the NCCM, the *Our London Family Act* and Hikma Public Affairs Council relevant to local school boards.
 - vi. Review teaching and learning materials to ensure inclusion and integration of the diverse and intersectional experiences of Muslims.
 - vii. Consider the creation of a Board-level anti-Islamophobia resource person to support teachers and administrators in providing strong anti-Islamophobia messaging in education, to support Muslim children and teachers, and to address bullying and harassment.
 - viii. Conduct an audit on the adequacy of religious accommodations for Muslim students and staff.
 - ix. Establish a community of practice across local school boards dedicated to sharing best practices in anti-racism and anti-oppression work including addressing Islamophobia.
 - x. The Youth Coalition Combating Islamophobia (YCCI) is looking to collaborate with local school boards and create an educational video as an anti-Islamophobia initiative. Local school boards should consider supporting these efforts.
 - f. London Police Service to:
 - i. Review its approach to responding to hate-based incidents with an intersectional and trauma informed lens.
 - ii. Continue its efforts in relationship building and community involvement with local Muslim communities based and public sector organizations.

- iii. Request that any future anti-racism and anti-oppression training include a specific component addressing unconscious and explicit bias against Muslims.
- iv. Continue and expand its in-service mentoring through the Diversity Officer within the Community Mobilization and Support Unit.
- g. London Public Library to:
 - i. Begin the implementation of their Strategic Plan based on the feedback received from their Anti-Racism and Anti-Oppression Organizational Assessment.
 - ii. Continue to work with community members and other organizations to build more inclusive collections in multiple languages.
- h. Museum London to:
 - i. Continue to develop inclusive programming such as their planned exhibition themed on resilience within communities.
 - ii. Explore developing museum exhibits in partnership with the community.
- i. Muslim Resource Centre for Social Support and Integration (MRCSSI) to:
 - i. Provide guidance to other community based and public sector organizations on the challenges faced by the diverse Muslim communities in London.
 - ii. Train service providers as well as workers in the public sector on the root causes and impacts of Islamophobia, and the trauma-informed approaches that can be implemented to disrupt it.
 - iii. Serve as a resource for developing culturally integrative solutions to address bias and discrimination in general, working alongside other communities experiencing it, and addressing Islamophobia, particularly through the offering of public and sector specific training and workshops.
- j. Post-Secondary Institutions to:
 - i. Explore partnerships to support and fund the collection of academic and empirical data, both qualitative and quantitative, on the impact and experiences of being Muslim in London.
 - ii. Continue to build and strengthen relationships with Muslim students and staff.
 - iii. Fanshawe College to continue to work with community members in the creation of the OurLondonFamily website.
 - iv. Western University does not currently have an Interdisciplinary program/Chair on Islam, Muslims, Islamic Civilizations or Critical Muslim Studies. The university should continue its efforts to source funding to address this need and gap.

5.8 Internal Policies and Practices

- a. Community based and public sector organizations, including the City of London and their Agencies, Boards, and Commissions, to begin or continue a review of their policies, programs, services, and practices using an equity tool and a trauma-informed approach that identifies barriers to participation for Muslims, and especially for Muslim women.
- b. Community based and public sector organizations, including the City of London and their Agencies, Boards, and Commissions, to begin or continue a review of their recruitment, hiring, retention, and human resources practices using an equity tool and a trauma-informed approach that identifies barriers to participation for Muslims, and especially for Muslim women.

- c. Community based and public sector organizations, including the City of London and their Agencies, Boards, and Commissions, to review their current and future training and development opportunities using an equity tool and a trauma-informed approach that identifies any unconscious or explicit bias against Muslims, and especially against Muslim women.
- d. Community based and public sector organizations, including the City of London and their Agencies, Boards, and Commissions, to ensure that their current and future training and development opportunities include a specific component addressing unconscious and explicit bias against Muslims, and especially against Muslim women.
- e. Community based and public sector organizations, including the City of London and their Agencies, Boards, and Commissions, to begin or continue to collect demographic data of its staff and assess how closely they reflect the community and where they are positioned within their organization.
- f. Community based and public sector organizations, including the City of London and their Agencies, Boards, and Commissions, to review, and where necessary, enhance and/or create physical spaces dedicated to prayer and reflection, including appropriate signage and communication to staff.

6.0 Conclusion

The sentiments of Muslim communities are clear: there is pain, frustration, fear, and anger at the acts of Islamophobia and systemic exclusion that they face on a daily basis. Muslim women, in particular, are affected disproportionately by gendered Islamophobia, that significantly impacts their safety and ability to participate in civic life. While the terror attack on June 6, 2021, was the most violent and egregious instance of Islamophobia that London has experienced, it occurred within a larger landscape and system, one that needs to be actively disrupted. Community based and public sector organizations recognize that they have a role to play in disrupting Islamophobia. All parties look to the City of London for their leadership and advocacy, guided by insight from Muslim communities. In the aftermath of the terror attack, the City of London made several commitments. This action plan builds on those commitments and provides recommendations for the City as well as for community based and public sector organizations. By intentionally and collectively committing to actions to disrupt Islamophobia, individuals, organizations, and the City of London can significantly and positively impact the lives and experiences of Muslim communities.

7.0 Appendices

Appendix A.1: [NCCM Recommendations, National Summit on Islamophobia, July 19, 2021](#)

Appendix A.2: [Our London Family Act](#)

Appendix A.3: [Submission for the National Islamophobia Summit, Hikma Public Affairs Council](#)



NATIONAL
COUNCIL
OF CANADIAN
MUSLIMS

Your Voice. Your Future.

CONSEIL
NATIONAL
DES MUSULMANS
CANADIENS

Votre voix. Votre avenir.

Appendix A. 1



JULY 19
2021

**NCCM RECOMMENDATIONS
NATIONAL SUMMIT ON ISLAMOPHOBIA**



CONTENTS

- 02 ABOUT US
- 03 INTRODUCTION
- 07 ABBREVIATED LIST OF RECOMMENDATIONS
 - 08 FEDERAL RECOMMENDATIONS
 - 13 PROVINCIAL RECOMMENDATIONS
 - 16 MUNICIPAL RECOMMENDATIONS
- 17 FEDERAL GOVERNMENT
- 48 PROVINCIAL GOVERNMENTS
- 65 MUNICIPAL GOVERNMENTS

ABOUT US

The National Council of Canadian Muslims (NCCM) is an independent, non-partisan and non-profit organization that protects Canadian human rights and civil liberties, challenges discrimination and Islamophobia, builds mutual understanding, and advocates for the public concerns of Canadian Muslims.

We recognize that the NCCM's work takes place on the traditional territories and ancestral lands of Indigenous peoples occupied by Canada. We recognize the experiences and the contributions that First Nations, Métis, Inuit, and other Indigenous peoples have made and continue to make in strengthening our communities, provinces and country as a whole. As we work to challenge the discrimination Canadian Muslims face, we recognize that our work is interconnected with Indigenous struggles, past and present.

INTRODUCTION

More Muslims have been killed in targeted hate-attacks in Canada than any other G-7 country in the past 5 years because of Islamophobia.

This fact was in the air outside the London Muslim Mosque on June 8 of this year, when thousands of Londoners gathered in the aftermath of the terror attack that took the lives of four members of the Canadian Muslim community in an unthinkable act of Islamophobic violence.

The thousands that gathered that day were there to show their solidarity, pray, and stand with members of their community, as representatives of the London Muslim Mosque called for more than words from the politicians in attendance.

The reality is that Muslims in Canada have been here too many times.

- The Quebec City Mosque Attack.
- The killing of Mohamed-Aslim Zafis at the IMO mosque in Toronto.
- Violent attacks on racialized women wearing hijabs.
- Hateful rallies in front of mosques.
- The targeting of our communities by governments across Canada.

The list goes on.

Of course, there are many Canadians of all backgrounds who have been abiding allies of Canadian Muslim communities, and diverse communities in general. This is clear in the outpouring of support after Islamophobic incidents through messages of condolences and hope, human shields around mosques at prayer times, lawn signs to provide comfort as families go for walks, and solidarity in demanding change. Thus, while there is no doubt that we have a problem with Islamophobia in Canada, there is also no doubt that we as Canadians also have the collective will to do something about it.

While we have heard many words from politicians condemning Islamophobia and standing in solidarity with Muslims in Canada, action to tackle Islamophobia has been slow and piecemeal. It has been three years since the 2018 report by the Standing Committee on Canadian Heritage on combatting Islamophobia, and many of the recommendations have still not been implemented.

Five lives have been taken since then by Islamophobic violence in clear and vicious attacks, and numerous others have been shattered by the scourge of Islamophobia.

We cannot stand by and see any more lives lost.

Islamophobia is lethal and we need to see action now.

And action was what was called for at the vigil outside the London Muslim Mosque.

Bilal Rahall and Nusaybah Al-Azem, representing the London Muslim Mosque, called for all three levels of government to take action in solving the challenge of Islamophobia. They called for the creation of an Emergency National Action Summit on Islamophobia, bringing together all levels of government to ensure that binding policy change is brought forward.

This call was thereafter echoed by NCCM and hundreds of other organizations in Canada.



Photo credit to Dario Ayala/Reuters



On June 11, 2021, a unanimous consent motion passed in the House of Commons that stated the following:

That, given that,

(i) Canada has been devastated over the last decade by repeated acts of violent Islamophobia, including but not exclusive to the Quebec City Mosque Attack, the IMO Mosque Attack, and the London Terror Attack,

(ii) Canada has been deeply affected by Islamophobia at a federal, provincial, territorial, and municipal level,

(iii) All political leaders at every level in government in Canada need to urgently change policy to prevent another attack targeting Canadian Muslims,

the House call on the government to convene an Emergency National Action Summit on Islamophobia to take place before the end of July 2021.

What follows are the policy recommendations we at NCCM are making to the federal government, provincial governments, and municipal governments across Canada to tackle violent and systemic forms of Islamophobia.

Islamophobia takes distinct shape at various intersections. For instance, many Muslim women experience distinctly gendered forms of Islamophobia that may stem from pre-conceived notions that Muslim women are oppressed or from seeing visible symbols of Islam such as the hijab as foreign or a menace. In a similar vein, Black Muslims experience distinct forms of Islamophobia that intersect with anti-Black racism.

With this in mind, our policy recommendations were generated after hosting consultation sessions over the past few weeks with mosques, community organizations and collectives from British Columbia to the Atlantic provinces, representing a diverse intersection of Muslims in Canada. The recommendations below represent, as closely as possible, recurring themes and submissions coming from organizations that collectively represent hundreds of thousands of Canadian Muslims, including from diverse sects within the Canadian Muslim community. The recommendations further take into account the ideas within the hundreds of submissions sent by those not affiliated with any institution, as per the Appendix.

However, we recognize that Canadian Muslims are not a monolithic body. Therefore, there may be Canadian Muslims with alternative viewpoints who will bring other recommendations forward. These voices are important – and we urge policymakers to listen to those who have alternate perspectives as well.

We have attached an Appendix with a full list of submissions and consultation notes that have informed our recommendations.

The recommendations are not numbered in order of priority because the reality is that we need a holistic approach to solving Islamophobia - from challenging Bill 21 (Recommendation 29) to creating an Office of the Special Envoy on Islamophobia (Recommendation 19) to building anti-Islamophobia strategies provincially in education (Recommendation 43) to public awareness campaigns in our cities (Recommendation 58). All are important, and we need to see action on all items.

Lastly, and most importantly, for political leaders participating in the Summit, please note the following carefully: The only metric of success for this Summit will be whether action is taken as per the recommendations laid out below and by other members of the diverse Muslim community.

We will track that metric of success by issuing:

1. A public document immediately after the Summit, highlighting initial action committed to by every level of government.
2. A joint report 60 days after the close of the Summit, highlighting which recommendations were accepted by various levels of government, and a commitment of timelines to making those recommendations pass into policy.

It is time for action.

See our calls for action below.

06



ABBREVIATED LIST OF **RECOMMENDATIONS**



FEDERAL RECOMMENDATIONS

- 01** Legislative review of the Canadian Human Rights Act (CHRA): As legislation is now being introduced to provide a civil remedy within the CHRA, there must be a comprehensive legislative review of the CHRA as part of an overall renewal of how Canada deals with modern forms of Islamophobia and hate, particularly in the digital space, while ensuring and protecting Canadians' freedoms to legitimately criticize various ideologies, state actions, and religious praxis.
- a. A review is especially important in order to update how the Canadian Human Rights Commission functions, and to ensure that ordinary Canadians without a legal background can take advantage of newly introduced remedies to online hate.
 - b. Commit to introducing a social media regulator with a special focus on ensuring that civil liberties are protected.
- 02** Designated funding for a National Support Fund for Survivors of Hate-Motivated Crimes: The funding program should cover expenses incurred by survivors as a result of the hate-motivated incident or attack. The funding must include eligible expenses such as paramedical services (physiotherapy etc.), medical treatment and equipment, mental health treatment and supports, as well as loss of earnings. Applications for funds or their release should be readily available in the immediate aftermath of an attack when survivors need it most. Funding should not be contingent on a final criminal sentence being rendered.
- 03** Legislation should be introduced to implement provisions that place any entity that finances, facilitates, or participates in violent white supremacist and/or neo-Nazi activities on a list of white supremacist groups, which is separate and distinct from the terror-listing provisions. We note that this option has been endorsed by at least one of the major federal parties.
- 04** Study of the failure of national security agencies to deal with white supremacist groups: Such a study should include:
- a. An investigation into whether national security agencies have unduly deprioritized the study of white supremacist groups. Specifically, such a study could point towards disparities in resources and funding have been put towards surveilling Indigenous, Black, and Muslim communities in contrast to white supremacist groups in Canada;

FEDERAL RECOMMENDATIONS

- b. A study of the degree of white supremacist permeation of our national security agencies. Even as the proliferation of banned white supremacist groups into our armed forces has become common knowledge, we need to examine the degree to which CSIS, CSE, and the RCMP themselves have been permeated by white supremacists. This is especially germane given numerous allegations and lawsuits of disturbing racist, xenophobic, and Islamophobic practices being tolerated at CSIS; and
- c. An analysis of why national security agencies do not release disaggregated data about how many of those surveilled belong to racialized communities.

- 05** Criminal Code Amendments: Introduce free-standing provisions in the Criminal Code around hate-motivated assault, murder, threats, and mischief that include specific penalties corresponding to each infraction respectively, and with an eye to potential diversionary measures;
- 06** Establish dedicated prosecutorial units for prosecuting hate-motivated crimes; and
- 07** Remove requirement for Attorney General's consent: The Attorney General's consent is currently required to begin any prosecution for the willful promotion of hatred and genocide. This is a uniquely high bar that should be abolished. The same should go for any future free-standing provision(s) around hate-motivated crimes.
- 08** The Security Infrastructure Program (SIP) Reform: The SIP should become rebate based, where mosques and community organizations under threat can make the relevant security upgrades needed, and then retroactively receive a rebate for the upfitting under a two-step process;
- 09** SIP should allow for institutions to receive up to 90% of eligible expenditures, up to a maximum of \$80 000, for securitization projects; and
- 10** SIP should also be broadened to allow for mosques to host broader community-building safety initiatives.

FEDERAL RECOMMENDATIONS

- 11** A federal Anti-Islamophobia Strategy by year end, including:
- a. A clear definition of Islamophobia, informed by robust community consultations, to be adopted across government;
 - b. Funding anti-Islamophobia work including research, programs, and education;
 - c. Develop anti-Islamophobia public education campaigns to drive down Islamophobic sentiments in Canada; and
 - d. Committing to the recommendations brought forward at the National Summit on Islamophobia with added consideration to implementing the previous recommendations brought forward by the Heritage Committee.
- 12** Commit to a full legislative review of the CHRA, with a specific focus on:
- a. Access to the Commission for complainants;
 - b. The role of the Commission in studying the impact of hate as proliferated across conventional media and social media;
 - c. The potential introduction of a public-interest based defamation fund for Canadians who are smeared on the basis of hate; and
 - d. Protecting the right of Canadians to engage in critique of foreign governments.
- 13** CVE Reform: Until there is a coherent set of policies enshrined to prevent the profiling and mass surveillance of our communities, pause the mandated “Countering Violent Extremism” programs at the federal level, and require Public Safety Canada to develop out a new program in consultation with racialized communities for broader public safety.
- 14** CRA Reform: Suspend the Canada Revenue Agency’s (CRA) Review and Analysis Division (RAD) pending review of Canada’s Risk-Based Assessment model and its National Strategy to combat extremism and radicalization;
- 15** Suspend discretionary use of revocation power where anti-terrorism financing or counter-radicalization policies inform the audit;
- 16** Enhance transparency between the CRA’s Charities Directorate and charities audited under suspicion of terrorism financing and/or radicalization; and

FEDERAL RECOMMENDATIONS

- 17** Provide anti-bias training and greater guidance to government officers and regularly assess whether their discretionary decisions are biased based on race or religious affiliation.
- 18** Establish a new oversight body specifically for the CBSA, which includes:
- a. Routine and comprehensive diversity, equity and inclusion reviews of the CBSA. These reviews must be conducted by the oversight body and include recommendations for improvement and timelines for implementation;
 - b. In addition to addressing complaints about on-duty CBSA officers, ensure that CBSA officers who engage in misconduct in an off-duty capacity can be investigated by the oversight body;
 - c. As complainants may be afraid to file complaints to the oversight body, ensure civil society organizations have standing to make complaints;
 - d. Ensure that the oversight body can hear complaints regarding CBSA policies and procedures, including detention;
 - e. Require the CBSA to implement the recommendations made by the oversight body;
 - f. Clarify the remedies and penalties available; and
 - g. Include language in the Act on zero tolerance for racial discrimination at the CBSA. Currently, while there is a policy active against racial discrimination at the CBSA, there exists no "zero tolerance" provision in legislation.
- 19** Immediately fund the creation of an appropriately funded Office of the Special Envoy on Islamophobia.
- 20** Media Representation: Incentivize production of Muslim stories, told by Canadian Muslims, through designated funding in the Canada Media Fund, Telefilm, the National Film Board, and provincial and municipal grants for arts and media;
- 21** Allocate a multi-million-dollar fund through the Anti-Racism Secretariat or the Ministry of Heritage for Canadian Muslim artists and community organizations to facilitate grassroots storytelling, visual and oral history projects, and building community archives; and
-

FEDERAL RECOMMENDATIONS

- 22** Commit to robust consultation with Canadian Muslim storytellers, artists, filmmakers and content creators to guide the allocation of funds and build capacity.
- 23** Allocate dedicated funding, in consultation with Muslim communities, for the study of Islamophobia through the Social Sciences and Humanities Research Council including creating related funding for:
- Tier 2 Canada Research Chairs;
 - Post-doctoral fellowships; and
 - Research grants.
- 24** Arising from the Treasury Board Secretariat (TBS) review, a zero-tolerance rule for Islamophobic practices be enshrined across government; and
- 25** Commit to changes in the Access to Information and Privacy (ATIP) regime as per concerns raised about scope of secrecy and timeliness of the process.
- 26** GBA+ Reform: Review and provide an update as to how many self-identifying Canadian Muslims are employed in the federal public service, and whether they are in low-level jobs or higher executive positions;
- 27** Review as to whether the GBA+ lens has appropriately balanced an intersectional approach in integrating members of diverse communities, including members of Canada's Muslim community, into the workforce; and
- 28** Adopt Recommendation 12 & 13 of the Heritage Committee Report so as to ensure that policies, programs and initiatives in the federal public sector are approached from an intersectional lens.
- 29** Bill 21: Attorney General intervention in all future cases challenging Bill 21 before the courts; and
- 30** Create a fund to help those affected by Bill 21 have a degree of financial security until the legislation is struck down. This is not a transition-plan fund; for no Quebecer should have to change their chosen vocation because of discrimination. This federal fund is to provide assistance while the court challenge is pending.

FEDERAL RECOMMENDATIONS

- 31** Mandate in regulation that anti-Islamophobia training becomes mandatory continuing education for all judges.
 - 32** New directives should be brought forward to make clear that the intentional violation of the duty of candour has, at minimum, consequences for the Director of Canadian Security Intelligence Service (CSIS). The Minister of Public Safety should require the resignation of the Director of CSIS for any violations of the duty of candour.
 - 33** Global Affairs Canada commits to challenging Islamophobia globally;
 - 34** Provide direction to all agencies to cease the usage of biased and inherently fallacious sources produced by the Islamophobia industry; and
 - 35** Through the Special Envoy, or through another body, conduct audits across agencies like the CBSA and CSIS to determine whether biased, Islamophobic, or other fallacious guides are utilized in decision-making processes.
-

PROVINCIAL RECOMMENDATIONS

- 36** Institute a provincial Hate Crimes Accountability Unit in all provinces;
 - 37** Make Hate Crimes Accountability Units responsible for providing guidance on appropriate penalties for police officers or officers who discourage reporting; and
 - 38** Through Hate Crimes Accountability Units, build out methodologies for third-party reporting.
 - 39** Legislative change to empower relevant registrars to prevent white supremacist groups from registering as a society.
 - 40** Review existing legislation, and pass legislation that prohibits violent white supremacist rallies on provincial property, while paying careful attention to ensure that the legislation is not overbroad and does not limit freedom to dissent.
-

PROVINCIAL RECOMMENDATIONS

- 41** Provinces mandate municipalities to pass bylaws to combat and deter street harassment; and
- 42** Periodic review of bylaw enforcement, including stakeholder consultation, to ensure that the municipal bylaws are effective in addressing street harassment and to not do further damage to vulnerable communities.
- 43** Anti-Islamophobia strategy in education: Ministries of Education should work with school boards, in consultation with local Muslim communities, to develop anti-Islamophobia strategies that are responsive to local contexts and speak to broader issues of Islamophobia. Such strategies should be based on quantitative and qualitative data on student voice and representation in staffing, and should include consideration of the following:
- a. Review and reform of curriculum that relates to Islam and Muslims;
 - b. Development of curriculum, resources and programs that affirm Muslim identities and include nuanced representations of Islam and Muslims;
 - c. Audits of adequacy of religious accommodations for Muslim students and staff and recommendations for change where necessary;
 - d. Anti-Islamophobia trainings and educational opportunities (such as the [Green Square](#) campaign and the National Day of Remembrance of the Quebec City Mosque Attack and Action Against Islamophobia) for students, educators and staff;
 - e. Clear, accessible and effective complaints mechanism, including mitigation strategies for fears of reprisal, for students and staff who have experienced Islamophobia and racism; and
 - f. Culturally-responsive resource development for student well-being that addresses mental health needs and trauma supports for Muslim students.
- 44** All provinces should adopt the recommendations of the Tulloch Report during reviews of policing acts.
- 45** Establish (as needed) and ensure provincial Anti-Racism Directorates are well-funded and well-resourced in consultation with local communities.
- 46** Establish anti-racism councils or panels across provinces that represent a diverse intersection of community voices, including Muslims, to tackle some of the most immediate challenges communities are facing in tackling racism locally.

PROVINCIAL RECOMMENDATIONS

- | | |
|-----------|---|
| 47 | Make Foreign Qualification Recognition/Foreign Credential Recognition a central mandate requirement for Ministries of Labour to achieve across provinces. |
| 48 | Recruit minorities, including Muslims, into Agencies, Boards, and Commissions. |
| 49 | Allocate funding to ensure that human rights commissions can decrease wait times, increase access, and provide needed education; and |
| 50 | Extend limitation periods for human rights complaints to 5 years (to take into account the trauma victims face), while allowing a claimant to seek an extension to the limitation period if the claimant has extenuating circumstances reasonably demonstrating why they were unable to file a formal human rights complaint within the 5-year limitation period. |
| 51 | Provinces should conduct regular polls to determine the state of racism and Islamophobia in their particular province, and to determine the relevant aspects of Islamophobic sentiment. |
| 52 | Ensure that settlement services are appropriately funded so that newcomers have the necessary opportunities to succeed in Canada; and |
| 53 | Ensure that social services agencies are mandated to provide regular training on anti-racism and anti-Islamophobia for frontline staff. |
| 54 | Provide funding to organizations supporting racialized youth navigating turbulent times through education and other forms of support. |
-

MUNICIPAL RECOMMENDATIONS

- 55** Pass municipal street harassment bylaws that are proportional and constitutional, such as the approach now being adopted in Edmonton after an NCCM initiative. Bylaws should also address clearly hateful verbal assaults and give authorities the ability to ticket and fine when necessary.
- 56** Municipalities provide dedicated funding for local community-based anti-Islamophobia initiatives.
- 57** Mayors should build Anti-Islamophobia Advisory Councils/Circles while ensuring that there is appropriate representation of diverse local Muslim communities.
- 58** Municipalities dedicate specific funding for anti-Islamophobia public awareness campaigns.
- 59** Invest in celebrating the history of local Canadian Muslims and initiatives through a concrete program that brings these figures and names to the forefront of local-level recognition. Municipalities should fund events and spaces where their accomplishments are celebrated in a way that clearly shows that Muslims have made real contributions to Canadian society and are far from the violent caricatures that constantly make the news.
- 60** Redirect funding towards alternative measures to policing in municipal budgets.
- 61** Develop models for training young Muslim leaders for the future such as the Youth Fellowship program in Toronto.
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FEDERAL GOVERNMENT

VIOLENT ISLAMOPHOBIA

- 18 Online Hate
- 20 National Victims of Hate Support Fund
- 21 New Legislation on Listing White Supremacist Groups
- 22 Study of the Failure of National Security Agencies to Deal with White Supremacist Groups
- 24 Amendments to the Criminal Code to more effectively deal with White Supremacist Groups
- 26 Changing the Security Infrastructure Program

SYSTEMIC ISLAMOPHOBIA

- 28 Release an Islamophobic Strategy by End of 2021
- 29 Legislative Review of Canadian Human Rights Act to Improve the Functioning of the Commission
- 31 Review and Revise Canada's Approach to Countering Violent Extremism (CVE) and Counter-Terrorism Tactics
- 33 CRA Reform
- 35 New Oversight Bill for the Canada Border Services Agency
- 37 Establish an Office of the Special Envoy on Islamophobia
- 38 Empowering Canadian Muslims to Tell Their Own Stories
- 39 Allocate Funding for Research on Islamophobia
- 40 Enshrine Zero Tolerance for Islamophobia Across Government Departments
- 41 Going Beyond GBA+ in the Federal Public Service
- 43 Bill 21
- 44 Require Anti-Racism Training for Judges
- 45 New Legislation Penalizing CSIS for Misleading Public Institutions
- 46 Further to the Christchurch Declaration, the Government of Canada Must Champion an International Anti-Islamophobia Strategy

ONLINE HATE



During the sentencing of Alexandre Bissonnette who killed six Muslim worshippers in Quebec City in 2017, Justice Francois Huot [indicated](#) that the convicted mass murderer consulted multiple anti-Muslim online sources before the attack. Bissonnette accessed racist content on YouTube, Facebook, and he was consulting #MuslimBan on Twitter before the attack. There is no clearer evidence of the existential threat presented by the dangers of online hate to the Canadian Muslim community and to Canadians in general.

In 2016, media research company Cision [documented](#) a 600% rise in the amount of intolerant and hate speech in social media postings between November 2015 and November 2016. Their study focused on the usage of hashtags like #banmuslims and #sieghel. According to a 2019 survey by Leger Marketing, 60% of Canadians report having seen hate speech on social media, and 62% of Quebecers stated that they had seen hateful or racist speech on the internet/social media in relation to Muslims.

There is far more empirical data demonstrating this point than can be adequately condensed into these recommendations.

Recent research on how Canadian hate groups utilize online platforms, including social media platforms, demonstrates that white supremacist and online hate groups use online platforms to create an “enabling environment”. Groups like the Soldiers of Odin (founded by a neo-Nazi), Pegida Canada, and other organizations routinely used Twitter and Facebook as organizing tools and to spread misinformation and hate about Canadian Muslims.

Examples abound relating to the continued and real-life impact of online hate against local Muslim communities. The Fort McMurray Mosque, for instance, has faced numerous threats online for years, including most recently after the 2019 Christchurch mosque massacres in New Zealand. Some Facebook users called for the Fort McMurray Mosque to be [burned down and blown up](#).

To our knowledge, while the RCMP did investigate these clear instances of online hate speech, potentially breaching the Criminal Code, no charges were laid.

A recent [report](#) estimates that more than 6,600 far-right extremist social media pages, groups, and accounts based in Canada reached approximately 11 million users worldwide from 2017-19. According to the study, such anti-Muslim rhetoric spiked during and in the immediate aftermath of the Christchurch-mosque massacres.

Given the status quo, we need to look for deep and meaningful changes that are attuned to the modern contours of hate in Canada and ensure that our legislative frameworks are equipped to keep up with a quickly evolving digital landscape.

We are mindful that the federal government has already committed to introducing new legislation that will bring in a social media regulator, and that [new legislation has already been introduced](#) that will bring back a civil remedy for those who suffer online hate. These are important commitments. As the social media regulator is being introduced, it is critical to ensure that regulatory changes being brought forward are balanced, respectful of civil liberties, and protect freedom of expression – including the freedom to critique any country’s foreign policy, for example.

Furthermore, any changes must be premised on principles of ensuring access for complainants, and of a balanced approach that weeds out vexatious complaints and protects civil liberties.

RECOMMENDATION

1. Legislative review of the Canadian Human Rights Act (CHRA): As legislation is now being introduced to provide a civil remedy within the CHRA, there must be a comprehensive legislative review of the CHRA as part of an overall renewal of how Canada deals with modern forms of Islamophobia and hate, particularly in the digital space, while ensuring and protecting Canadians’ freedoms to legitimately criticize various ideologies, state actions, and religious praxis.
 - a. A review is especially important to update how the Canadian Human Rights Commission functions, and to ensure that ordinary Canadians without a legal background can access newly introduced remedies to online hate.
 - b. Commit to introducing a social media regulator with a special focus on ensuring that civil liberties are protected.



NATIONAL VICTIMS OF HATE SUPPORT FUND

Hate-motivated crimes have spiked in Canada over the past decade. Sadly, victims of hate-motivated crimes – whether from Asian, Muslim, Indigenous, LGBTQ2S+, Black, or Jewish communities - face significant financial burdens related to accessing mental health treatment, physiotherapy, medical treatment, and other services after enduring traumatic events. Alongside coping with both physical and psychological trauma, survivors of hate-motivated crimes often find themselves facing significant financial expenses on the path to recovery. For many, this means that they are unable to afford taking steps to recovery at all.

We have heard from many community leaders that there is a major gap; victims of hate are further made to bear financial burdens related to rehabilitation and recovery.

Provincial supports for victims of crime vary widely and are often inaccessible and oversubscribed. This is why, for instance, a [report](#) by the Ontario Hate Crimes Community Working Group found that the services provided by Ontario Victims Services, “are inadequate to meet the specific needs of communities and victims in regard to hate crimes and hate incidents.”

Given the challenges faced by communities today, we need to see a federal program that harmonizes existing provincial supports and provides a specialized fund that offers widespread coverage. This funding must support and expand provincial victim support programs that already exist, and in some provinces (like Alberta) no longer exist at all. The fund should exist as a modality to help make survivors of hate-motivated crimes whole again.

RECOMMENDATION

2. Designated funding in the Federal Budget for a National Support Fund for Survivors of Hate-Motivated Crimes: The funding program should cover expenses incurred by survivors as a result of a hate-motivated incident or attack. The funding must include eligible expenses such as paramedical services (physiotherapy etc.), medical treatment and equipment, mental health treatment and supports, as well as loss of earnings. Applications for funds or their release should be readily available in the immediate aftermath of an attack when survivors need it most. Funding should not be contingent on a final criminal sentence being rendered.



NEW LEGISLATION ON LISTING VIOLENT WHITE SUPREMACIST GROUPS

We welcome the recent listing of violent white supremacist extremist groups on Canada's official list of terrorist organizations and entities such as Combat 18, the Proud Boys, The Base, Russian Imperial Movement, Atomwaffen Division, Aryan Strikeforce and the Three Percenters. The banning of these groups degrades their abilities to organize to incite and commit acts of violence.

However, there are several groups that appear not to meet the threshold of a terrorist entity but are key actors in facilitating and participating in violent white supremacist or neo-Nazi activities in Canada that pose a threat to racialized communities.

Groups like the Soldiers of Odin – which was founded by a neo-Nazi – may not currently meet the threshold of being listed as a terrorist entity, but endanger communities by patrolling and surveilling mosques, or assaulting anti-racism protestors at rallies.

We do not recommend expanding the reach of anti-terrorism legislation.

Rather, a new methodology where government can clearly track, label, and dismantle white supremacist groups is necessary and urgent for public safety.

RECOMMENDATION

3. Legislation should be introduced to implement provisions that place any entity that finances, facilitates, or participates in violent white supremacist and/or neo-Nazi activities on a list of violent white supremacist groups, which is separate and distinct from the terror-listing provisions. We note that this option has been endorsed by [at least one of the major federal parties](#).



STUDY OF THE FAILURE OF NATIONAL SECURITY AGENCIES TO DEAL WITH WHITE SUPREMACIST GROUPS

As suggested by leading experts, white supremacist hate groups have recently expanded and [proliferated](#) throughout Canada, growing from about 100 groups in 2015 to roughly 300 groups by 2021.

The deadly escalation in Islamophobic attacks in recent years deserves closer scrutiny, particularly when it comes to whether our security agencies have been able to effectively deal with white supremacist hate groups – all while disproportionately profiling Canadian Muslims.

That Canada is now the site of two of North America’s worst anti-Muslim mass murders – the London terror attack and the Quebec City Mosque massacre – suggests that there have been system failures to prevent violent Islamophobic attacks.

In other words, we suggest that Canada’s national security agencies have been more preoccupied with profiling Canadian

Muslims than those who are harming and killing them. Director David Vigneault [acknowledged](#) that the Canadian Security Intelligence Service (CSIS) has major problems with systemic racism and harassment, stating, “Yes, systemic racism does exist here, and yes there is a level of harassment and fear of reprisal within the organization.” An ex-CSIS operative further argued that “CSIS should have seen Alexandre Bissonette coming...He was online. He was contributing to discussions with far-right organizations.” There have also been various reports of Muslim CSIS employees formally raising disturbing cases of overt discrimination and Islamophobia against them.

Beyond CSIS, there have been reports of white supremacist and Islamophobic incidents in other federal agencies, such as the Canadian Armed Forces, who are charged with the responsibility of keeping Canadians safe. An internal report at the Canadian Armed Forces revealed that several members of the armed forces were

associated with white supremacist and neo-Nazi groups such as the Proud Boys and Atomwaffen – groups that have recently been listed as terrorist entities.

Muslim communities across the country have shouldered the consequences of public safety failures and are calling for a parliamentary study that investigates and identifies shortcomings in our current public safety approach.

RECOMMENDATION

4. Study of the failure of national security agencies to deal with white supremacist groups. Such a study should include:

- a. An investigation into whether national security agencies have unduly deprioritized the study of white supremacist groups. Specifically, such a study could point towards disparities in resources and funding have been put towards surveilling Indigenous, Black, and Muslim communities in contrast to white supremacist groups in Canada;
- b. A study of the degree of white supremacist permeation of our national security agencies. Even as the proliferation of banned white supremacist groups into our armed forces has become common knowledge, we need to examine the degree to which CSIS, the Communications Security Establishment (CSE), and the Royal Canadian Mounted Police (RCMP) themselves have been permeated by white supremacists. This is especially germane given numerous allegations and lawsuits of disturbing racist, xenophobic, and Islamophobic practices being tolerated at CSIS; and
- c. An analysis of why national security agencies do not release disaggregated data about how many of those surveilled belong to racialized communities.

AMENDMENTS TO THE CRIMINAL CODE TO MORE EFFECTIVELY DEAL WITH HATE-MOTIVATED CRIMES

(Edmonton Southgate Mall – the site of an [attack](#) in December 2020. A mother and daughter who identify as Black Muslim women who wear hijab, were viciously beaten by two individuals who also smashed the windows of their vehicles).

CENTURY PARK

4:50
Wed, Feb 24

Since 2015, there has been an [upward trend](#) in police-reported hate crimes. Canada went from 1,362 hate crimes reported in 2015 to 1,946 in 2019. While Canadian Muslims account for 3% of Canada's population, they account for an average of 11.6% of victims of police-reported hate crimes over the five-year period. Statistics Canada further notes that hate-motivated crimes are significantly under-reported – nearly two thirds of hate-motivated crimes go unreported. Despite under-reporting, police-reported hate crimes [spiked](#) by 47% in 2017 and kept growing for at least two years, including an increase in anti-Muslim hate crimes by an alarming 151% in 2017, the year of the Quebec City mosque massacre.

Hate-motivated crimes have particularly devastating effects. They make entire communities feel unsafe. [Research](#) suggests that survivors of hate-motivated crimes suffer psychological injuries that survivors of non-hate-motivated crimes do not. Additionally, hate-motivated crimes are becoming a growing public health crisis with an increase in attacks on Muslim, Asian, Black, Indigenous, and other minority communities.

Amending the Criminal Code by introducing a free-standing provision around hate-crimes is critical to fill several gaps.

Most Canadians do not realize that there is no specific legal provision that deals with what many colloquially call a “hate crime.” That means that if an individual walks up to another person on the street and assaults them while yelling racial epithets, and it is determined that the attack was indeed hate-motivated, there is no specific “hate crime” section of the Criminal Code that the offender would be charged with as such.

As the courts [have noted](#), the phrase “hate crimes” leaves the impression that the law criminalizes acts motivated by hate or the outright expression of racist hate. It does neither.

Rather, hate is generally looked at in sentencing under section 718.2(a)(i) of [the Criminal Code](#), which notes that it would be a potentially aggravating factor if the offence was motivated by, “bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or gender identity or expression, or on any other similar factor.”

There are also hate speech provisions of the Criminal Code, but these clearly do not canvass the kind of scenario laid out above.

First, we suggest that through the creation of free-standing provisions, hate-motivated crimes could be treated as indictable offenses, in the same way that aggravated assault is an indictable offense. Therefore, stronger penalties could be invoked. Secondly, charging individuals under hate-motivated provisions sends a strong signal that encourages denunciation and deterrence, but that also provides new tools and approaches.

In contrast to the existing Canadian approach to hate crimes and to Parliament's codification of it, other [jurisdictions](#) take a stronger approach in dealing with hate crimes. In Wisconsin, for example, The Wisconsin Hate Crimes Act mandates a penalty enhancement provision for hate-motivated crimes. This provision has [survived constitutional scrutiny](#) in the United States.

Furthermore, beyond penalty-enhancing provisions at sentencing, by 1991, over [28 states had passed legislation](#) akin to an offence of hate-motivated intimidation, which relates to specific charges.

We must be cautious, of course, to assume that strengthening our Criminal Code will eliminate hate crimes. It will not. We must also be cognizant that criminalization can often have disproportionate effects on racialized communities. We encourage policymakers to also take seriously the concern that many in our communities have around the general utility of criminalization and carceral institutions in response to hate. Therefore, we also suggest that a new provision on hate crimes should premise within it a commitment to a diversionary system that allows for alternate restorative justice models for offenders and a commitment to review and study to ensure that the system works in a fair and just manner.

A new standing provision is, however, an important tool to consider that allows for those who commit hate-motivated offences to be adequately charged and prosecuted.

RECOMMENDATION

- 5. Introduce free-standing provisions in the Criminal Code around hate-motivated assault, murder, threats, and mischief that include specific penalties corresponding to each infraction respectively, and with an eye to potential diversionary measures;
- 6. Establish dedicated prosecutorial units for prosecuting hate-motivated crimes; and
- 7. Remove requirement for Attorney General's consent: The Attorney General's consent is currently required to begin any prosecution for the willful promotion of hatred and genocide. This is a uniquely high bar that should be abolished. The same should go for any future free-standing provision(s) around hate-motivated crimes.

CHANGING THE SECURITY INFRASTRUCTURE PROGRAM

The spike in mosque attacks and vandalism throughout Canada in recent years have triggered calls for funding programs to help prevent acts of violence being visited upon Muslim places of gathering, businesses, and community spaces. The Security Infrastructure Program (SIP) has generally been a positive initiative to this end. While it should not be needed, SIP is an important measure that allows religious communities to protect themselves. NCCM was also pleased to advocate successfully for the list of eligible expenditures under SIP to be expanded to include basic training for staff to respond to hate-motivated incidents.

However, changes need to be brought in to make it easier for mosques to apply for SIP funding, and for mosques to be able to apply prophylactically before something bad happens.

Right now, programs in place allow Muslim organizations to apply for funding to shore up their security measures. However, applicants must demonstrate that they, “are at risk of being victimized by hate-motivated crime.” Typically, given that there are more applicants than there is funding, applicants demonstrate that



(April 5, 2021 - Montreal mosque, the Centre Communautaire Islamique Assahaba, targeted by a mask man firing an air gun at the windows of the masjid)

risk by showing how they have already been attacked before. In addition, SIP application processes are long and arduous, typically requiring multiple letters of support, multiple security quotes, floor plans, and much more. Once the application process is complete, applicants still must wait for months before being approved.

What that means practically is that communities that need funding urgently for protection often cannot get access to the program that is meant to protect them.

Another significant challenge is that communities under siege do not receive full funding under SIP – rather, approved projects may receive up to 50% of the total project. We were told in consultations that

the institutions that often receive the most threats are sometimes the least able to secure the other 50% required. We recommend that the coverage of SIP is expanded.

Lastly, security for local communities means more than building fences. This was recognized in recent changes that allowed for volunteers to be trained, for example, in responding to active-shooter drills. We are recommending that SIP be further expanded to allow for communities under siege to host bystander-intervention trainings, community meetings, and gatherings with their neighbours.

Good fences do not necessarily make good neighbors; and many Canadian Muslims believe that their long-term safety needs require strong relationships with their neighbors. Increasing the capacity of communities to engage positively with their neighbours is critical.

A broad-based set of voices have called for funds from all levels of government to be geared more towards a more holistic approach to prevention. Muslim organizations, aided by their elected officials, law enforcement partners, or another trusted third party, should be able to apply and secure funding for safety reasons to prevent the worst from happening.

RECOMMENDATION

8. The SIP program should become rebate based, where mosques and community organizations under threat can make the relevant security upgrades needed, and then retroactively receive a rebate for the upfitting under a two-step process;

9. SIP should allow for institutions to receive up to 90% of eligible expenditures, up to a maximum of \$80 000, for securitization projects; and

10. SIP should also be broadened to allow for mosques to host broader community-building safety initiatives.

RELEASE AN ISLAMOPHOBIA STRATEGY BY END OF 2021

The federal Anti-Racism Strategy is set to expire this year. Our community members have long felt that a dedicated strategy focused on Islamophobia is needed.

This is even more urgent given that Canada is now, as mentioned, the site of North America's two worst Islamophobic mass murders. This is a deeply confronting fact that also represents the culmination of a long-standing trend of pervasive Islamophobia not only on the fringes but mainstream public discourse as well.

Combatting this pervasive discourse requires a multi-pronged strategy focused on reducing Islamophobic attitudes in Canada. The federal government's [campaign against tobacco usage](#), which aims to reduce tobacco usage from 15% to 5% by 2035, is an example of how federal campaigns in the public interest can be structured in holistic ways.

It is time to develop and publicly release a federal Anti-Islamophobia Strategy that puts forward a roadmap for ending violent and systemic Islamophobia.

Such a strategy must also take into account how Islamophobia manifests at various intersections of gender, race, and socio-economic stratifications.

RECOMMENDATION

11. A federal Anti-Islamophobia Strategy by year end, including:
 - a. A clear definition of Islamophobia, informed by robust community consultations, to be adopted across government;
 - b. Funding anti-Islamophobia work including research, programs, and education;
 - c. Develop anti-Islamophobia public education campaigns to drive down Islamophobic sentiments in Canada; and
 - d. Committing to the recommendations brought forward at the National Summit on Islamophobia with added consideration to implementing the previous recommendations brought forward by the Heritage Committee.



LEGISLATIVE REVIEW OF THE CANADIAN HUMAN RIGHTS ACT TO IMPROVE THE FUNCTIONING OF THE COMMISSION

In relation to our aforementioned recommendations regarding a legislative review of the CHRA, the review should also consider how to improve the Canadian Human Rights Commission in order to aid claimants and issue penalties.

So much has changed in Canada over the last twenty years since the CHRA was last reviewed – especially in our approach to human rights and in our understanding of the complex web of remedies and approaches in challenging human rights violations domestically. For this reason alone, it is important to update Canada’s guiding human rights statute and modernize it appropriately.

We believe this is especially necessary to ensure that the Commission is fulfilling its mandate of study, education and access, which remain a challenge for the Commission.

In updating the CHRA to keep up with the changing world of online hate and various forms of Islamophobia, racism, and far-right extremism, the Commission should have

resources allocated to conduct regular studies into the spread of hate in Canada.

Furthermore, those affected by human rights violations need to be better served by the Commission as claimants, as the Commission has historically suffered from long delays and backlogs.

In the same way that the Court Challenges Program provides financial support to individuals and groups in Canada to bring cases of national significance related to certain constitutional and quasi-constitutional official language and human rights before the courts, we suggest that the Commission sets forward a new fund where victims of hate-motivated defamation could apply to seek financial support in cases that have significant public-interest. A major challenge faced by Canadian Muslims, slandered by Islamophobes (see, for example, the case of *Paramount v Kevin J Johnston*, 2019 ONSC 2910) is the lack of funding to challenge such hate through a court proceeding. We believe that should be changed.

Lastly, even as a civil remedy to combat hatred was proposed in new legislation, a review of the CHRA must provide clarity on protecting the rights of Canadians to critique foreign governments and policies. NGOs, charities, and relief organizations play an important role in humanitarian assistance throughout conflict zones around the world. This has put many of them into the paths of dictatorial and authoritarian regimes that try very hard to hide their conduct, often by maligning or silencing dissenting entities.

Relief organizations on the ground in some of these countries often speak out against the brutality and violations they witness against civilians. This puts them in the crosshairs of regimes that do not want this sort of critical scrutiny, exposure, and attention. Recently, foreign states have retaliated against some well-respected global charities by [designating](#) them as terrorist entities.

A revised CHRA can provide guidance and protection to ensure that Canadians who have bona fide critiques of foreign policy issues are not tarnished by allegations of hate.

RECOMMENDATION

12. Commit to a full legislative review of the CHRA, with a specific focus on:

- a. Access to the Commission for complainants;
- b. The role of the Commission in studying the impact of hate as proliferated across conventional media and social media;
- c. The potential introduction of a public-interest based defamation fund for Canadians who are smeared on the basis of hate; and
- d. Protecting the right of Canadians to engage in critique of foreign governments.

REVIEW AND REVISE CANADA'S APPROACH TO COUNTERING VIOLENT EXTREMISM (CVE) AND COUNTER-TERRORISM TACTICS

Counter-terrorism measures by various national security agencies have created a lack of trust between these agencies and Muslim communities.

One of the perennial concerns of many Muslims across Canada is that entire communities are put under a microscope, as if they aid, abet, or condone the violent acts of a few extremists.

Yet Muslims everywhere, from mosques to university student associations, continue to report [visits](#) by CSIS agents that amount to “fishing expeditions” in search of possible terrorists within mainstream community spaces. This happened so much in Canadian universities that the Institute of Islamic Studies at the University of Toronto, alongside the NCCM and Canadian Muslim Lawyers Association, set up a hotline for Muslim students to call when CSIS comes knocking.

This overall practice of conflating our main community spaces and organs with extremism both mirrors and perpetuates ideas and stereotypes that every Muslim has proximity to potentially violent ideologies.

It is a problematic direction that, according to a broad range of voices we have heard from across the community, must be reversed.

Our community is calling for a stop to CSIS “fishing expeditions,” including mass surveillance of our mosques and community spaces, be it through the usage of undercover informants or other means. Entrapping mentally ill Canadians into terrorism plots, as occurred in the case of the Nuttall family (see *R. v. Nuttall*, 2018 BCCA 479), needs to end.

The Canadian government, rather than spending time to fix the core problems at the heart of our national security agencies, has endorsed the strategic policy direction of “Countering Violent Extremism” (CVE), a methodology that attempts to prevent terrorist attacks by pre-emptively targeting the motivating ideology. While this may sound like a good idea, CVE methodologies, when employed by ill-informed government and broken national security agencies, have unintended consequences. The Prevent program in the UK is a well-known example of the disastrous impact of CVE policies.

[For example](#), under the Prevent program, a four-year-old child was threatened with detention and to be taken to a deradicalization program after drawing a picture of a cucumber.

We have no reason to trust that the CVE experience in Canada would be any different, given the existing stance of national security agencies in profiling Muslim communities, schools, and students.

RECOMMENDATION

13. Until there is a coherent set of policies enshrined to prevent the profiling and mass surveillance of our communities, the federal government should pause the mandated “Countering Violent Extremism” programs at the federal level, and require Public Safety Canada to develop a new program in close consultation with racialized communities.



CRA REFORM

Recently, major reports by [academics](#) and [civil society groups](#), including NCCM and the University of Toronto, have shed light on potential biases in Canada Revenue Agency (CRA) audit practices that unfairly target registered Muslim-led charities across the country. These audits often take place within the context of whole-of-government approaches to anti-terrorism financing and counter-radicalization, without any indication to the charity that these considerations are part of the audit. This ill-conceived approach has resulted in the revocation of charitable status, which has left community organizations hollowed out and no longer able to provide much-needed services and spaces for the marginalized communities they serve. Yet none have been charged with anything related to financing terrorism.

Canada's approach to anti-terrorism financing is structured by its international commitments to the Financial Action Task Force (FATF). As part of its commitments to the FATF, Canada identifies organizations

that pose the greatest risk of terrorist financing through its risk-based assessment model. In its [2015 risk assessment](#), Canada indicated a "Canadian nexus" of several entities that allegedly pose the threat of financing terrorist activities. This determination was made without the citation of any corroborating evidence. 100% of the groups identified in the assessment are racialized, and 80% are related to Islam or Muslims.

This risk-based assessment model integrates a structural bias that puts Muslim-led organizations in Canada in the crosshairs of CRA audits related to anti-terrorism financing. These audits are conducted by a special division at the CRA known as the Review and Analysis Division (RAD), which is ostensibly structured around the biased risk assessment protocol mentioned above. The RAD is responsible for identifying and preventing terrorist financing threats in Canada.

In addition to anti-terrorism financing, Muslim-led charities are also unfairly treated in relation to Canada's approach to counter-radicalization. This involves identifying and penalizing charities that promote "extreme ideas." However, with little guidance as to what constitutes an extreme idea as well as discretionary

decision-making authority given to auditors, the potential result of this approach is an inconsistent application of counter-radicalization principles informed by unconscious (or even conscious) biases about racialized and religious communities.

RECOMMENDATION

14. Suspend the Review and Analysis Division (RAD) pending review of Canada's Risk-Based Assessment model and its National Strategy to combat extremism and radicalization;

15. Suspend discretionary use of revocation power where anti-terrorism financing or counter-radicalization policies inform the audit;

16. Enhance transparency between the CRA's Charities Directorate and charities audited under suspicion of terrorism financing and/or radicalization; and

17. Provide anti-bias training and greater guidance to government officers and regularly assess whether their discretionary decisions are biased based on race or religious affiliation.



NEW OVERSIGHT BILL FOR THE CANADA BORDER SERVICES AGENCY

A recent CBC access-to-information request [revealed](#) over 500 allegations of misconduct by Canada Border Services Agency (CBSA) officers filed between 2018-19, many of which back the broader allegation that the agency engages in racial profiling that disproportionately targets Muslims. This revelation aligns with the [lived experiences](#) of Canadian Muslims who have for decades raised the issue of Islamophobic [profiling](#) and discrimination while travelling. Moreover, the 2019 Fall Report of the Auditor General of Canada to the Parliament of Canada confirms widespread systemic issues with organizational culture at the CBSA in terms of discrimination and harassment, as does the Diversity Equity and Inclusion Audit of the CBSA that was tabled to Parliament in March 2020. There is no independent oversight of the conduct of CBSA officers and agents.

As such, there is little recourse to address discrimination at our borders, or even within the CBSA. This includes a lack of accountability for extreme measures such as indefinite detention, which, according to a recent report by international human rights advocates, has considerable and unjustifiable mental health impacts on detainees.

Before it died on the order papers, [Bill C-3](#), An Act to amend the Royal Canadian Mounted Police Act and the Canada Border Services Agency Act, was introduced in Parliament and included recommendations to extend the RCMP oversight body to include oversight of the CBSA. Given recent concerns around the ability of the RCMP oversight body to provide effective oversight over the RCMP, we suggest a new and specific oversight body for the CBSA.

RECOMMENDATION

18. Establish a new oversight body specifically for the CBSA, which includes:

a. Routine and comprehensive diversity, equity and inclusion reviews of the CBSA. These reviews must be conducted by the oversight body and include recommendations for improvement and timelines for implementation;

b. In addition to addressing complaints about on-duty CBSA officers, ensure that off-duty CBSA officers who engage in misconduct can be investigated by the oversight body;

c. As complainants may be afraid to file complaints to the oversight body, ensure civil society organizations have standing to make complaints;

d. Ensure that the oversight body can hear complaints regarding CBSA policies and procedures, including detention;

e. Require the CBSA to implement the recommendations made by the oversight body;

f. Clarify available remedies and penalties; and

g. Include language in the Act around zero tolerance for racial discrimination at the CBSA. Currently, while there is a policy active against racial discrimination at the CBSA, there exists no "zero tolerance" provision in legislation.

ESTABLISH AN OFFICE OF THE SPECIAL ENVOY ON ISLAMOPHOBIA

We propose that the Government of Canada immediately funds the creation of the Office of the Special Envoy on Islamophobia, and subsequently appoints a Special Envoy.

This position needs to work with various ministries to inform policy, programming and financing of efforts that impact Canadian Muslims. The Envoy should have the powers of a commissioner to investigate different issues relating to Islamophobia in Canada, and to conduct third-party reviews across all sectors of the federal government relating to concerns of Islamophobia. For example, a Special Envoy, could conduct a particular review of the security certificate process and its relationship to Islamophobia. Under [security certificates](#), individuals under suspicion can be removed from Canada, without accessing evidence assembled against them by the Crown. Many argue that this is an infringement on Canadian civil liberties that Canadian Muslims have long opposed.

The Envoy should also have an international scope given how different forms and motivations for Islamophobia

are not limited by national borders. That the [Christchurch shooter had the Quebec City Mosque shooter's name](#) on his rifle illustrates this fact with gruesome reality.

An Islamophobia envoy would ideally travel to various countries to explore different approaches to solving the challenges of Islamophobia and how threat environments abroad might import or export different elements of narratives of Islamophobia.

Therefore, we stress that the Office of the Special Envoy must be well funded and resourced so as to better carry out a domestic and international mandate.

RECOMMENDATION

19. Immediately fund the creation of an Office of the Special Envoy on Islamophobia.

EMPOWERING CANADIAN MUSLIMS TO TELL THEIR OWN STORIES

Opposing the extensive and entrenched narratives of fear, suspicion, and hatred toward Muslims in Canada requires counter-narratives of humanization. This is no longer simply the niche interest of a small minority community of content creators. Nor is it simply in the interest of over a million Muslims who are part of Canada's social fabric. In light of three separate lethal Islamophobic attacks on Canadian soil, empowering Muslims in this country to tell their own stories is now a matter of national concern.

A recent study from the [University of Southern California](#) maps both the underrepresentation of Muslims in popular films globally as well as the disproportionate representation of Muslim characters as linked to violence or subservience. Muslim women are largely invisible or represented in harmful and reductive stereotypes. The study claims that their findings suggest a bias in content creation that renders Muslims invisible or maligned in popular film. There is ample academic research that establishes the role of harmful stereotypes in popular culture in begetting hostility and violence against racialized communities.

The shortcomings of the film industry are coupled with a news media landscape that has transformed in the digital age where Islamophobic and racist content circulates with impunity. When Canadian news outlets trot out dangerous [Islamophobic](#) tropes on a regular basis and [disinformation networks in Canada](#) produce fake news that target Muslims, it is imperative that Canadian Muslims be empowered to counter these harmful narratives with resources and programming that challenges xenophobic, Islamophobic, and bigoted narratives and humanizes their image and heals their pain.

RECOMMENDATION

20. Incentivize production of Muslim stories, told by Canadian Muslims, that counter Islamophobic narratives through designated funding in the Canada Media Fund, Telefilm, the National Film Board, and provincial and municipal grants for arts and media;
21. Allocate a multi-million-dollar fund through the Anti-Racism Secretariat or the Ministry of Heritage for Canadian Muslim artists and community organizations to facilitate grassroots storytelling, visual and oral history projects, and building community archives on experiences of and resistance to Islamophobia; and
22. Commit to robust consultation with Canadian Muslim storytellers, artists, filmmakers and content creators to guide the allocation of funds and build capacity.

ALLOCATE FUNDING FOR RESEARCH ON ISLAMOPHOBIA

Serious academic study of how to tackle Islamophobia in Canada has not kept pace with the exponential rise of the phenomenon of Islamophobia, particularly in recent years.

Civil society groups that study Islamophobia often do so on a shoestring budget as they witness the spike of anti-Muslim incidents around them. Few scholars in Canada have a research agenda that primarily focuses on the sources and growth of Islamophobia or its potential remedies.

Universities need to dedicate resources to encourage this research to create a rich knowledge base on Islamophobia in Canada. Furthermore, such research can often be a springboard for informing and encouraging discussions, policy changes and appropriate learning to tackle Islamophobia.

The federal government should support universities to establish dedicated research infrastructure to enable the study of Islamophobia and anti-Islamophobia approaches in Canada.

RECOMMENDATION

23. Allocate dedicated funding for the study of Islamophobia through the Social Sciences and Humanities Research Council including creating related funding for:

- a. Tier 2 Canada Research Chairs;
- b. Post-doctoral fellowships; and
- c. Research grants.

ENSHRINE ZERO TOLERANCE FOR ISLAMOPHOBIA ACROSS GOVERNMENT DEPARTMENTS

Canada's Treasury Board Secretariat is currently exploring measures and strategies to challenge systemic racism and a lack of diversity in the public service. This broad approach is welcomed as systemic barriers continue to exist for Black, Indigenous and other racialized communities to enter and rise within the service. However, we know that discrimination, racism, and other forms of xenophobia exist in the federal public service.

To that end, we recommend that a zero-tolerance policy should thus be instituted against Islamophobia in the federal public services.

In order for accountability measures to be effective, we also recommend that the Access to Information and Privacy (ATIP) process be refined and improved. In June 2019, the Government passed Bill C-58, which brought forward significant amendments to the Access to Information Act. The Government also committed to begin a full review of the access to information process within one year of Bill C-58 coming into force. This process is currently ongoing.

During our consultation process, a number of academics and critics suggested that a significant gap in assessing the government's commitment to eliminating Islamophobia has been deficiencies in the ATIP process. The World Press Freedom Canada, an advocacy group for journalists, recently [noted](#) in its submission to the Treasury Board review, "[t]he numerous flaws in Canada's access-to-information regime can be reduced to just two: the law provides far too many reasons to keep information secret; and releasing information takes far too long." This should be changed.

RECOMMENDATION

24. Arising from the TBS review, a zero-tolerance rule for Islamophobic practices be enshrined across government agencies; and

25. Commit to changes in the ATIP regime as per concerns raised about scope of secrecy and timeliness of the process.

GOING BEYOND GBA+ IN THE FEDERAL PUBLIC SERVICE

Canada's new Impact Assessment Act (2019) requires attention to "the intersection of sex and gender with other identity factors" as a mandatory consideration in impact assessments. The provision was the culmination of the GBA+ (Gender-based Analysis Plus) approach that has been operational in government (in various forms) since 1995. According to the Government of Canada, "GBA+ is an analytical process that provides a rigorous method for the assessment of systemic inequalities, as well as a means to assess how diverse groups of women, men, and gender diverse people may experience policies, programs and initiatives." In the introductory section of Budget 2018, then-Finance Minister Bill Morneau's noted that every single budget decision was vetted through the GBA+.

It is clear, at both the policy level and at the level of hiring in the federal public service, that an intersectional approach that accounts for the needs of diverse Canadians was not always prioritized. These were precisely the concerns highlighted in [Recommendations 12 & 13](#) of the Heritage Committee.

Unfortunately, GBA+ has often been instrumentalized through what many call "white feminism," resulting in the reality where public service jobs are disproportionately staffed by white women. In [2016](#), for instance, while women comprised 55.1% of the federal public service, only 16% of the federal public service was made up of visible minorities (whereas visible minorities represented at the time close to 23% of Canada's population).

The numbers get worse when we look at levels of executive representation in the core public administration in 2016: [Only 9% of executive jobs](#) were staffed by members of a visible minority. Even though a significant number of Muslims now work in the public sector, they are not represented in executive and senior management roles.

Canada's public service is run by and for all Canadians. As such, it should reflect the diversity of the Canadian population. We do not suggest that having a proportionate number of Canadian Muslims in federal public service jobs will in and of itself eliminate racism and Islamophobia. However, it is still important that equity and fairness be core principles on which the Canadian public service operates.

RECOMMENDATION

26. Review and provide an update as to how many self-identifying Canadian Muslims are employed in the federal public service, and whether they are in low-level jobs or higher executive positions;

27. Review as to whether the GBA+ lens has appropriately balanced an intersectional approach in integrating members of diverse communities, including members of Canada's Muslim community, into the workforce; and

28. Adopt Recommendation 12 & 13 of the Heritage Committee Report to ensure that policies, programs and initiatives in the federal public sector are approached from a truly intersectional lens.

BILL 21

Canada cannot seriously commit to supporting the right to religious freedom, and to standing against systemic racism, while Bill 21 remains on the books in Quebec.

Currently, many public sector workers in Quebec are not allowed to wear religious symbols. This includes kippahs, hijabs, turbans, and crucifixes. This ban strips Quebecers of their fundamental right to religious expression and freedom. It also disproportionately affects minorities – many of whom are Muslim – by forcing them to choose between making a living and leaving their faith at the door.

RECOMMENDATION

29. Attorney General intervene in all future cases challenging Bill 21 before the courts; and

30. Create a fund to help those affected by Bill 21 have a degree of financial security until the legislation is struck down. This is not a transition-plan fund; for no Quebecer should have to change their chosen vocations because of discrimination. This federal fund is to provide assistance while the court challenge is pending.

As a recent court [decision](#) pointed out, “the evidence undoubtedly shows that the effects of Law 21 will be felt negatively above all by Muslim women...On the one hand by violating their religious freedom, and on the other hand by also violating their freedom of expression, because clothing is both expression, pure and simple, and can also constitute a manifestation of religious belief.”

Our community has long viewed the Laicity Act, or Bill 21, as a way to create second-class citizenship in Quebec that punishes many minorities by suppressing their identities. It is a fundamentally discriminatory law that has been criticized internationally for violating basic human rights. It also helps perpetuate the idea that Islam, Muslims, and open religious expression in general, have no place in Quebec.

NCCM is [challenging](#) this law along with a host of other civil liberties groups and we call on the Attorney General to commit to being an official intervenor in the court battle. Those who are barred from getting a public sector job in Quebec—because they refuse to make the absurd choice between religious freedom and job security—should be supported by a federal fund that helps them stay afloat financially and otherwise until the legislation is struck down.

REQUIRE ANTI-RACISM TRAINING FOR JUDGES

It is vital that the realities of systemic racism and Islamophobia are made aware to the very people adjudicating the cases resulting from incidents of such violence. Recently, an investigation was launched into a judge allegedly [mocking](#) an expert who testified in court because of his accent. In the case of [Rania El-Alloul](#), NCCM and others were involved in reviewing the conduct of a Quebec judge who removed Ms. El-Alloul from a courtroom for wearing a hijab. Similarly, Canada's Chief Justice of the Supreme Court publicly called for more diversity in the judicial system while citing numerous instances of judges pushing racist bias and stereotypes.

In 2020, the government introduced proposed changes to the Judges Act and the Criminal Code in the House of Commons. Those changes have now received royal assent. We are glad to see [legislation](#) passed this session mandating that judges undergo training around sexual assault.

While this legislation also mentions racial and systemic discrimination in relation to sexual violence in the continuing education for judges, there also need to be regulations to ensure that judges all receive distinct anti-racism and anti-Islamophobia training that is delivered by diverse facilitators.

All Canadians deserve to see themselves reflected in the system that upholds justice in their country.

RECOMMENDATION

31. Mandate anti-Islamophobia training for all judges.

ENSHRINE ZERO TOLERANCE FOR ISLAMOPHOBIA ACROSS GOVERNMENT DEPARTMENTS

Recent federal court decisions have listed how the Canadian Security Intelligence Service (CSIS) failed to live up to a commitment of honesty and integrity by misleading judges and the courts to get what they want.

One instance concerned [getting warrants](#) to wire-tap Canadians; another has to do with [illegally](#) obtaining intelligence while withholding evidence against an alleged terrorist recruiter.

These decisions suggest a systemic pattern of behaviour where CSIS regularly obfuscates, fails to disclose, or misleads courts. CSIS has been complicit in this pattern for over a decade. Federal court decisions have consistently provided scathing rebukes of CSIS for violating the “duty of candour” towards the court. For example, the Federal Court of Appeal upheld Justice Mosley’s decision in 2014 that CSIS had made “[a deliberate decision to keep the court in the dark](#)

RECOMMENDATION

32. New directives should be brought forward to make clear that the intentional violation of the duty of candour has, at minimum, consequences for the Director of CSIS. The Minister of Public Safety should require the resignation of the Director of CSIS for any violations of the duty of candour.

[about the scope and extent of the foreign collection efforts.](#)”

How do we trust an agency that consistently and unabashedly misleads the courts? This is spelled out most explicitly by Justice Patrick Gleeson in a 2020 [decision](#), where he also observed a “pattern of abuse” by CSIS in its conduct relating to a failure to live up to the duty of candour. In response to Justice Gleeson’s decision, CSIS Director David Vigneault [stated](#) that “...we have taken a significant number of concrete actions to address the Court’s concerns over our lack of candour.” The federal government then subsequently [appealed](#) Justice Gleeson’s decision. The CSIS Director’s cavalier response to scathing decisions, and the decision to refuse to accept accountability by appealing, points to the need for much more significant accountability measures.

At minimum, CSIS agents should be punished for misleading courts. Such acts need to be punished by new provisions that clearly sends the message that Canada’s domestic spies are not above Canada’s legal processes. This is not an issue of a few bad apples but, as Justice Gleeson observed, a “cavalier institutional approach” that needs to be addressed.

FURTHER TO THE CHRISTCHURCH DECLARATION, THE GOVERNMENT OF CANADA MUST CHAMPION AN INTERNATIONAL ANTI-ISLAMOPHOBIA STRATEGY

Having signed the “[Christchurch Declaration](#)” in the aftermath of the mass murder of over 50 Muslim worshippers in Christchurch, New Zealand, the Government of Canada now must champion and help build a global strategy to dismantle Islamophobia.

Canada cannot hope to fulfil its commitments as a signatory without pushing for a global end to the ideological premise of the Christchurch attack: Islamophobia. As Canada has also continued to suffer at the hands of Islamophobes, Canada must step up to join with allies in confronting the rising tide of Islamophobia globally. This must also include utilizing diplomatic channels to confront nations and allies who proliferate and export Islamophobia globally.

Unfortunately, the prolonged climate of Islamophobia throughout North America, Europe, and beyond has given rise to numerous voices and organizations that profit from the marginalization of Muslims in public life. Extensive studies and analysis of these entities have generally concluded that such Islamophobic voices have evolved into transnational networks that amount to an industry.

Numerous reports have detailed the extent to which this phenomenon of online Islamophobia has portrayed Islam as an inherently violent, sexist belief system that cannot fit into Western societies. Relevant organs in government must familiarize themselves with these entities, reject them, and draw a clear line between fair criticism of religious praxis versus Islamophobic attempts to foment hatred among constituencies.

For example, reports prepared by foreign dictatorships or well-known Islamophobes are often utilized by Canadian agencies. In *Kablawi v. Canada (Citizenship and Immigration)*, 2010 FC 888, for example, the adjudicating officer relied on the writings of Daniel Pipes. Daniel Pipes is an American academic and founder of the right-wing think-tank, Middle East Forum. It has been argued that Pipes supports racial profiling and the surveillance of Muslim communities and believes Muslims in the United States seek to infiltrate and overthrow the country. It has been further argued that Pipes has spent decades promoting anti-Muslim tropes and has financed numerous activists and organizations that spread misinformation about Muslims and Islam. Canadian agencies should never be relying on such suspect or biased sources.

RECOMMENDATION

33. A commitment by Global Affairs Canada to combat Islamophobia globally;

34. Provide direction to all federal government agencies to cease the usage of biased and inherently fallacious sources produced by the Islamophobia industry; and

35. Through the Special Envoy, or through another body, conduct audits across agencies like the CBSA and CSIS to determine whether biased, dictatorship-produced, or other fallacious materials are utilized in decision-making and policymaking processes.

PROVINCIAL GOVERNMENTS

VIOLENT ISLAMOPHOBIA

- 49 Hate Crimes Accountability Unit Across All Provinces
- 51 Provisions that Ban White Supremacist Groups from Incorporating
- 52 Legislation Barring Hateful Rallies on Public Property
- 53 Give Municipalities Authority to Develop Street Harrassment Bylaws

SYSTEMIC ISLAMOPHOBIA

- 54 Addressing Islamophobia in Education
- 56 Ensure All Police Acts Reflect Recommendations from Ontario's Tulloch Report
- 57 Funding ARDs with a Clear Anti-Islamophobia Mandate
- 58 Developing Provincial Anti-Racism Councils wiht Muslim Representation
- 59 Creating and/or Furthering Plans for Clear FQR/FCR
- 60 Ensure BIPOC and Muslim Representation in Agencies, Boards, and Commissions
- 61 Funding for and Access to Provincial Human Rights Commissions and Increasing Limitations Human Rights Complaints
- 62 Regular Attitudinal Surveys by Provinces to Gauge Different Forms of Xenophobia
- 63 Funding and Training for Resettlement Social Services
- 64 Support Healing and Educational Programs for Communities

HATE CRIMES ACCOUNTABILITY UNIT ACROSS ALL PROVINCES

Many of our community members who experience the traumas of hateful assaults often opt to move on with their lives without reporting the incident. A 2015 [report](#) by the Department of Justice noted that it is “likely that hate crimes are among the most under-reported forms of criminality.”

There are many causes of this under-reporting. One of the most pressing reasons is that when many Muslims bring forward their complaints about hate crimes, cases are often dropped or charges are never laid. For example, the newly-banned group the Three Percenters [surveilled mosques in Alberta](#). To the best of our knowledge, although these issues were reported to law enforcement, no charges were ever laid despite the incidents being reported. In [another incident](#), a man on an LRT station made a noose, held it up in front of a woman wearing hijab in Edmonton, told her that the noose was for her, and sang the national anthem. The police did nothing on the premise that the man was performing a magic trick. In another instance, the Wolves of Odin [trespassed and illegally entered the Al-Rashid mosque – the oldest mosque](#) in Canada. No charges were ever laid.

These stories – of reporting, but where no charges are laid – are commonplace.

Many in our community want Hate Crimes Accountability Units in each province, established under the provincial Ministries of the Attorney General. In the instance that a local police agency elects to not pursue an investigation of a hate-motivated incident, a complainant could report directly to the provincial Hate Crime Accountability Unit, which would have powers to investigate what happened in the process.

These units can also gather hate crime unit data and keep the information they collect to help coordinate services between jurisdictions and share intelligence about potential perpetrators.

The Hate Crimes Accountability Unit could also advise on penalties to be imposed on police officers or liaisons who unfairly discourage reporting of incidents by telling complainants not to move forward with their complaints, or who unreasonably refuse to move forward with an investigation.

Finally, a Hate Crimes Accountability Unit could build out methodologies for third-party reporting, where those who are uncomfortable to directly report to police could report through a social service agency, a law firm, or through a civil liberties group.

RECOMMENDATION

36. Institute a provincial Hate Crimes Accountability Unit in all provinces;

37. Make Hate Crimes Accountability Units responsible for providing guidance on appropriate penalties for police officers or officers who discourage reporting; and

38. Through Hate Crimes Accountability Units, develop methodologies for third-party reporting.

PROVISIONS THAT BAN WHITE SUPREMACIST GROUPS FROM INCORPORATING

Think about this: the [Canada Nationalist Party \(CNP\)](#), for example, run by a notorious anti-Semite, succeeded in [registering](#) as a political party to run in federal elections. This enabled the CNP to theoretically have access to voter lists.

This is concerning. It is important to prevent organizations with white supremacist ideologies or ties to be officially recognized or incorporated in any way. In Alberta, for instance, the [KKK was a registered society until 2003](#). Simply put, that is unacceptable.

In Alberta, Bill 206, or the Societies (Preventing the Promotion of Hate) Amendment Act, 2018 put forward by then MLA Craig Coolahan, set forward draft provincial legislation that would give the registrar the power to look at whether a registering society has a purpose affiliated with hate. We suggest that provincial Registrars be empowered to strike down groups with white supremacist ties, but to also ensure that there are safeguards for appeal in the case of over-reach by the Registrar.

RECOMMENDATION

39. Legislative change to empower relevant registrars to prevent white supremacist groups from registering as a society.

LEGISLATION BARRING HATEFUL RALLIES ON PUBLIC PROPERTY

We all saw the violence on the Capitol in Washington earlier this year where organizations like the Proud Boys and the Three Percenters attacked and stormed the Capitol.

The reality is that hateful white supremacist rallies, often targeted at the Muslim community, have been a consistent part of the Canadian Muslim experience over the last decade.

After the 2017 mass murder of six Muslims in Quebec City, alt-right groups held [rallies](#) in downtown Toronto. These alt-right groups argued that motion M-103 was a “gateway drug for the Muslim Brotherhood.” [Similar rallies](#) across the country [popped up](#), often sparking violent confrontations involving protestors tied to [groups](#) like the Soldiers of Odin.

The Proud Boys, the Three Percenters, the Soldiers of Odin, La Meute, and many other groups of concern have organized rallies across the country. While some of these groups are now banned, legislators need to do more in relation to white supremacist rallies and gatherings.

Most recently, the conflation of anti-vaxxers and white supremacist rallies has been of particular concern. In Edmonton, in February 2021, an anti-masker rally was held in Edmonton, attended by prominent Islamophobes and white supremacist groups, where attendees carried torches – in an homage to [Charlottesville](#) where white nationalists marched with torches – while shouting racist and hateful messages.

Lawmakers across each province must make sure that this does not play itself out again. The freedom to gather is a fundamental right of Canadians. However, we propose that provinces explore constitutionally valid methods to curtail white supremacist rallies.

Provinces need to review their existing laws regarding public gatherings and clarify their application processes by defining what is and is not allowed in legislation.

RECOMMENDATION

40. Pass legislation that prohibits violent white supremacist rallies on provincial property, while paying careful attention to ensure that the legislation is not overbroad and does not limit freedom to dissent.

GIVE MUNICIPALITIES AUTHORITY TO DEVELOP STREET HARASSMENT BYLAWS

Be it the [attacks](#) on Black Muslim women in Alberta over the course of recent months, or violent [confrontations](#) at a park in Quebec, street-harassment forms a major bulk of anti-Muslim hate-motivated incidents in Canada. These incidents often come at the intersection of gendered Islamophobia as Muslim women wearing hijabs are frequent targets. These incidents upend the sense of safety in public spaces for Muslims in Canada and have led to fear and trepidation that greatly impacts everyday life. These concerns with safety in public spaces dovetail with the those raised by

other groups, including organizations advocating against gender-based violence.

Municipalities can introduce by-laws to keep our public spaces safe. Bylaws addressing street harassment have already been introduced in [some municipalities](#) and [motions](#) have been passed in others to consider bylaws on street harassment. Some of these bylaws include penalties such as tickets and fines for individuals engaging in targeted harassment in public spaces.

RECOMMENDATION

41. Provinces mandate municipalities to pass bylaws to combat and deter street harassment; and
42. Periodic review of bylaw enforcement, including stakeholder consultation, to ensure that the municipal bylaws effectively address street harassment.

ADDRESSING ISLAMOPHOBIA IN EDUCATION

Schools are far too often the site of some of the most scarring lived experiences of Islamophobia in Canada for children who are Muslim and those who are perceived to be Muslim. However, schools are also sites that hold great potential for transformative social change.

Studies and reports of the [lived experiences](#) of Muslim children in Canadian school systems tell us that Islamophobia takes many forms in educational contexts. This includes

- 1) experiences of [bullying and alienation](#) by peers,
- 2) [lack of understanding and supports](#) for Muslim students, including those who have been through an Islamophobic experience,
- 3) Islamophobic content in curriculum,
- 4) absence of nuanced and affirming representations of Islam and Muslims,
- 5) resistance to or [lack of religious accommodations](#) for Muslim students,

6) normalized or unchecked Islamophobic discourse. These experiences are further shaped by various forms of gendered and racialized Islamophobia.

While the Muslim community is one of the most educated communities within Canada, they are still overrepresented in [unemployment and under employment rates](#). With this context in mind, Muslim student success and Muslim excellence are key areas that need to be prioritized in anti-Islamophobia work in education.

Beyond the student experience, Muslim parents, educators, and administrators often face Islamophobia. This includes parents being unreasonably dismissed for their concerns, discrimination in employment and promotions for teachers and administrators, harassment, and toxic spaces.

In our consultations, education was consistently identified as a long-term solution towards eradicating all forms of xenophobia, and towards ending the violence faced by Canadian Muslims today.

RECOMMENDATION

43. Ministries of Education should work with school boards, in consultation with local Muslim communities in particular districts, to develop anti-Islamophobia strategies that are responsive to local contexts and speak to broader issues of Islamophobia. Such strategies should be based on student voice data, student success, and representation in staffing within the context of districts' commitments to human rights and equity. The anti-Islamophobia strategies in education should include consideration of the following:

- a. Review and reform of curriculum that relates to Islam and Muslims;
- b. Development of curriculum, resources and programs that affirm Muslim identities, contribute to Muslim student success and excellence, and include nuanced representations of Islam and Muslims;
- c. Audits of adequacy of religious accommodations for Muslim students and staff and recommendations for change where necessary;
- d. Anti-Islamophobia trainings and educational opportunities (such as the [Green Square](#) campaign and the National Day of Remembrance of the Quebec City Mosque Attack and Action Against Islamophobia) for students, educators and staff;
- e. Clear, accessible and effective complaints mechanism, including mitigation strategies for fears of reprisal, for students and staff who have experienced Islamophobia and racism; and
- f. Culturally-responsive resource development for student well-being that addresses mental health needs and trauma supports for Muslim students.

ENSURE ALL POLICE ACTS REFLECT RECOMMENDATIONS FROM ONTARIO'S TULLOCH REPORT

Abdirahman Abdi. Ejaz Choudry. Soleiman Faqiri. The names of Canadian Muslims who lost their lives at the hands of agents of the state are seared into our collective conscience. Their names are part of a longer list of Indigenous and Black victims, amongst other vulnerable communities, who have suffered at the hands of the police.

We cannot presume to expect that we can work towards the eradication of violence from our streets when police brutality, and failed systems of police accountability, continue to be major concerns for our communities. Things must change.

Incidents like the [shooting death](#) of 62-year-old Ejaz Choudry, who struggled with mental illness, last summer in his Malton, Ontario home represents a good case of why community members do not trust police officers to always show the best judgement, even if it is a matter of life and death.

This suspicion then extends to oversight committees that usually [clear](#) the officers in question, as they did in the case of Choudry.

Justice Michael Tulloch released his [major report](#) in 2017 after conducting an independent review of Ontario's three civilian oversight bodies: the Special Investigations Unit (SIU), the Office of the Independent Police Review Director (OIPRD), and the Ontario Civilian Police Commission (OCPC). His conclusions include an lengthy list of dozens of recommendations, from instituting separate legislation for all civilian police oversight bodies, to hiring more diverse investigators with various cultural competencies, to expanding and clarifying mandates (via legislation), to releasing reports of investigations and names of officers in question, to limiting the length of certain investigations, and so on.

The recommendations of the Tulloch Report should be taken seriously by lawmakers not just in Ontario, but across the country.

RECOMMENDATION

44. All provinces should adopt the recommendations of the Tulloch Report.

FUNDING ARDs WITH A CLEAR ANTI-ISLAMOPHOBIA MANDATE

Anti-Racism Directorates (ARDs) study and respond to systemic racism within Canada. With that in mind, ARDs and similar bodies across the country must incorporate Islamophobia as a distinct segment of their mandates, and work to develop provincial anti-Islamophobia plans in accordance to the respective circumstances in each province.

These bodies also need much more funding, particularly in a post-COVID era and the concomitant rise of racism and xenophobia.

RECOMMENDATION

45. Establish (as needed, in consultation with local communities) and fund provincial ARDs.

DEVELOPING PROVINCIAL ANTI-RACISM COUNCILS WITH MUSLIM REPRESENTATION

There is a pressing need to ensure that action against Islamophobia and racism cannot simply be a commitment of words and must involve action. That requires continued stakeholder conversations and consultations.

Hearing from community members in meaningful and sustained ways is integral to developing appropriate and effective policies and programs to combat Islamophobia and other forms of hate.

RECOMMENDATION

46. Establish anti-racism councils or panels across provinces that represent a diverse intersection of community voices, including Muslims, to tackle some of the most immediate challenges communities are facing in tackling racism locally.

CREATING AND/OR FURTHERING PLANS FOR CLEAR FQR/FCR

So many talented, often highly educated members in our community come to Canada seeking a better life but have to toil for years due to this country not accepting their credentials and qualifications. A 2019 report found that [Canadian Muslims were consistently over-educated and under-employed](#). This gap is most highlighted when it comes to Canadian Muslim women.

A failure to provide better paths to foreign credential assessments and qualification processes exacerbates social conditions and existing challenges for new Canadians.

Remedying this reality needs to include bold steps towards improving Foreign Qualification or Credentials Recognition (FQR/FCR) in each province.

Fairness-to-newcomers programs thus need to be put in place so as to guarantee fair access for all skilled newcomers to employment opportunities, and to empower them to leverage their learning and competencies to contribute to their provinces. This will not just benefit newcomers, but will also empower and enrich the cities and provinces that they reside in.

RECOMMENDATION

47. Make FQR/FCR improvement a central mandate requirement for Ministries of Labour.

ENSURE BIPOC AND MUSLIM REPRESENTATION IN AGENCIES, BOARDS AND COMMISSIONS

Provinces are often made up of hundreds of agencies, boards, and commissions (ABCs) that span dozens of different sectors, from agriculture to public works to community affairs. These entities affect people on a daily basis in very intimate ways.

Unfortunately, leadership positions among these ABCs do not represent the diversity of Canada. One recent [study](#) of almost 10,000 individuals across eight cities revealed that Black and racialized people make up just 10% of board positions despite being over 28% of the population in these cities.

This has serious effects on our community, which has long called for more diversity and better representation on entities that define much of our everyday lives. We welcome the federal government's Gender Based Analysis Plus (GBA+) approach to ensure more gender diversity in leadership positions. However, a distinct racial equity approach is needed as well, as noted above.

We call for a more intersectional approach where racism and Islamophobia are not relegated below other considerations, but are taken together in distinct analysis in order to improve representation in leadership positions across all government entities, and particularly ABCs.

RECOMMENDATION

48. Actively recruit Muslims and other minority groups into provincial ABCs.

FUNDING FOR AND ACCESS TO PROVINCIAL HUMAN RIGHTS COMMISSIONS AND INCREASING LIMITATION PERIODS FOR HUMAN RIGHTS COMPLAINTS

Canadians are encouraged to bring their human rights complaints to commissions that are directly tasked with promoting and enhancing these rights in respective provinces.

These bodies are at the centre of how provinces inquire into issues of systemic discrimination, including racism and Islamophobia. It is also where people can bring complaints forward when they believe their individual rights, which are protected by the law, have been violated.

In a time of social polarization and increased hate crimes, these commissions must be armed with the proper resources to protect victims of abuse. Provincial governments must increase funding in this respect to help the commissions do their jobs and assist as many people as possible.

There are also currently limits on how much time passes after an incident for it to be reported and considered by the commissions. Depending on the nature of the alleged violation and the province, limitations vary up to several months or a year. This does not take into consideration how many people need encouragement to report a traumatic incident of racism or Islamophobia. This can take years to happen.

In 2017, the Alberta legislature amended the limitations period for survivors of sexual misconduct. Ontario also passed Bill 132, Sexual Violence and Harassment Action Plan Act, which likewise abolished time limits for suing for sexual assault, domestic violence, or child abuse. The above precedents establish that in particular circumstances, there can be appropriate legislative change to limitation periods given what we have learned about the difficulties victims of hate face in filing complaints.

RECOMMENDATION

49. Allocate funding to ensure that human rights commissions can decrease wait times, increase access, and provide needed education; and

50. Extend limitation periods for human rights complaints to 5 years (to take into account the trauma victims face), while allowing a claimant to seek an extension to the limitation period if the claimant has extenuating circumstances reasonably demonstrating why they were unable to file a formal human rights complaint within the 5-year limitation period.

REGULAR ATTITUDINAL SURVEYS BY PROVINCES TO GAUGE DIFFERENT FORMS OF XENOPHOBIA

Violent Islamophobia and its accompanying attitudes have become a serious challenge to Canadian society. The disturbing rate of violent and sometimes deadly attacks are buoyed by wider suspicions and attitudes about Islam and Muslims that have been pushed by certain segments of mass media, and certain politicians, over the last two decades.

Diagnosing these trends requires surveys that focus on different aspects of Islamophobic sentiment, including Islamophobia at multiple intersections, such as gendered and anti-Black Islamophobia. This could include studying aversions to the hijab or inter-religious marriages with Muslims.

Previous surveys have included these aspects but have been few and far between. [One](#) was conducted in 2018 with over 1,000 Canadians and found that the Canadians surveyed were “more than twice as likely to be uncomfortable with a prime minister who wears a hijab (44%), than with a prime minister who wears a cross (21%),” for instance, and “31% were uncomfortable with a family member getting engaged to a Muslim.”

Provinces should fund and conduct them regularly to locate trends or changes in attitudes, which will help inform appropriate responses to negative sentiments.

RECOMMENDATION

51. Provinces should conduct regular polls to determine the state of racism and Islamophobia in their province and to determine the relevant aspects of Islamophobic sentiment.

FUNDING AND TRAINING FOR RESETTLEMENT SOCIAL SERVICES

Resettlement services and programs across Canada have suffered precipitous cuts to their capacities for helping newcomers in this country.

This has long had a serious effect on Muslims who come to Canada for a better life and face often unforeseen social challenges, be it housing, work, or healthcare. Those who struggle need help with their language skills, job search skills, and various other issues that arise in the course of trying to get on one's feet, a process that this country needs to have more respect for.

Canada has a checkered history, with moments of honour but also moments of shame, in resettling refugees and other newcomers. However, coming to Canada as a refugee itself is not the end of the process. If anything, it is the beginning. Those who come start their lives as refugees in Canada are often left to their own devices. They are left to start over in a country with which they have little familiarity.

Settlement services should help fill this gap, but [dozens](#) of organizations across Ontario alone have reported cuts to their budgets. This is unhelpful in an era of [increasing](#) displacement around the world.

RECOMMENDATION

52. Appropriately fund settlement services to ensure that newcomers have the necessary opportunities to succeed in Canada; and

53. Ensure that social services agencies are mandated to provide regular training on anti-racism and anti-Islamophobia for frontline staff.

SUPPORT HEALING AND EDUCATIONAL PROGRAMS FOR RELIGIOUS COMMUNITIES

The recent rise in Islamophobia and antisemitism has highlighted how discrimination based on religious identity has made its way to the forefront of social violence in Canada today. Other religious groups that include Sikh Canadians often experience Islamophobia as well by hateful actors who mistake them for Muslims.

Sadly, many of the most vulnerable individuals who receive this hate are children or youth who confront these issues at school and elsewhere. These experiences often take distinct shape depending on the intersectional identities of survivors of trauma. Provinces have to make it a priority for these respective communities to assemble resources and strategies to help their young people both heal from and respond to the trauma of hate.

RECOMMENDATION

54. Fund programs and organizations supporting youth navigating turbulent times through education, mental health supports, community spaces and other forms of support.

MUNICIPAL GOVERNMENTS

VIOLENT ISLAMOPHOBIA

- 66 Pass Street Harassment Bylaws with Ticketing Authority

SYSTEMIC ISLAMOPHOBIA

- 67 Community Funding for Local Anti-Islamophobia Initiatives
- 68 Build Anti-Islamophobia Mayoral Advisory Circles/Councils
- 69 Public Education Campaigns to Confront Islamophobia
- 70 Celebrating the History of Canadian Muslims
- 71 Invest in Alternative Measures to Policing
- 72 Increase Opportunities for Young Canadian Muslims in City Decision Making

PASS STREET HARASSMENT BYLAWS WITH TICKETING AUTHORITY

Not all forms of Islamophobic or hateful acts or crimes take the shape of violently fatal attacks that make the news. Many happen regularly on the streets where perpetrators can easily flee after spewing a hateful verbal assault.

For example, if an individual walks up to another individual on public transit, and screams “terrorist” and the n-word in their face (as has happened to a survivor who NCCM is assisting), in the absence of a direct threat or actual assault, there are limited tools by which to hold the offender accountable.

Charging offenders with criminal harassment in the Criminal Code is rarely exercised by police officers for a single-instance of harassment.

This issue with street harassment has obviously gender-related impacts, with thousands of Canadian women dealing with the issue of “cat-calling” while on the street. That is why the [2017 Taking Action to End Violence Against Young Women and Girls in Canada](#) report recommended that the Government of Canada strengthen the harassment offence provisions in the Criminal Code. However, no implementation has occurred to-date and municipalities are left to fill this gap.

This is a perennial problem that our community members across the country have voiced for years, but to little effect. It has taken a huge spike of incidents of harassment for this to be taken seriously.

RECOMMENDATION

55. Pass municipal street harassment bylaws that are proportional and constitutional, such as the approach now being adopted in Edmonton after an NCCM initiative. Bylaws should also address clearly hateful verbal assaults and give authorities the ability to ticket and fine when necessary.

COMMUNITY FUNDING FOR LOCAL ANTI-ISLAMOPHOBIA INITIATIVES

Local communities often have the most nuanced grasp of the issues they face in relation to Islamophobia and other forms of hate. Communities who face these problems often have the most productive ideas on how to address and resolve them. Municipalities therefore need to aid local community initiatives in the fight against Islamophobia.

More funding is needed for local groups, including religious institutions, advocacy organizations, or education programs, to both educate their constituents of the problems of Islamophobia and to brainstorm the best solutions for local communities, neighbourhoods, and individuals.

RECOMMENDATION

56. Municipalities provide dedicated funding for local community-based anti-Islamophobia initiatives.

BUILD ANTI-ISLAMOPHOBIA MAYORAL ADVISORY CIRCLES/COUNCILS

Circles or councils made up of a diverse set of Muslim voices should be formed by cities as direct advisors to mayors and other decision makers. They should meet regularly and sustain a consistent conversation around Islamophobia and how to combat it, which would then be presented to the broader public.

These meetings should develop a concrete plan to help mayors strategize against the rise and spread of Islamophobia. The councils should be comprised of representatives who come from every corner of the community, with specific attention paid to ensure that the diversity of the local Muslim population is appropriately represented.

RECOMMENDATION

57. Mayors should build Anti-Islamophobia Advisory Councils/Circles while ensuring that there is appropriate representation of diverse local Muslim communities.

PUBLIC EDUCATION CAMPAIGNS TO CONFRONT ISLAMOPHOBIA

Now, more than ever, there is a clear need for municipalities to build locally driven public awareness campaigns that confront Islamophobic attitudes and perspectives.

For example, in 2017, the Ontario Council of Agencies Serving Immigrants (OCASI), the Canadian Arab Institute (CAI), NCCM and the Ontario Human Rights Commission (OHRC) collaborated with media studio

Mass Minority on a range of public education strategies. These included public service announcements and a social media campaign called #BreaktheBehaviour. Similar public service awareness campaigns that confront Islamophobic attitudes and perspectives, with local faces and with local context, is critically important.

RECOMMENDATION

58. Municipalities dedicate specific funding for anti-Islamophobia public awareness campaigns.

CELEBRATING THE HISTORY OF CANADIAN MUSLIMS

In addition, to addressing to violent and systemic discrimination against Muslims today, it is important to commemorate and build public awareness of the historical experiences and contributions that Muslims have made to our hometowns in Canada.

Sadly, the image of Muslims as foreign outsiders who do not fit into Canadian society has suppressed and marginalized Muslim Canadians who have contributed to Canadian society and culture.

The recognition of Hodan Nalayeh, a Somali-Canadian journalist who once resided in Vaughan, in the renaming of the Vaughan Secondary-School provides an important example of celebrating the history of Canadian Muslims. Nalayeh made immeasurable and immense contributions to the Canadian community, and told the stories of our communities that are often doubly-marginalized – stories of Black Muslims in Canada, and stories of how communities flourished.

RECOMMENDATION

59. Invest in celebrating the history of local Canadian Muslims and initiatives through a concrete program that brings these figures and names to the forefront of local-level recognition. Municipalities should fund events and spaces where their accomplishments are celebrated in a way that clearly shows that Muslims have made real contributions to Canadian society and are far from the violent caricatures that constantly make the news.

INVEST IN ALTERNATIVE MEASURES TO POLICING

Problems with policing and over-policing have been felt by many Muslim community in Canada, not least of which because our community members often [find themselves](#) on the fatal end of police violence. The gradual [increase](#) in police budgets, now in the billions, have corresponded with a post-9/11 era where surveillance, infiltration, and policing of racialized communities have often been used as justifications for such budget increases.

Various communities have called for redeployment of funds and resources from post-9/11 surveillance, weaponry, and over-policing towards alternative forms of community safety and investigations that do not rely solely on our current, overused pool of officers.

RECOMMENDATION

60. Redirect funding towards alternative measures to policing in municipal budgets.

INCREASE OPPORTUNITIES FOR YOUNG CANADIAN MUSLIMS IN CITY DECISION MAKING

Our community has long voiced concerns over the exclusions of Muslims from various spaces. This is especially true for Muslim youth who feel that their identity simply is not accepted in decision-making circles that otherwise purport to be accepting and tolerant. This gap plays a major role in fostering mistrust between various minority communities and official decision-making bodies.

The Youth Fellowship in Toronto provides an important example of what positive opportunities for young Canadian

Muslims can look like. The Youth Fellowship is a leadership development program building the next generation of Muslim, Tamil, Filipino, and Black public servants. The fellowship program consists of a training course developing civic engagement skills and a paid part-time placement in a Toronto city councillor's office.

We recommend that other municipalities adopt similar measures to train a next generation of diverse leaders.

RECOMMENDATION

61. Develop models for training young Muslim leaders for the future such as the Youth Fellowship program in Toronto.



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CONTENTS

P1

Education Reform

NCCM Recommendations

Provincial legislation/authority

How to amend

P2

White Supremacy

NCCM Recommendations

Provincial legislation/authority

How to amend

P3

Ontario Hate Crime Accountability Unit

NCCM Recommendations

Provincial legislation/authority

How to amend

P4

Anti-Racism

NCCM Recommendations

Provincial legislation/authority

How to amend

P5

Recruitment of Minorities

NCCM Recommendations

Provincial legislation/authority

How to amend

P6

Human Rights Complaints

NCCM Recommendations

Provincial legislation/authority

How to amend

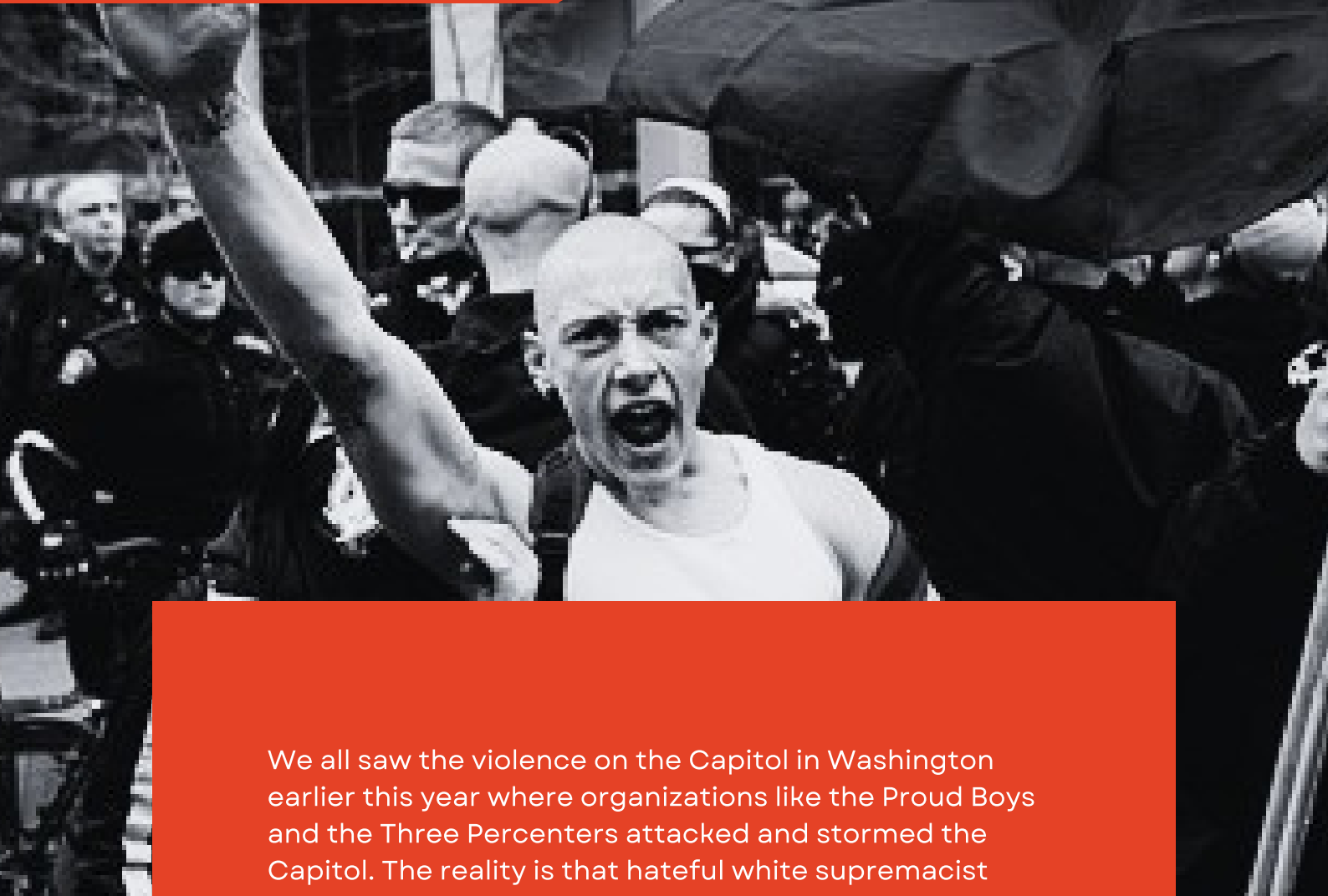


P1. Education Reform

Schools are far too often the site of some of the most scarring lived experiences of Islamophobia in Canada for children who are Muslim and those who are perceived to be Muslim. However, schools are also sites that hold great potential for transformative social change. Studies and reports of the lived experiences of Muslim children in Canadian school systems tell us that Islamophobia takes many forms in educational contexts.

This includes 1) experiences of bullying and alienation by peers, 2) lack of understanding and supports for Muslim students, including those who have been through an Islamophobic experience, 3) Islamophobic content in curriculum, 4) absence of nuanced representations of Islam and Muslims, 5) resistance to or lack of religious accommodations for Muslim students, 6) normalized or unchecked Islamophobic discourse.

P2. White Supremacy



We all saw the violence on the Capitol in Washington earlier this year where organizations like the Proud Boys and the Three Percenters attacked and stormed the Capitol. The reality is that hateful white supremacist rallies, often targeted at the Muslim community, have been a consistent part of the Canadian Muslim experience over the last decade. Change is needed to prevent white supremacist rallies that undermine public safety.

The Our London Family Act suggests changes that:

- a) prevent white supremacist groups from incorporating; and
- b) prevent white supremacist groups from engaging in acts of criminal intimidation within 50 metres of any synagogue, masjid, gurdwara, church, temple or other religious institution.

P3. Ontario Hate Crime Accountability Unit



A 2015 report by the Department of Justice observed that it is “likely that hate crimes are among the most under-reported forms of criminality.” A key reason for this under-reporting is that when many Muslims bring forward their complaints about hate crimes, cases are often dropped or charges are never laid. This discourages Muslims from lodging formal complaints with police in the first place.

The most recent General Social Survey (GSS) by Statistics Canada indicates that out of approximately 223,000 self-reported hate crimes in Canada in 2019, the highest proportion were in Ontario (33%). During the same period, police reported 1,951 hate crimes, amounting to less than 1% of self-reported hate crimes being accounted for by police statistics.

Hate Crime Accountability Units can help change that by investigating breakdowns in the reporting process, advising on penalties for officials acting as barriers to reporting, and promoting third-party reporting.

P4. Anti-Racism


Action against racism and Islamophobia requires consistent stakeholder consultation through anti-racism councils representing diverse community voices, including Muslims. The work of such councils will be more effective if provinces fund and conduct polls regularly to locate trends or changes in attitudes regarding the state of racism and Islamophobia. This will help inform appropriate responses to negative sentiments. Diagnosing these trends requires surveys that focus on different aspects of Islamophobic sentiment, including Islamophobia at multiple intersections, such as gendered and anti-Black Islamophobia. We also need to consider that Muslims who come to Canada for a better life often face unforeseen social challenges, be it in accessing housing, work, or healthcare. Social service agencies will be able to address these challenges more effectively when frontline staff are better equipped to address racism and Islamophobia.



P5. Recruitment of Minorities

Agencies, boards and commissions (ABCs) across different sectors affect people on a daily basis in very intimate ways. Unfortunately, leadership positions among ABCs do not represent the diversity of Canada. One recent study by Ryerson University's Diversity Institute of different types of boards encompassing almost 10,000 individuals across eight cities revealed that Black and racialized people make up just 10% of board positions despite being over 28% of the population in these cities. This has serious effects on our community, which has long called for more diversity and better representation on entities that define much of our everyday lives. While some progress has been made to promote gender diversity, more work is needed from a racial equity approach in order to more effectively practice inclusion through active recruitment of Muslims and other BIPOC groups into provincial ABCs.

P6. Human Rights Complaints



Current limitation periods on complaints do not take into consideration how many people need encouragement to report a traumatic incident of racism or Islamophobia. This can take years to happen. That's why limitation periods should be extended to 5 years. In 2016, Ontario passed Bill 132, Sexual Violence and Harassment Action Plan Act, which abolished time limits for suing for sexual assault, domestic violence, or child abuse. In 2017, the Alberta legislature likewise amended the limitations period for survivors of sexual misconduct. Such precedents establish that there can be appropriate legislative change to limitation periods given what we have learned about the difficulties victims of hate face in filing complaints.

P1. EDUCATION REFORM

NCCM RECOMMENDATIONS THROUGH AMENDMENTS TO THE EDUCATION ACT

Education Act, R.S.O. 1990, c. E.2

The Education Act sets out a section on bullying prevention and creating safe schools in that respect as well as accommodations and programming for those with special education needs. A new section ought to be included with respect to anti-Islamophobia and anti-racism measures at school, which can mirror much of the anti-bullying/special education language. Some new provisions to include would be:

Amending the purposes of the Act to ensure that the Ministry has the responsibility to:

1. Create schools in Ontario that are safe, inclusive and accepting of all pupils.
2. Encourage a positive school climate and prevent hatred and discrimination based on racism and bigotry including Islamophobic, anti-Semitic, anti-Sikh, anti-Indigenous and anti-Black hatred, taking into consideration the intersectionality of people's identities and how Islamophobia and racism intersect with other forms of oppression to harm people.
3. Promote early intervention and to ensure effective complaints mechanisms exist for students who may feel discriminated against and/or hatred.
4. Provide support to pupils and staff who are impacted by hatred based on the ideology of white supremacy.
5. Provide pupils with a safe learning environment in which to thrive.

A New Anti-Hatred Strategy That Combats Islamophobia Would Include:

- That the Minister shall ensure that district school boards gather qualitative and/or quantitative data on the experience of racialized students and staff in schools. Every district school board shall establish a special anti-hatred advisory committee consisting of a diversity of perspectives to assist with the collection of this information.
- Based on the data collected and the audit report outlined, the Minister shall develop and maintain an anti-hatred strategy that aims to eliminate systemic racism and advance racial and social equity in schools.
- The strategy shall include culturally-responsive resource developments that address mental health needs and trauma supports for marginalized students and anti-hatred training and educational opportunities for students, educators and staff.
- A Board shall make its anti-hatred strategy available to the public by posting it on the Board's website or, if the Board does not have a website, in another manner that the Board considers accessible to the public.

Consultation

When establishing the anti-hatred strategy, a board shall solicit the views of the pupils, teachers and staff of the board, the volunteers working in the schools, the parents and guardians of the pupils, school councils and the public.

Curriculum Changes Should Include Recommendations That Require That:

The Minister shall ensure that the curriculum referenced in section 8(1) contains identity affirming resources and programs, including accurate and nuanced representation of minorities in a manner that reflects the province's Anti-Racism Strategy as promulgated under the Anti-Racism Act, 2017, S.O. 2017, c. 15.

Same, anti-Islam

For greater certainty, the Minister shall conduct a reform and review of the curriculum as it relates to Muslims and Islam.

Audit

The Minister shall be required appoint an auditor in order to conduct an appraisal of the district school boards on an annual basis in order to assess the adequacy of religious accommodations for students, staff and educators.

The audit report for the appraisal in shall include the auditor's findings as well as recommendations to ensure adequacy of religious accommodations. The auditor may also include a section with respect to the adequacy of the complaints mechanism established as required below.

Complaints

- Each school board shall ensure it has a clear and accessible mechanism for students, staff and educators to bring a complaint of racism, bigotry, Islamophobia, anti-Semitism or other hatred which undermines the purposes of this Part.
- The complaint mechanism shall include mitigation strategies for fear of reprisal, as well an escalation policy for complaints.
- If the Minister learns (through an investigation or otherwise) that a member of a school board does not have a proven commitment to opposing racism, bigotry, Islamophobia, anti-Semitism or other hatred in the post-secondary education sector, the Minister shall require that member to take anti-racism training or be subject to disciplinary measures as the case may warrant, e.g., removal from school board position.

Anti-Islamophobia Strategy

Purpose: The need to target Islamophobia has become urgent. The Ministry will be required to engage with communities and partner ministries to develop public education and awareness initiatives that aim to mitigate and prevent Islamophobia.

The Anti-Islamophobia Strategy would have the same elements as the Anti-Hatred Strategy with the following additions:

Develop an anti-Islamophobia impact assessment audit

1. Create a regular proactive audit every 2 years to help anticipate and remove Islamophobic curricular content, policies and practices.

Systemic Support & Accountability

2. Ministries will provide funding for allocated staff in each school district who are responsible for the implementation of the anti-Islamophobia strategy.

Every two years, school districts will report outcomes and data from the anti-Islamophobia strategy to the Ministry. These reports will be publicly accessible.

Public education for students on Islamophobia

3. Ministry of Education shall work with school boards through a consultation process developed through the Anti-Racism Directorate to strengthen and promote educational resources for K–12 students, which aim to mitigate and prevent Islamophobic behaviour.

Training for school board leaders, educators and staff

4. The ministry will fund resources, including training on anti-Islamophobia to all staff. Students will also be provided with learning opportunities to disrupt bullying and islamophobia.

Student Wellbeing and Affirmation

5. The Minister shall direct resources that enable the creation of culturally sensitive spaces for affirmation for racialized students, including but not limited to spaces that affirm students challenging Islamophobia.

Community Consultation and Collaboration

6. Engage with community organizations to better understand the causes and impacts of Islamophobic incidents and to inform future development of anti-Islamophobia initiatives.

6.1 Support school districts in creating advisory groups that will inform the anti-Islamophobia strategy (this will include parents, students, staff and community members)

Establish the Minister's Anti-Racism Consultation Group

Where policies are developed without the voices of Indigenous and racialized people, systemic barriers may result. This leads to disparity for some, and poor public policy and services for all.

7. Establish a forum to give a diverse set of community voices opportunity to engage with government leaders and influence policies and programs. This group will be chaired by the Minister Responsible for Anti-Racism. As well, three groups will be focused to provide the Minister with ongoing advice on anti-Black racism, anti-Indigenous racism and Islamophobia. Continue to engage with Ontario's Indigenous communities through existing leadership tables.

P2. WHITE SUPREMACY

NCCM RECOMMENDATIONS THROUGH AMENDMENTS TO THE NOT-FOR-PROFIT CORPORATIONS ACT AND THE PASSAGE OF A NEW ACT

39. Legislative change to empower relevant registrars to prevent white supremacist groups from registering as a society

40. Pass legislation that prohibits violent white supremacist rallies on provincial property, while paying careful attention to ensure that the legislation is not overbroad and does not limit freedom to dissent.

Designates religious institutions as “safe zones” where white supremacist protests cannot be held.

HOW TO AMEND

The Not-for-Profit Corporations Act, 2010, S.O. 2010, c. 15 shall be amended to note:

Restrictions on purposes

The purposes of a corporation shall not include any purposes that are unlawful. Without restricting the generality of the foregoing, the Registrar shall not issue a certificate of incorporation for any corporation whose purpose or conduct includes inciting hatred in a manner which could constitute an offence under the hate-crime provisions of the *Criminal Code*.

A new section can be also added to provide an appeal route, similar to the administrative penalties section (“A party that has been deregistered under 12(a)(v) may appeal the Chief Electoral Officer’s decision by filing an application with the Superior Court of Justice within 30 days from the date of deregistration...”)

A New Act Shall Be Created to Prevent Violent White Supremacist Demonstrations:

The Act would rely on the definition of white supremacist groups, as adjusted from Zündel, Re, 2005 FC 295:

White Supremacists are defined as racists, neo-Nazis, Islamophobes, and anti-Semites who use violence, the threat of violence, or intimidation to achieve their objectives.

Under the new legislation, acts of intimidations within 50 metres of religious institutions by white supremacist groups would be prohibited.

A “Religious institution” would mean a place of worship such as a temple, mosque, synagogue, gurdwara or church, where a group of people can gather to perform acts of religious praise, meditation, honour or devotion. This includes the parcel or parcels of land on which the facility is located and an area that extends a distance of 50 metres from the boundaries of any parcel of land on which the facility is located.

Intimidation means the creation of a disturbance as per the definition of disturbance under the Criminal Code, the utterance of threats, to engage in hate-propaganda as per the Criminal Code, or to engage in a public protest or demonstration outside of a religious institution for the purposes of furthering white supremacist objectives.

For greater certainty, nothing in this Act would prevent non-intimidating protests or critiques of religion, such as raising concerns about the practices of imams or priests.

Every person who contravenes the above section would be guilty of a monetary penalty.

We further recommend that a judge of the Superior Court may be given legislative authority to grant an injunction to prevent a white supremacist rally being planned outside a masjid, for instance.

P3. ONTARIO HATE CRIME ACCOUNTABILITY UNIT

NCCM RECOMMENDATIONS

36. Institute a provincial Hate Crimes Accountability Unit in all provinces;
37. Make Hate Crimes Accountability Units responsible for providing guidance on appropriate penalties for police officers or officers who discourage reporting;
38. Through Hate Crimes Accountability Units, develop methodologies for third party reporting.

HOW TO IMPLEMENT

The government of Ontario will need to pass new legislation to form the hate crime accountability unit. Some suggestions for provisions to include in this new legislation:

- Nothing in this Act should be interpreted or applied so as to reduce the duties or powers outlined in the Police Services Act or the Anti-Racism Act.
- The mandate of the Hate Crime Accountability Unit would be to
 - (a) review any activity carried out by a hate crime unit in Ontario;
 - (b) review any activity carried out by a police department that relates to a hate crime or a hate-motivated incident;
 - (c) review any matter that a hate-motivated incident that a minister of the Crown refers to the Hate Crime Accountability Unit; and
 - (d) investigate complaints made.

- Under a new Act, the Attorney General of Ontario shall establish and maintain an office entitled the Hate Crimes Accountability Unit whose purpose shall be (a) collecting and analyzing data relating to hate-motivated incidents and hate-motivated crimes in Ontario, (b) compiling best practices, and (c) compiling reports on particular incidents of hate-motivated incidents and hate-motivated crimes in Ontario.

The Hate Crimes Accountability Unit could have powers to study hate-related crime or incidents and gather data in accordance with data standards for the collection, use, distribution and management of information established by the Minister.

Constitution of the Hate Crimes Accountability Unit

The Hate Crimes Accountability Unit could be administered by a board, containing equal representation from: (a) those with hate crimes expertise, (b) defense lawyers, and (c) members of the public representing racialized communities that are the target of hate crimes.

Complaints and Investigations

Under the above, any person may make a complaint to the Hate Crimes Accountability Unit with respect to any activity carried out by a hate crime unit and the Hate Crimes Accountability Unit must investigate the complaint if

- (a) the complainant has made the complaint within a one year period of the impugned activity; and
- (b) the Unit is satisfied that the complaint is not trivial, frivolous or vexatious or made in bad faith.

Under the above, the Hate Crimes Accountability Unit shall investigate all such incidents and shall provide a final report of findings and recommendations within three months.

In the course of the investigation of a complaint, the complainant and the director of the hate crime unit concerned must be given an opportunity to make representations to the Hate Crimes Accountability Unit, to present evidence and to be heard personally or by counsel, but no one is entitled as of right to be present during, to have access to or to comment on representations made to the Hate Crimes Accountability Unit by any other person.

The Hate Crimes Accountability Unit would have, in relation to the investigation of any complaint, the power

- (a) to summon and enforce the appearance of persons before the Unit and to compel them to give oral or written evidence on oath and to produce the documents and things that the Unit deems requisite to the full investigation and consideration of the complaint in the same manner and to the same extent as a superior court of record;
- (b) to administer oaths; and
- (c) to receive and accept the evidence and other information, whether on oath or by affidavit or otherwise, that the Unit considers appropriate, whether or not that evidence or information is or would be admissible in a court of law.

The Unit must make the findings of its investigations public at the conclusion of the investigation.

- In the course of its review of activities carried out by hate crime units, the Hate Crimes Accountability Unit must, each calendar year, review at least one aspect of the efficacy of hate-crime units in taking measures to investigate hate crimes in Ontario.
- In the course of its investigations, the Hate Crimes Accountability Unit may make any finding or recommendation that it considers appropriate, including findings and recommendations relating to
 - (a) a police department's compliance with the law and any applicable ministerial directions; and
 - (b) the reasonableness and necessity of a hate crime unit's exercise of its powers.

Third Party Reporting

Under the proposed legislation, the Minister shall designate third party hate reporting centres.

- Third Party Hate Reporting Centres are qualified organisations that can make reports to the police on behalf of victims of hate-motivated incidents or crimes who do not want to report to the police.
- The Minister may, through subsequent regulation and at the discretion of the Minister, ensure that Third-Party Hate Reporting Centres are funded and appropriately supported.
- Third Party Hate Reporting Centres must provide to the Minister publicly available statistical reports of incidents as an index of performance, accountability and transparency.
- Third Party Hate Reporting Centres shall be considered persons for the purposes of complaints under the above legislation.

P4. ANTI-RACISM

NCCM RECOMMENDATIONS THROUGH AMENDING THE ANTI-RACISM ACT, 2017

46. Provincial Anti-Racism Councils: Establish anti-racism councils or panels across provinces that represent a diverse intersection of community voices, including Muslims, to tackle some of the most immediate challenges communities are facing in tackling racism locally.

51. Provinces should conduct regular polls to determine the state of racism and Islamophobia in their province and to determine the relevant aspects of Islamophobic sentiment.

53. Ensure that social services agencies are mandated to provide regular training on anti-racism and anti-Islamophobia for frontline staff.

HOW TO AMEND

Anti-Racism Act, 2017, S.O. 2017, c. 15

Amendments would require the Minister to conduct regular examinations of the state or racism and hate in the province of Ontario

Data standards

Under the amendments, the Minister, with the approval of the Lieutenant Governor in Council, shall establish data standards for the collection, use and management of information, including personal information, to identify and monitor systemic racism and racial disparities for the purpose of eliminating systemic racism and advancing racial equity.

The data standards shall provide for,

- (a) the collection of information, including personal information and any circumstances in which personal information may be collected other than directly from the individual to whom the information relates;
- (b) the use, including the analysis, of information, including personal information;
- (c) the de-identification of personal information and the disclosure of de-identified information;
- (d) reporting on the use, including the analysis, of information, including personal information; and
- (e) the retention, security and secure disposal of personal information.

While the Anti-Racism Act does provide authority for data collection related to anti-racism measures, the Data Standards provide that Public Service Organizations should collect information only if there are observed unequal outcomes. This can be problematic because institutional and systemic discrimination at PSO levels can be hard to “spot”.

The Data Standards should provide, in addition to the discretionary data collection outlined above, a mandatory requirement for the Minister responsible for the Anti-Racism Directorate to conduct a regular (i.e., annual or semi-annual) poll for Ontario residents to participate in voluntarily. This would be helpful especially in conjunction (and contrasted) with the data obtained from the PSOs.

6(3) The Minister shall further be required to conduct collect data with a distribution to the percentage of households the Minister considers necessary to ensure an accurate statistical representation of Ontario’s population and its constituent groups that is specifically focused around determining unequal outcomes, and/or public perception for:

- 1) Indigenous, Black, and Muslim persons.

The current anti-racism strategy in place at the Government of Ontario does not mandate regular training on anti-racism and anti-islamophobia for frontline staff -- this is critical.

This could be implemented in the Anti-Racism Strategy which is incorporated by reference in the Anti-Racism Act, 2017. Otherwise, it can be expressly included in the legislation by requiring that the initiatives shall include regular anti-racism training, including but not limited to training on anti-Indigenous racism, anti-Black racism and Islamophobia, for frontline staff of public sector organizations including social services agencies.”

Furthermore, the Public Service of Ontario Act could be amended with the following to expand mandatory anti-racism training to all public sector employees:

All public servants could be required by legislation to participate in anti-racism training, in consultation with the Anti-Racism Directorate.

Establishment of Ontario Anti-Racism Advisory and Advocacy Council

The Amendments will lead to the creation of the "Ontario Anti-Racism Advisory and Advocacy Council".

The purpose of the council would be to advocate on behalf of the racialized communities in Ontario and provide information, advice and recommendations to the government, through the minister, on all ethnocultural matters in the province, including anti-racism, anti-Islamophobia, education, human rights, immigration, settlement and cultural and linguistic diversity and heritage.

P5. RECRUITMENT OF MINORITIES

NCCM RECOMMENDATIONS

48. Ensuring BIPOC and Muslim representation in agencies, boards and commissions. Actively recruit Muslims and other minority groups into provincial ABCs.

HOW TO AMEND

These sections can be amended to clearly outline a responsibility on the part of the Government of Ontario to actively recruit more minority groups into provincial ABCs as follows:

Employees, Diversity, equity and inclusion

- The Public Service Commission shall ensure its employees bring a diverse perspective and range of subject matter expertise, and shall ensure that all recruitment practices are bias-free, barrier-free and transparent. The Public Service Commission shall actively recruit minorities including but not limited to racialized minorities in order to bring a diverse perspective and reduce systemic discrimination.
- The Public Service Commission shall further develop a community outreach and communication strategy designed to increase access to information about public service employment opportunities for racialized communities.

P6. HUMAN RIGHTS COMPLAINTS

NCCM RECOMMENDATIONS

50. Extend limitation periods for human rights complaints to 5 years (to take into account the trauma victims face), while allowing a claimant to seek an extension to the limitation period if the claimant has extenuating circumstances reasonably demonstrating why they were unable to file a formal human rights complaint within the 5-year limitation period.

HOW TO AMEND

The limitations period here ought to be amended as follows:

If a person believes that any of his or her rights have been infringed, the person may apply to the Tribunal

- (a) within **five years** after the incident to which the application relates; or
- (b) if there was a series of incidents, within five years after the last incident in the series.

Notwithstanding the five year period, if a claimant has extenuating circumstances reasonably demonstrating why they were unable to apply to the Tribunal for an order within the five-year limitation period, the Tribunal may, in its sole discretion, accept an application beyond the period outlined above.



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Appendix A. 3

Hikma Public Affairs Council

www.hikma.ca

communications@hikma.ca

Submissions for the National Islamophobia Summit

Background

Hikma (Arabic for “wisdom”) Public Affairs Council is a federally incorporated non-profit advocacy group that was started around the time of the 2015 Federal Election with the goal of increasing the political participation of Muslims in the London area.

Hikma is also involved in political and media advocacy efforts on behalf of Muslims in London, for issues with a local, provincial, national and international outlook.

Hikma encourages Muslims to get involved in all aspects of public participation, from politics (in any party), government appointments, and in the non-profit sector by serving in volunteer leadership roles.

Context

We are in a war against hate. Sadly, in that war, the Muslim body count is unacceptably rising. In fact, more Muslims have been killed in Canada simply for being Muslim than in any other G7 country in the last five years. This is not something we should be a leader in.

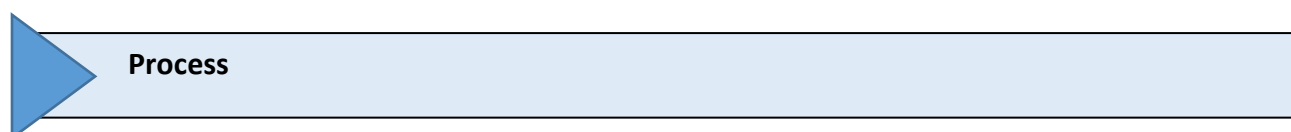


From: London Muslim Mosque/City of London

As noted by Hikma Chair Nawaz Tahir at the vigil following the terror attack in London, Ontario, the war on Islamophobia requires elected officials to set aside partisan politics and provide united leadership. No other

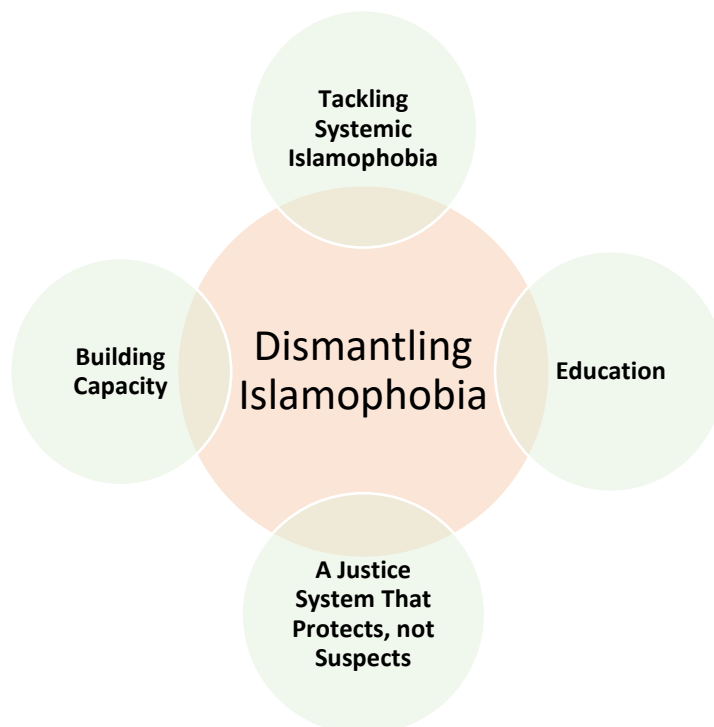
Canadian family should be stolen from us because of their faith.

Accordingly, the time for action is now. The below submissions outline the concrete steps that all levels of government should take to start the journey of ending hate against Muslims. In that regard, it must be understood that satisfaction of the below submissions is not the end of the process, but merely the start of a necessary journey to eradicate Islamophobia from our country.



Following calls for a National Summit on Islamophobia, Hikma convened a town hall in London, Ontario which was held on July 8th. In addition, Hikma solicited the input of the London community with an invitation to send ideas to us via email.

The below submissions therefore represent the culmination of a wide consultation process among London's Muslim Community. After hearing all of the comments during the town hall and receiving comments via email, Hikma has come up with the following recommendations for dismantling Islamophobia, divided across four themes:



1. Tackling Systemic Islamophobia and Ignorance

Whether unconscious or explicit, it is clear from numerous reports across the spectrum of government departments and agencies that bias exists in the civil service. From border security, to policing, to oversight of charities, too many anecdotal stories are emerging relating to the profiling of Muslims and/or Muslim institutions. It should not surprise anyone that when governments allow for and in fact encourage, the suspicion of Muslims, or the outright profiling of Muslims, that domestic actors take it upon themselves to act out physically and verbally against Muslims and Islamic Institutions in public.

Accordingly, eliminating bias in the Civil Service is a critical step in combatting Islamophobia. Breaking down myths about Muslims and the tenets of Islam will go a long way towards battling what has been referred to as a fear of the unknown. Eliminating this fear is a proactive way of eliminating hate, because fear of the unknown is an ingredient of hate. A cross government approach to undercutting hate by addressing ignorance is necessary. This must include broadly mandated diversity training with a specific component that involves addressing unconscious and explicit bias against Muslims.

- **Recommendation 1.1:** All civil servants - current and any new hires, at all levels of government, be required to take diversity training that includes a specific component that involves addressing unconscious and explicit bias against Muslims.
- **Recommendation 1.2:** Partnerships be struck with labour partners and professional associations in health care, law and teaching to ensure that employees in those sectors have appropriate training and professional development on recognizing and combatting Islamophobia and addressing unconscious and explicit bias against Muslims.
- **Recommendation 1.3:** All municipal boards and commissions should be required to have an agenda to root out and end systemic Islamophobia that includes anti-Islamophobia training, addressing unconscious and explicit bias against Muslims and recruiting policies that have an equity, diversity, inclusion and belonging lens.

Dismantling Islamophobia also means clear oversight of government agencies which have shown a tendency to use racial profiling to conduct their work (eg. CBSA, CRA, CSIS, and the RCMP). Numerous reports have already been published regarding serious issues in the aforementioned agencies. It is no longer acceptable to say that it is not appropriate for a government to interfere in the operational work of such agencies - if they cannot do their jobs without racial profiling, then perhaps it is time to find new people to do that work.

It is been noted in multiple reports now that the Review and Analysis Division (“RAD”) appears to be profiling Muslim charities aggressively. While Muslim charities make up less than 1% of all charities in Canada, they make up over 70% of the RAD’s revocation orders, with not a single charge being brought for terrorist financing crimes – the original justification for having the RAD.

Another well publicized issue is the aggressive nature with which the CBSA pursues Muslims – from six year old kids appearing on Canada’s no fly list to infamous “random” checks of Muslims at border crossings and airports. All of this is being done with no real oversight of CBSA officers. This has to change.

- **Recommendation 1.4:** Suspend the Review and Analysis Division (RAD) of CRA pending a review of Canada’s Risk-Based Assessment model and its National Strategy to combat extremism and radicalization;
- **Recommendation 1.5:** Establish a new oversight body specifically for the CBSA, which includes routine and comprehensive diversity, equity and inclusion reviews of the CBSA. These reviews must be conducted by the oversight body and include recommendations for improvement and timelines for implementation;

The private sector also has a role to play in fighting Islamophobia. When a Muslim woman wants to use a family change room while trying on clothes so that she does not have to come out and use a mirror in front of others, such a request should not be met with scorn or ridicule - the modesty of that woman ought to be understood and respected. When private companies emphasize the consumption of alcohol as the primary method of business development, it creates an environment where the contribution of all employees cannot be maximized. Private companies should thus be encouraged to engage in training and education on bias and specifically, Islamophobia. The federal government should facilitate this by establishing - through the Ministry of Diversity, Inclusion and Youth - a set curriculum for this purpose and by providing tax credits for private corporations - for profit and non-profit - who complete this programming for their workplaces.

- **Recommendation 1.6** - The Federal Government shall create a set curriculum for Conscious/Unconscious Bias and Islamophobia for use by private corporations.
- **Recommendation 1.7** - the Federal Government should introduce tax credits for private corporations that complete the aforementioned curriculum for Conscious/Unconscious Bias and Islamophobia in their workplaces.

Finally, singling out and ostracizing Canadians who wear religious headgear is a heinous form of state sponsored discrimination. Bill 21 in Quebec is an attack on the freedom of Muslim women (and others who wear religious headgear) that cannot be supported in a country that wants to fight Islamophobia. This is explicit in the court decision on same: “the fundamental

rights and freedoms of women who cover their faces for religious reasons will be seriously infringed.” There needs to be consequences to legislators who enact such legislation and financial penalties for provinces or municipalities that enact such legislation. If a government singles out and demeans the use of religious headgear, it should not surprise anyone that domestic terrorists are taking it upon themselves to forcibly remove this headgear from Muslim women across the country - as they are empowered by said governments to demean those who wear such headgear.

- **Recommendation 1.8** - The Federal Government and all Provincial/Territorial Governments should use all financial and other levers until the Quebec Government repeals Bill 21. In the interim, the Federal Government should lead and fully fund any and all intervenor legal challenges to Bill 21.

2. Education

Our Education System has a central and pivotal role in dismantling Islamophobia. What our kids are taught, how they are taught, and the training of those who teach them are important ingredients of an education system that plants the seed for a society where everyone is made to belong, without fear of hate. Early and frequent education about other faiths and backgrounds allows for an appreciation of our differences without a “fear” of the unknown (those who have different beliefs). If our education system provides early education on how people are different, yet can co-exist, it normalizes differences and reassures those cohorts that there is nothing to fear, and thus hate.

Throughout History, people of all faiths and backgrounds have contributed to the advancement of humanity and sciences but due to a narrow approach to identification of those contributions, the names of many of those contributors are either not included or have been changed and/or distorted. True and impartial information and pictures need to be displayed in relevant Institutions/Departments/Textbooks and other education resources. The exclusion of other civilizations to modern thinking deprives society of understanding and appreciating the contribution of people of all faiths and backgrounds. By failing to address this, we contribute to unconscious and explicit bias by creating a standard of superiority for certain races and relegating others to an inferior position. This approach cries out for curriculum review at all levels of education in Canada, including post-secondary education.

- **Recommendation 2.1:** The Thames Valley District School Board (and others across the country) should enact mandatory classes/courses at the elementary and secondary school levels in “World Religions” and “Social Justice”. Such courses should include an “at-home” component so that constructive discussions can occur in homes as well.

- **Recommendation 2.2:** The Thames Valley District School Board (and others across the country) should establish June 6th as an annual day for the elimination of hate, including a “walk for peace” to simulate the solidarity of walking on a sidewalk freely. In future years, the day should evolve to include education videos, other media relating to combating Islamophobia, roundtables and student assemblies.
- **Recommendation 2.3:** Nationally, January 29th - a day of Remembrance and Action against Islamophobia, should be used to provide similar programming for all Canadians relating to Islamophobia, using social media and other national events to commemorate the same.
- **Recommendation 2.4:** The Ontario Government (and other provincial governments) set up and fund a curriculum review panel, including, but not limited to credentialed Islamic Studies experts plus representatives of the Black community and Indigenous Communities to ensure a more balanced and representative elementary school and high school curriculum that acknowledges the contributions of people of all backgrounds to the advancement of humanity. The design process should include experts who have researched and dealt with hate groups and also victims of hate crimes.
- **Recommendation 2.5:** The Federal and Provincial Governments should fund Chairs at universities across Canada in the study of Islam, Muslims, Islamic History and Islamic Civilization.

Attacking Islamophobia requires attacking the ignorance underlying Islamophobia. Since 9/11, our cultural and media orientation has conditioned us to associate Muslims and Islam with terrorism. Popular shows like 24 and Homeland, to name a few, took the easy route and used Muslim characters as the bad guys, with images of Mosques and prayer services and the sound of the call to prayer used as a backdrop for dramatic effect. Mainstream books also adopted this approach, using Muslims as an easy way to establish who the bad guys are. As a result, it cannot be a surprise that Mosques are targeted with hate, that women who wear a hijab are assaulted, and that the beautiful sound of the call to prayer is a cause of suspicion.

Combatting myths and false narratives is not easy. However, these myths and false narratives contribute to people who have a negative attitude towards Muslims because they are poorly informed and unaware. By normalizing things like the imagery of Mosques and hijabs and by understanding the beauty of the call to prayer through regular advertisements and print, audio and video content, we can begin to dismantle the negative stereotypes that underpin hatred towards Muslims.

- **Recommendation 2.6:** Through Heritage Canada, a multi-year, multi-million dollar fund be set up for Muslim artists, musicians, poets, story-tellers, directors and producers to produce content that accurately represents the core tenets of Islam.
- **Recommendation 2.7:** Local governments adopt advertising campaigns similar to that used by the City of Toronto and the Ontario Council of Agencies Serving Immigrants (OCASI) in 2016:



By repeating with regularity the “normalcy” of our differences and by regularly repeating messaging of how Muslims belong, we can go a long way to reverse the conditioning that has taken a larger hold since 9/11. We need strong leadership from elected officials to consistently re-emphasize and demonstrate that it is ok to be different, but not ok to hate because of our differences. However, words are not enough. How elected officials act is also critically important because as has been made clear, the old adage is true: actions speak louder than words.

3. A Justice System That Protects, Not Suspects, Muslim Canadians

An ex-CSIS intelligence officer has indicated that “CSIS should have seen Alexandre Bissonette coming...He was online. He was contributing to discussions with far-right organizations.” (<https://www.cbc.ca/news/politics/racism-descrimination-claims-canadian-security-intelligence-service-1.6083353>)

It appears that the justice system, and law enforcement in general, seem to see Muslims as a threat, instead of as Canadians deserving of protection. This needs to change.

Private individuals and groups must understand that trafficking in hate will not be tolerated in Canada. They must know that a robust security apparatus is keeping an eye on them and will shut them down and hold them accountable in the justice system.

Therefore, in light of past and current failures to fight domestic terrorism against Muslims, more oversight of the security/intelligence operations of law enforcement needs to exist, to be a check on the system to ensure that resources are being allocated to deal with the known threat of white supremacist groups and other domestic actors that traffic in hate against Muslims.

Further, the architecture of hate laws in Canada need to be updated to become relevant to the realities of social media and the threat to Muslim Canadians. Many Canadians do not appreciate that there is no “hate crime” per se - though those that traffic in online hate seem to have educated themselves about this and take advantage of this accordingly. Many Muslims decline to report hate crimes because they do not see a justice system that is serious about tackling Islamophobia, and victim support is critically deficient, or non-existent.

Politics

A Muslim former intelligence officer says systemic racism at CSIS is a threat to national security



'I myself felt like I was being targeted at CSIS,' said Huda Mukbil



Ashley Burke, Kristen Everson · CBC News · Posted: Jun 29, 2021 3:09 PM ET | Last Updated: June 29



[cbc.ca](https://www.cbc.ca)

A strong hate crime architecture is needed because we have learned that words matter. The mass murderer, Anders Breivik of Norway, cited Canadians in his manifesto to justify his campaign of murder to “save Europe from Muslim immigration.”

(<https://www.cbc.ca/news/canada/canadians-noted-in-norway-attacker-s-manifesto-1.1063811>).

Breivik’s manifesto also cited the writings of the Middle East Forum (MEF), a founder of whom is Tarek Fatah, who recently wrote in the Toronto Sun that there is no Islamophobia in Canada. Similarly, the terrorist that killed six Muslims in Quebec City consulted anti-Muslim online sources before carrying out his attack.

- **Recommendation 3.1:** The amendment of the *Criminal Code of Canada* to include a specific and explicit hate crime offence where a crime is committed on the basis of the victim’s perceived or actual race, color, religion, ethnicity, national origin, sexual orientation, gender, gender identity, or disability. The crime itself is based upon an act of assault, murder, arson, vandalism, or threats to commit such crimes. It may also cover conspiring or asking another person to commit such crimes, even if the crime was never carried out. It may also cover written or online material that invites or incites hatred toward the aforementioned groups.
- **Recommendation 3.2:** Elimination of the requirement that the consent of the Attorney General’s office is required to proceed with a hate crime prosecution.
- **Recommendation 3.3:** Oversight of law enforcement and intelligence gathering bodies in Canada to ensure that the proliferation of hate against Muslims is being actively pursued and that groups/individuals participating in such hate are held accountable by the justice system.
- **Recommendation 3.4:** The Federal Government should establish enhanced systems for reporting and tracking hate crimes and ensure that all law enforcement agencies across the country are sharing information.
- **Recommendation 3.5:** Training and professional development for law enforcement employees, judges, crown attorneys and other system participants on hate crimes, Islamophobia, cultural sensitivity and victim support.

4. Building Capacity

The war against Islamophobia needs a home base. Someone, or a department, to hold governments accountable for implementing an anti-Islamophobia agenda. This can be accomplished by the creation of an Office of the Special Envoy on Islamophobia, with input from the Muslim community on who might fill that role. The Envoy should be given specific powers in line with that of an Ombudsman, free to investigate issues relating to Islamophobia. In a show of non-partisanship across jurisdictions, this Envoy should be empowered to deal with federal, provincial and municipal issues. In order to properly fulfill this mandate, the Office must be properly staffed and funded.

- **Recommendation 4.1** - Federal and Provincial governments show united leadership to authorize the creation of an Office of the Special Envoy on Islamophobia, with proper funding and staffing provided by the Federal Government.

The full participation of Muslims in the community, political arenas and boardrooms of corporate Canada demonstrates a society that isn't just inclusive, but one that promotes a sense of belonging. All levels of government must ensure qualified members from the Muslim community are part of the process to provide awareness, training, and education to the broader public and the bureaucracies of government on how integral the Muslim community has been and is to our country. All levels of government should fund and support community programs that build the capacity of Muslims to be given the opportunity to participate in all facets of community building - be it in the non-profit world, government appointments, the civil service and the private sector. This can be done through grants to qualified organizations/persons to work with community groups, youth, law enforcement, education systems and government agencies.

- **Recommendation 4.2** - All levels of government should commit to establishing a community grants fund to allow for qualified groups that have a proven track record of building community leadership to run workshops and conferences to assist minority groups with obtaining the necessary opportunities to obtain positions on Boards of private corporations, non-profit corporations and government (through appointments and civil service positions).


Another cause of Islamophobia is a feeling or sense of superiority over those who are different. One of the root causes of this is how we treat immigrants who come from other countries with professional designations or training. We tell them that their education and/or training is

inferior to what we have here and we force them into situations of underemployment. It should therefore not surprise us when we see videos on social media of professionally educated/trained individuals working as security guards, corner store employees, taxi cab drivers and in other capacities, being told to go back to their own country as if they are inferior and do not “deserve” to be here. The idea that somehow our education system is vastly superior to those around the world is premised on this superiority complex. Accordingly, our system of welcoming newcomers who are professionally educated/trained needs to be overhauled.

- **Recommendation 4.3** - the Ministries of Immigration, Refugees and Citizenship and Employment, Workforce Development and Disability Inclusion strike a task force with a mandate to explore a modernization of our policies for accreditation of professionally trained/educated newcomers to facilitate a more streamlined policy of accreditation that empowers newcomers to realize their full potential.

There is also a psychological impact of Islamophobia. First is the effect on the overall security of Muslims. Since the Quebec City Mosque shooting, it was a fear of attacks in our Mosques. Now, with the terror attack in London and subsequent copycat attacks (eg. Hamilton only a few weeks after) it is simply being in public and looking “different”. Sadly, women bear the brunt of this if they wear a hijab. Imagine being a woman, coming to Canada on the promise and hope of freedom, but then being attacked for wearing a hijab. Our youth are also feeling this - in an era of social media where attacks are relayed instantaneously, our youth are exposed to multiple touchpoints in just one day. This is on top of other issues that these agencies are dealing with including helping those who have come from traumatic situations and have suffered psychological damage.

- **Recommendation 4.4** – The federal and provincial governments provide secure, stable, long-term funding for social service agencies that focus on the mental health of Muslims and victims of hate crimes (For example, in London, the world renowned Muslim Resource Centre for Social Support and Integration (<https://mrcssi.com>)). This should include funding to provide the services, plus funding to train qualified professionals to provide the culturally sensitive therapy used by these agencies.

 **Conclusion**

We do not want to ever be put in the position where we have to participate in another vigil anywhere in Canada again, because another Muslim was stolen from us due to Islamophobia. In order to make that happen, governments at all levels must commit to **action** and commit now. The above recommendations provide a starting framework to commence the important work of dismantling Islamophobia in Canada.

It is our hope that the upcoming National Summit on Islamophobia will accept these recommendations (summarized in Appendix A) and within a reasonable time after the Summit (ideally measured in weeks, not months), all levels of government will release their action plan to operationalize the recommendations.

Yours Truly,

Executive Board,

Hikma Public Affairs Council

London, Ontario

July 19, 2021

Nawaz Tahir, Lawyer, Chair
Samer Abou-Sweid, Healthcare Executive
Amir Hage, Lawyer
Dr. A.R. Lawendy, Orthopedic Surgeon
Dr. Hassan Mostafa, Dental Surgeon
Arifa Serter, Lawyer
Dr. Fawaz Siddiqi, Neurosurgeon

APPENDIX A – SUMMARY OF RECOMMENDATIONS

- **Recommendation 1.1:** All civil servants - current and any new hires, at all levels of government, be required to take diversity training that includes a specific component that involves addressing unconscious and explicit bias against Muslims.
- **Recommendation 1.2:** Partnerships be struck with labour partners and professional associations in health care, law and teaching to ensure that employees in those sectors have appropriate training and professional development on recognizing and combatting Islamophobia and addressing unconscious and explicit bias against Muslims.
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- **Recommendation 3.1:** The amendment of the *Criminal Code of Canada* to include a specific and explicit hate crime offence where a crime is committed on the basis of the victim’s perceived or actual race, color, religion, ethnicity, national origin, sexual orientation, gender, gender identity, or disability. The crime itself is based upon an act

of assault, murder, arson, vandalism, or threats to commit such crimes. It may also cover conspiring or asking another person to commit such crimes, even if the crime was never carried out. It may also cover written or online material that invites or incites hatred toward the aforementioned groups.

- **Recommendation 3.2:** Elimination of the requirement that the consent of the Attorney General's office is required to proceed with a hate crime prosecution.
- **Recommendation 3.3:** Oversight of law enforcement and intelligence gathering bodies in Canada to ensure that the proliferation of hate against Muslims is being actively pursued and that groups/individuals participating in such hate are held accountable by the justice system.
- **Recommendation 3.4:** The Federal Government should establish enhanced systems for reporting and tracking hate crimes and ensure that all law enforcement agencies across the country are sharing information.
- **Recommendation 3.5:** Training and professional development for law enforcement employees, judges, crown attorneys and other system participants on hate crimes, Islamophobia, cultural sensitivity and victim support.
- **Recommendation 4.1** - Federal and Provincial governments show united leadership to authorize the creation of an Office of the Special Envoy on Islamophobia, with proper funding and staffing provided by the Federal Government.
- **Recommendation 4.2** - All levels of government should commit to establishing a community grants fund to allow for qualified groups that have a proven track record of building community leadership to run workshops and conferences to assist minority groups with obtaining the necessary opportunities to obtain positions on Boards of private corporations, non-profit corporations and government (through appointments and civil service positions).
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and victims of hate crimes (For example, in London, the world renowned Muslim Resource Centre for Social Support and Integration (<https://mrcssi.com>)). This should include funding to provide the services, plus funding to train qualified professionals to provide the culturally sensitive therapy used by these agencies.

January 25, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

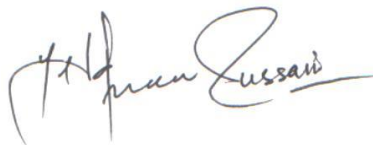
Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

Al-Mahdi Islamic Community Centre has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

Last year incident of killing Salman Afzal and his family members is still very fresh in our hearts and this tragedy in Muslim community will take long time to heal.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, Al-Mahdi Islamic Community Centre commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. Al-Mahdi Islamic Community Centre will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,



Syed Anwar Hussain
President
Al-Mahdi Islamic Community Centre
91 Meg Drive London, ON N6E 2V2

c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

2022-01-25

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

Carrefour Communautaire Francophone De London has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

Carrefour Communautaire Francophone De London strongly believes in equality and fair treatment/opportunity for all people. We work with newcomers to Canada and have heard firsthand about the effects of islamophobia. Therefore, this is why we believe this Anti-Islamophobia working group initiative is of such importance to the community. With the growing number of Muslims who are now calling Canada their home, it is extremely important to implement such educational groups for smooth integration between people. Canada has always been a Country whose economy excels through immigration, and this mix of many minority groups is what makes the country diverse and prosperous. Furthermore, CCFL is committed to the support of the Anti-Islamophobia cause, and we hope that with more education and initiatives such as this, we can end hate and promote tolerance and collaboration within.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, CCFL commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. Carrefour Communautaire Francophone De London will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,

Paulette Desjardins

Paulette Desjardins
Executive Director
Carrefour communautaire francophone de London
c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London



January 24, 2022

Honourable Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON | N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Dear Honourable Mayor Holder,

I wish to credit you, City Council and the leadership team at City Hall for your efforts in combatting Islamophobia and in particular, empowering the Anti-Islamophobia Working Group. Kindly accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group. Hikma commends the group, and in particular the leadership of Rumina Morris, for putting together a comprehensive and well thought out document.

Hikma Public Affairs Council has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, Hikma commits to undertaking meaningful actions to embed Anti-Islamophobia strategies in our service to community. Hikma is 100% committed to working collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslims in our community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Nawaz Fahir", is written over a blue ink scribble.

Nawaz Fahir, Chair, Hikma

Cc: Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London



January 25, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave., P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

The London Arts Council is committed to confronting any form of racism and inequity that exist in our community. Under the Cultivating Allyship program, the London Arts Council has developed relationships with and has heard from, and worked with many artists and creators from Indigenous, Black and People of Colour communities. The tragic incident that happened last year to a London Muslim family addresses the brutal reality of Islamophobia and calls for more intentional work to end Islamophobia. As such, the London Arts Council has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, the London Arts Council commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. The London Arts Council will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners.

Sincerely,

Eunju Yi (she/her) Executive Director
c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

Eunju Yi (she/her)
Executive Director | London Arts Council
267 Dundas Street, Main floor | London ON | N6A 1H2
519.439.0013 | @LdnArtsCouncil | www.londonarts.ca

January 24, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

The London & Middlesex Local Immigration Partnership (LMLIP) has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

With the support of Network for Economic and Social Trends (NEST) Western University and the settlement services in London, LMLIP has been holding annual events and campaigns for the last five years, with the theme of *All Are Welcome Here* to commemorate the International Day for the Elimination of Racial Discrimination, and to make London and Middlesex a more welcoming community.

In 2021, NEST conducted a study on discrimination on behalf of LMLIP: *Discrimination Experienced by Immigrants, Visible Minorities, and Indigenous Peoples in London and Middlesex*. This study revealed that Muslims in London, in particular, women wearing a hijab, face increasing discrimination and hate. The data produced by the study will help to inform future actions of the LMLIP and community to fight discrimination. LMLIP has been disseminating the results of this study and commits to continued dissemination.

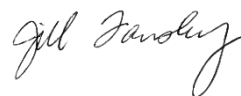
The LMLIP also commits to supporting the efforts to identify best practices in online reporting tools of hate.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, LMLIP commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. LMLIP will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely



Dev Sainani
Community Co-chair



Jill Tansley
City Co-Chair

Cc: Rumina Morris, Director, Director, Anti-Racism and Anti-Oppression, City of London

Co-led by:



Funded by:



Immigration, Refugees
and Citizenship Canada

Financé par :

Immigration, Réfugiés
et Citoyenneté Canada



LONDON MUSLIM MOSQUE

January 25, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

The London Muslim Mosque has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

The London Muslim Mosque thanks the City of London for engaging the Muslim community. The London Muslim Mosque also recognizes the well-researched insightful recommendations by the National Council of Canadian Muslims and the local organization, Hikma Advisory Council.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, London Muslim Mosque commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. The London Muslim Mosque will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,

Zeba Hashmi
Vice-Chair (2nd)
London Muslim Mosque Board

c. Bilal Rahhal, Chair
Nusaiba Al-Azem, Vice-Chair (1st)
Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London



January 24, 2022

Mayor Ed Holder
City of London 300
Dufferin Ave.
P.O. Box 5035 London,
ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group and recommendations developed by the Anti-Islamophobia Working Group.

The London Public Library (Library) has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

In 2021, the Library conducted an internal anti-racism and anti-oppression review and will be seeking to implement recommendations as part of 2022-26 Strategic Plan. Antiracism and Anti-oppression is one the Plan's primary values and the intent of the Working Group complements our own.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, The Library commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community and will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Ciccone".

Michael Ciccone
CEO and Chief Librarian
London Public Library

c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

January 23, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Dear Mayor Holder,

Please accept this letter in support of the recommendations developed by the Anti-Islamophobia Working Group.

The Middlesex-London Health Unit has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

'Health equity' means that all people can reach their full health potential without disadvantage due to social position or other socially determined circumstance, such as ability, age, culture, ethnicity, family status, gender, language, race, religion, sex, social class, or socioeconomic status. It has been well established that those who experience health inequities disproportionately experience poorer health outcomes. Health inequities exist in our community and public health has a role to play in eliminating these inequities, including those experienced by Muslim-identifying Londoners. Public health is mandated to assess and report on health inequities within local populations, to modify and orient its public health interventions to reduce health inequities, to engage in multi-sectoral collaboration to decrease health inequities, and to advance healthy public policies that can reduce health inequities.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim prejudice, discrimination and racism. As such, the Middlesex-London Health Unit commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our public health work and service to the community. The Middlesex-London Health Unit will work collaboratively with the City of London and other Working Group members to create greater equity and an increased sense of safety and belonging for Muslim-identifying Londoners.

Sincerely,



Dr. Alex Summers, MD, MPH, CCFP, FRCPC
Acting Medical Officer of Health
Middlesex-London Health Unit

CC: Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

25 January 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

Museum London has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

We are particularly excited to be working with this group, and with other organizations in our community, to work to bring the 1001 Inventions exhibition project to London. 1001 Inventions is a UK based not-for-profit award-winning international science and cultural heritage organization that raises awareness of the creative golden age of Arab Science. This will be the first time the exhibition will be brought to Canada, offering the City of London a unique opportunity to demonstrate its commitment to highlighting and honouring the contributions of Muslims as per NCCM Recommendation #59.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, Museum London commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. Museum London will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,



Brian Meehan
Executive Director

c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

January 24, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Dear Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

The National Council of Canadian Muslims (NCCM) has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

More Muslims have been killed in targeted hate-attacks in Canada than any other G-7 country in the past 5 years because of Islamophobia.

That fact sunk in outside the London Muslim Mosque on June 8, 2021, when thousands of Londoners gathered in the aftermath of the terror attack that took the lives of four members of the Canadian Muslim community in an unthinkable act of Islamophobic violence. The thousands that gathered that day were there to show their solidarity, pray, and stand with members of their community, as representatives of the London Muslim Mosque called for more than words from the politicians in attendance.

The London Muslim Mosque community called for all three levels of government to take action in solving the challenge of Islamophobia. They called for the creation of an Emergency National Action Summit on Islamophobia, bringing together all levels of government, to ensure that binding policy change is brought forward.

This call was thereafter echoed by NCCM and hundreds of other organizations in Canada. The federal government subsequently hosted a National Summit on Islamophobia on July 22, 2021.

To ensure that the summit was focused on action, NCCM engaged in a process of developing recommendations after hosting consultation sessions with mosques, community organizations and collectives from British Columbia to the Atlantic provinces, representing a diverse intersection of Muslims in Canada.

In the months since that summit, the NCCM has advanced municipal recommendations to address Islamophobia in several cities across Canada. Brampton and St. Catharines were the first cities of their respective sizes to endorse all of the NCCM's municipal recommendations. If the recommendations of this working group are implemented by the Fall of 2022, London will be the first city of its size in Canada to produce a detailed plan to implement the NCCM's municipal recommendations to address Islamophobia.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, The NCCM will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners.

Sincerely,



Rizwan Mohammad
Advocacy Officer
NCCM – National Council of Canadian Muslims
Email: rizwan@nccm.ca
Tel: (647) 213-5551

c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London



January 21, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Dear Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations for combatting Islamophobia in our community.

The Network for Economic and Social Trends (NEST) at Western University has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

NEST has been conducting research on racism and discrimination, and supporting the work of the London & Middlesex Local Immigration Partnership in promoting a more welcoming community, for a number of years. We are now committed to working with partners across London to actively combat Islamophobia and other forms of racism and discrimination in our community.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, NEST commits to undertaking meaningful actions to identify and combat Islamophobia in all of its forms in our community. NEST will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners.

Sincerely,

Victoria Esses
Director, Network for Economic and Social Trends
University of Western Ontario

cc. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London



Northwest London Resource Centre

January 24, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

Northwest London Resource Centre has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

Northwest London Resource Centre has been part of multiple discussions locally in relation to the June 6th Islamophobia terror attack as well as other Islamophobia and other anti-racism discussions in the community. As a Neighbourhood Resource Centre and Newcomer Settlement Integration Service provider for Northwest London we continue to work with local residents to address the oppression of all cultures. Through local discussion tables we bring the voice of the community to create change and build trust through actions in the day to day living of residents.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, NWLRC commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. NWLRC will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,

Nancy Needham, Executive Director
Northwest London Resource Centre

c. Amani Radhaa, Associate Director, NWLRC
c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

Strengthening Northwest London neighbourhoods

Unit 27A • Sherwood Forest Mall • 1225 Wonderland Rd N
London, Ontario • N6G 2Vg
519.471.8444 • nwlrc.ca



January 24, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

The South London Neighbourhood Resource Centre (SLNRC) has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

SLNRC has over the years kept the welcoming of our Muslim community in the forefront of our work in south London. We have supported the engagement and voice of our Muslim neighbours in our service delivery as well as our structural spaces. Through our lead participation in the expansion of the South London Community Centre we have ensured a welcoming physical space that includes signage in multiple languages including Arabic, purposeful reflection space for prayer, space for language development as well as social inclusive programs and services delivered through a very multilingual staff base.

We yearly host International Women's Day which welcomes hundreds of Muslim women and supports the inclusion of many Muslim based associations in ways to bring awareness and raise funds for the community outreach done by others. For many years we also led a yearly Ramadan Dinner for service club leaders, associations, faith communities and politicians to help strengthen an understanding of the Muslim faith. In addition, we support and participate in LMLIP's annual events for the past five years. These events known as 'All Are Welcome Here' take place to commemorate the International Day for the Elimination of Racial Discrimination. Our agency's AGM for 2020 was themed All Are Welcome and we continuously distribute lawn signs and other promotional material that represent -All Are Welcome Here. For 38 years, SLNRC has locally been involved with many other partners in creating a more welcoming community in London. All of our efforts have established our organization as a welcoming space



for our Muslim neighbours. We are pleased to continue to work with stakeholders across the city to raise awareness, share resources and continue to provide a safe space for all Muslims.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, SLNRC commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. SLNRC will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners.

Sincerely,

Nancy Needham, Executive Director
nneedham@slnrc.ca

c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

January 25, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

Thames Valley District School Board has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

As a school board, we remain steadfastly committed to combating racism, Islamophobia, and discrimination in all its forms and creating a safe and inclusive learning environment for all students and staff.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, Thames Valley District School Board commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. Thames Valley District School Board will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,

Purveen Skinner
Superintendent of Student Achievement
Thames Valley District School Board

c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

24 January 2022

Re: Anti-Islamophobia Working Group Recommendations

Mayor Holder:

On behalf of United Way Elgin Middlesex, I am pleased to provide this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

United Way Elgin Middlesex has participated as a member of this working group which brought together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that ending Islamophobia in London will require a continued commitment to work together.

As part of our commitment to ending Islamophobia, United Way Elgin Middlesex will pay particular attention to the recommendations directed at community-based organizations including 3.7B which involves a review of funding procedures to increase accessibility to organizations led by and serving Muslim-identifying people and 3.8 which addresses internal organizational policies and processes including human resources, recruitment and selection of staff and volunteers, training of staff and volunteers and our physical workplace environment.

The Anti-Islamophobia Working Group Recommendations are an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, United Way Elgin Middlesex commits to undertaking meaningful actions, including those outlined above, to include Anti-Islamophobia strategies in our own workplace and in our organization's strategic priorities. United Way Elgin Middlesex will continue to work collaboratively with the City of London and other Working Group members to increase safety and belonging for Muslim-identifying Londoners.

Sincerely,



Kelly Ziegner
President & CEO

cc. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

January 27th 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

The Office of Equity, Diversity and Inclusion at Western University has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, Western University commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. Western University will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,



Opiyo Oloya, PhD, LLD (honoris causa)
Associate Vice-President, Equity, Diversity & Inclusion

c. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London



January 26, 2022

**YMCA of Southwestern
Ontario**

165 Elmwood Ave East
London, Ontario, N6C 0A8
ymcaswo.ca

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON
N6A 4L9

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Mayor Holder,

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

The YMCA of Southwestern Ontario has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, the YMCA of Southwestern Ontario commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. The YMCA of Southwestern Ontario will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,

A handwritten signature in black ink, appearing to read 'Roxanne', followed by a long horizontal line.

Roxanne Gilroy-Machado
Manager of Language Skills and Settlement
roxanne.gilroymachado@swo.ymca.ca



January 23, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON N6A 4L9

Anti-Islamophobia Working Group Recommendations - Letter of Support

Dear Mayor Holder:

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations, recently developed by the City of London Anti-Islamophobia Working Group.

As a senior, I have passed the torch to younger and more energetic leadership within the Muslim community. While I do not now formally represent an Islamic organization, I have participated, over many years, in Islamic organizations, locally, nationally and internationally. This has included leadership at the Board and Executive levels in, to name a few, the London Muslim Mosque, Islamic Centre of Southwest Ontario, Council of Muslim Communities of Canada, Federation of Islamic Associations of the US and Canada and the National Muslim-Christian Liaison Committee. In addition, I have served in many capacities in broader society organizations, including Board of Governors of University of Western Ontario, Board of Directors of St. Joseph's Health Care, Board of the London Chamber of Commerce, Executive of the London Cross Cultural Learner Centre and others. I continue to serve as a volunteer in community-based organizations in whatever capacity leadership believes that I can contribute.

I have had the good fortune of having participated as a member of the Anti-Islamophobia Working Group, which brought together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. I agree that we must continue to work together towards ending Islamophobia and racism, in all its manifestations, in our community.

.../ continued

January 23, 2022

Anti-Islamophobia Working Group Recommendations - Letter of Support

Page 2 of 2

The significant support of Londoners for Muslims was visibly demonstrated in the aftermath of the tragedy in June 2021. Consequently, we must not only work to remove racism from our midst but to affirm the many, in our community, who actively spoke out and walked to denounce the actions and attitudes of those who would divide us.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, I commit to undertaking meaningful actions to embed Anti-Islamophobia strategies within all the organizations with which I volunteer and work. I will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for all Londoners and to celebrate our neighbours who have supported diversity and human rights in London.

Sincerely,



Hanny A. Hassan, C.M.

cc. Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London



John Brammer
Chief of Police

January 26, 2022

Mayor Ed Holder
City of London
300 Dufferin Avenue
P.O. Box 5035
London ON N6A 4L9

Mayor Holder:

RE: Anti-Islamophobia Working Group Recommendations - Letter of Support

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

London Police Service has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

The London Police Service is committed to providing bias-free policing to all members of our community. We are committed to work with the Muslim community and provide services that recognize and respect the diverse array of backgrounds, experiences, perceptions and needs of its members.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, London Police Service commits to undertaking meaningful actions to embed Anti-Islamophobia strategies within our workplace and in our service to community. London Police Service will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners

Sincerely,

Trish McIntyre
Deputy Chief, Operations
London Police Service

cc: Rumina Morris, Director, Anti-Racism and Anti-Oppression, City of London

London Police Service

601 Dundas Street, P.O. Box 3415
London, ON N6A 4K9
519.661.5670 | www.londonpolice.ca

LPS File No.: OOC 001-22

January 21, 2022

Mayor Ed Holder
City of London
300 Dufferin Ave.
P.O. Box 5035
London, ON N6A 4L9

Dear Mayor Holder,

Re: Anti-Islamophobia Working Group Recommendations - Letter of Support

Please accept this letter in support of the Anti-Islamophobia Working Group Recommendations developed by the Anti-Islamophobia Working Group.

Fanshawe College has been pleased to participate as a member of the Anti-Islamophobia Working Group. This working group brings together a broad and diverse representation of the Muslim community and over 30 community-based and public sector organizations from across London. We acknowledge that we must continue to work together towards ending Islamophobia in our community.

At Fanshawe, we are committed to fostering a sincere and authentic sense of belonging for every student and every employee. As we work toward building our college-wide infrastructure to support our equity, diversity, inclusion, anti-racism, and anti-oppression initiatives, applying an anti-Islamophobia framework to our institutional decision-making must be front of mind. This includes, but is not limited to:

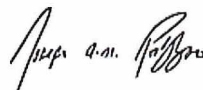
- Supporting and implementing the Working Group's Recommendation to build and strengthen relationships with Muslim students and staff;
- Continuing to support community members in creating the OurLondonFamily website; and
- Supporting the Working Group's focus on education and training by ensuring that we equip our students, staff, and faculty with anti-oppression competencies and knowledge to identify and dismantle Islamophobia.

The Anti-Islamophobia Working Group Recommendations serve as an expression of our community's collective intent to identify and dismantle anti-Muslim racism. As such, Fanshawe commits to undertaking meaningful actions to embed anti-Islamophobia strategies within our workplace and in our service to the community. As a college, we will work collaboratively with the City of London and other Working Group members to create an increased sense of safety and belonging for Muslim-identifying Londoners.

Sincerely,



Peter Devlin
President



Joseph Pazzano
Director, Equity, Diversity, and Inclusion

c. Rumina Morris, Director,
Anti-Racism and Anti-Oppression, City of London

Room H1006
1001 Fanshawe College Boulevard
P.O. Box 7005
London, Ontario N5Y 5R6
Tel: 519-452-4200
fanshawec.ca

Toronto, le 24 janvier 2022

Monsieur Ed Holder, Maire
Ville de London
300, avenue Dufferin
Case postale 5035
London, ON N6A 4L9

Objet : Recommandations du Groupe de travail sur la lutte contre l'islamophobie – lettre d'appui

Monsieur le Maire,

Viamonde est le seul conseil scolaire laïque de langue française du Centre-Sud-Ouest de l'Ontario. Ses 56 établissements scolaires, soit 41 écoles élémentaires et 15 écoles secondaires, sont répartis sur un territoire qui va de Windsor, à l'ouest, jusqu'aux frontières de Trenton, à l'est, puis de la péninsule du Niagara, au sud, aux frontières du parc Algonquin, au nord.

Veuillez accepter la présente lettre à l'appui des recommandations du Groupe de travail sur la lutte contre l'islamophobie.

Le Conseil scolaire Viamonde a eu le plaisir de participer en tant que membre du Groupe de travail sur la lutte contre l'islamophobie. Ce groupe de travail réunit une représentation vaste et diversifiée de la communauté musulmane et plus de 30 organisations communautaires et du secteur public de London. Nous reconnaissons que nous devons continuer à travailler ensemble pour mettre fin à l'islamophobie dans notre communauté.

Viamonde réitère que : « L'islamophobie et la haine n'ont pas leur place dans nos écoles, au Canada ou ailleurs, et nous continuerons de collaborer, de mettre tout en œuvre afin de protéger nos élèves tout comme nos membres du personnel. Chacune et chacun doit être respecté, protégé, doit pouvoir apprendre, travailler et s'épanouir dans un environnement sécuritaire, inclusif et exempt de discrimination. »

Les recommandations du Groupe de travail sur la lutte contre l'islamophobie sont l'expression de l'intention collective de notre communauté d'identifier et d'éliminer le racisme envers les musulmans. À ce titre, le Conseil scolaire Viamonde s'engage à prendre des mesures significatives pour intégrer des stratégies de lutte contre l'islamophobie dans son milieu de travail et dans ses services à la collectivité. Le Conseil scolaire Viamonde travaillera en collaboration avec la Ville de London et les autres membres du groupe de travail afin de créer un sentiment accru de sécurité et d'appartenance pour les membres de la communauté musulmane de London.

Nous vous prions d'agréer, Monsieur le Maire, nos salutations distinguées.

Le directeur de l'éducation par intérim,



Jean-Luc Bernard

c. c. Rumina Morris, directrice, Division de la lutte contre le racisme et l'oppression,
Ville de London



A London for Everyone: An Action Plan to Disrupt Islamophobia

Strategic Priorities and Policy Committee Meeting

February 8, 2022



June 15 Council Direction

- Council gave us 3 distinct directions:
 1. Work with local Muslim community, CDIS and key stakeholders to develop and report back on a plan to end Islamophobia locally.
 2. Seek input from the local Muslim community to determine a means which the City can remember and honour Our London Family
 3. Work with the local Muslim community and report back how the City can highlight and honour their contributions.



Who was involved?

- In response to Council resolution, an Anti-Islamophobia Working Group was created
- Approximately **80 members** of the diverse Muslim community were engaged and invited to participate
- Approximately **30 community-based and public sector organizations** were also engaged and invited to participate
- **Local media representatives** were invited to participate in separate but parallel process
- There was an overwhelming response and desire to be involved from both groups.



What did we do?

- Oct 14 - Met with members of the local **London Muslim community**
- Oct 27 – Met with **community-based and public sector organization** representatives
- Nov 8 – Held a **joint session** with both groups
- Nov 24 – Held a separate session for **local media representatives**
- Dec 1 – Met with members of the **London Muslim community** to discuss how to commemorate Our London Family and the contributions of local Muslim community members
- Nov-Dec – Over 20 **one on one conversations** held with community partners and individual Muslim community members
- Jan 20 – Held a **feedback session** to review draft recommendations



What did we hear?

- The Muslim community is hurt, frightened, angry, frustrated and desperate for all levels of government to stand by their commitments made following the terror attack
- The voice of Muslim youth was overlooked in the aftermath of the terror attack and any initiatives that emerge must include their input
- Islamophobia is often gendered and targeted towards Muslim-identifying women
- Community partners are invested and eager to disrupt Islamophobia within their spaces
- Educational institutions have an increased responsibility to direct resources and attention towards dismantling Islamophobia



Who are the recommendations for?

- **The Corporation of the City of London:** Many of these recommendations align with the policy recommendations submitted by the National Canadian Council of Muslims in advance of the National Summit on Islamophobia held in July 2021
- **Community based and public sector organizations:** These recommendations acknowledge that community partners also have a responsibility to further their efforts and collaborate with others to dismantle Islamophobia



What did they recommend?

- Commemoration
- Advocacy, Legislation & Public Policy
- Education & Awareness
- Programs & Services
- Accountability & Implementation
- Internal Policies & Practices



Accountability & Implementation

- Establish an Anti-Islamophobia Advisory Council/Circle to the Mayor to provide oversight of the implementation of the recommendations
- Establish a Muslim Community Liaison Advisor within the Anti-Racism Anti-Oppression Division to work with community partners to implement the recommendations
- The Anti-Islamophobia working group continue to meet on a regular basis to support accountability and implementation at the community level



Financial Implications

- One time funding of up to \$150K from the Operating Budget Contingency Reserve for a memorial plaza at Hyde Park/South Carriage Rd to be completed by June 2022
- The Muslim Community Liaison Advisor position is proposed to be funded on a temporary basis for a period of up to 2 years within existing budget resources. Long-term funding options for this position would be explored through the development of the 2024-2027 Multi-Year Budget
- Following an implementation plan, Civic Administration will submit a business case for any additional required funding as part of the 2023 Annual Budget Update or 2024-2027 Multi-Year Budget



What's Next?

- There are number of initiatives derived from the recommendations that are already underway
- Civic Administration now needs to develop an implementation plan that outlines how the applicable recommendations will be actioned
- The Anti-Islamophobia working group needs to continue to meet regularly to discuss progress on implementation activities and accountability

Mr. Michael Schulthess,
City Clerk's Office
300 Dufferin St., London

RE: London & Middlesex Community Housing (LMCH) Tenant Director Board Appointment

Dear Mr. Schulthess,

In accordance with Municipal Council's direction, the London & Middlesex Community Housing Board of Directors undertook a process to assist with the recruitment and nomination process for the Tenant Director position for board appointment. As set out in the Shareholder Agreement, a sub-committee of the board of directors was established to assist with this process, comprised of members of the board, members of LMCH administration and community members. The sub-committee was delegated the authority to nominate the Director (Tenant Member) and communicate that decision to the City Clerk.

A process was established by the sub-committee having consideration that the Board of Directors should reflect the diversity of the community that LMCH serves and having due regard for the director qualifications as outlined in the Shareholder Agreement. On January 27, 2022 the sub-committee members unanimously approved the nomination of **Anne-Marie Mitchell** to fill the role of Director (Tenant Member) on the LMCH Board of Directors.

The Board of Directors requests that the City of London thank all tenants who put their names forward for their interest in serving on the Board. We encourage all applicants to continue to participate in their communities and with LMCH.

Thank you in advance for this consideration.



Aynsley Anderson
Board of Directors
London & Middlesex Community Housing

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Ali Coyle**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6G2V3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I was an active member of an advisory panel on joint research conducted by the University of Ottawa and Canadian Blood Services for the year 2018. The researchers were interested in promoting blood donation amongst LGBTQIA+ individuals, knowing that there is a blood ban and a gap in communication between CBS and the aforementioned community. My role was to ensure that the researchers' language in their surveys and interviews was inclusive, positive, and in accordance with the sensitivities of the LGBTQIA+ community.

I have not been an active member of a board, but I am very enthusiastic to experience it at LMHC.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

-What I contribute:

1) I have maintained a great and professional relationship with my neighbors at 349 and 345 Wharncliffe road north over the past 3 years. I positively contributed to the buildings by reporting emergency and maintenance issues, even sometimes cleaning the hallways out of the debris. By showing my passion to help the community that I live with, I was selected as the resident contact of the buildings in December 2020. Being on the board will allow me to share my proactive perspectives of living and working in the buildings with other members. My unique, professional, and realistic point of view of everyday incidents of the neighborhood will better recruit the members with day-to-day details on decision-making and budget-expending.

2) I just finished my honor degree in genetics at Western University this year. My thesis was about SARS-CoV-2 and COVID-19. I know many residents feel left out and isolated during the pandemic, with many having limited access to COVID-related information. With the pandemic coming to an end, I can be actively helping the board by providing scientific materials on COVID and post-COVID to enhance the quality of the residents' lives. As you may know, during the pandemic, many individuals have been experiencing mental health issues and may have turned to drugs and alcohol. I live on a floor with some very young residents experiencing addiction and domestic violence. These residents should have access to resources that can help them whenever they feel they need help. With my educational background, I can help the board in their decisions on the pandemic and post-pandemic policies.

-What I hope to learn:

1) I hope to learn how to be a professional member of a board of directors in North America. I am young and still a long way in front of me to become an expert. I would like to learn the work etiquettes and apply them in other jobs I may have in the future.

2) I hope to further develop my skills in strategic planning, fundraising, and event management. Organizational leadership is a quality I am seeking to enhance by working with you.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will support the work of the board by:

- 1) participating in regular meetings, evaluating the topics of discussion, and actively expressing my opinion**
- 2) working in tandem with members and managers to implement big-picture projects**
- 3) contributing and executing strategic plans if needed.**
- 4) organizing and implementing annual/ monthly conferences to update the board on the current issues of the community.**
- 5) representing and speaking on behalf of the board if needed**
- 6) managing and expanding relationships with third parties if needed**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

As indicated in my resume, I have a long history of working with various communities such as:

- 1) children and people with disabilities at YMCA. I have conducted many swimming lessons and have been recognized as the best employee of the session (12 weeks) twice. In that job, I greatly and clearly communicated with the parents of children and offered excellent customer service in the case of disputes, while following the guidelines and policies of the pool and the public health.**
- 2) children with autism at Autism Ontario. My involvement in Autism Ontario bloomed from being a normal volunteer who would spend time and socialize with children with autism to being the volunteer coordinator and event coordinator. Although due to the pandemic I could not continue my work with AO, I am always dedicated to volunteer with them after the pandemic.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

The answer to this section is copied from the earlier section of this form.

-What I contribute:

- 1) I have maintained a great and professional relationship with my neighbors at 349 and 345 Wharncliffe road north over the past 3 years. I positively contributed to the buildings by reporting emergency and maintenance issues, even sometimes cleaning the hallways out of the debris. By showing my passion to help the community that I live with, I was selected as the resident contact of the buildings in December 2020. Being on the board will allow me to share my proactive perspectives of living and working in the buildings with other members. My unique, professional, and realistic point of view of everyday incidents of the neighborhood will better recruit the members with day-to-day details on decision-making and budget-expending.**
- 2) I just finished my honor degree in genetics at Western University this year. My thesis was about SARS-CoV-2 and COVID-19. I know many residents feel left out and isolated during the pandemic, with many having limited access to COVID-related information. With the pandemic coming to an end, I can be actively helping the board by providing scientific materials on COVID and post-COVID to enhance the quality of the residents' lives. As you may know, during the pandemic, many individuals have been experiencing mental health issues and may have turned to drugs and alcohol. I live on a floor with some very young residents experiencing addiction and domestic violence. These residents should have access to resources that can help them whenever they feel they need help. With my educational background, I can help the board in their decisions on the pandemic and post-pandemic policies.**

-What I hope to learn:

- 1) I hope to learn how to be a professional member of a board of directors in North America. I am young and still a long way in front of me to become an expert. I would like to learn the work etiquettes and apply them in other jobs I may have in the future.**
- 2) I hope to further develop my skills in strategic planning, fundraising, and event management. Organizational leadership is a quality I am seeking to enhance by working with you.**

I will support the work of the board by:

- 1) participating in regular meetings, evaluating the topics of discussion, and actively expressing my opinion**
- 2) working in tandem with members and managers to implement big-picture projects**
- 3) contributing and executing strategic plans if needed.**

- 4) organizing and implementing annual/ monthly conferences to update the board on the current issues of the community.
- 5) representing and speaking on behalf of the board if needed
- 6) managing and expanding relationships with third parties if needed

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

For details on the educational background please review the resume attached to this application.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I have worked and lived in Turkey from 2013 to 2015. During my stay in Turkey, I was selected as the superintendent of the building of my residence for 1) the trust that the landlord and the residents developed in me. 2) my great practical and hands-on skills in fixing regular issues such as plumbing, electricity, laundry, and scheduling for cleaning. Other relevant experiences such as being the resident contact of LMHC buildings are mentioned above.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

For details of my community involvement please refer to my resume.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Attach resume or other document here, if needed: **Resume - AC.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email from LMHC**

Submitter E-mail:

Submitted on: **6/4/2021 4:03:07 PM**

Ali Coyle

London, Ontario N6G2V3

SUMMARY OF QUALIFICATIONS

- Dedicated Resident Contact at LMHC
- Enthusiastic graduate student in Biomedical Engineering at the University of Western Ontario
- Collaborated with diverse groups of individuals at work and school
- Very productive and focused student with a strong passion for community works
- Highly organized analytical person able to take the initiative in planning and implementing tasks
- Fast learner with a strong background in emergency management
- Friendly, resilient, energetic, and fun

EDUCATION

Master of Engineering Science in Biomedical Engineering

University of Western Ontario

London, ON 2021 - Present

Honours Specialization in Integrated Science with Genetics

University of Western Ontario

London, ON 2017 – 2021

PROFESSIONAL EXPERIENCE

Resident Contact

London and Middlesex Community Housing

London, ON 2020 - Present

- Report to and communicate with a variety of partners for maintenance and hazardous conditions
- Work closely with the fire department and the police in London in emergency situations
- Investigate tenant complaints and maintain general security

Team Lead, Lifeguard, and Swim Instructor

YMCA of Western Ontario, Central Branch

London, ON 2017 – 2020

- Led teams of lifeguards and swim instructor to run the lessons smoothly
- Enforced members' adherence to pool guidelines and rules in a professional manner
- Performed rescues in the event of drowning or swimming accidents

Autism Therapy Assistant

Intensive Multi-Treatment Intervention (IMTI) Program

London, ON 2016 – 2017

- Worked with and trained under the supervision of a prominent autism therapist and the developer of the IMTI program
- Applied behavioral therapeutic techniques to enhance the life skills of a child with autism
- Customized piano and guitar lessons to assist and enhance the learning process

VOLUNTEER EXPERIENCE

Canadian Blood Services (In-clinic Volunteer)

London, ON 2016 – 2021

- Joined a research team from Ottawa University as an advisor to conduct surveys on MSM deferral policy
- Welcomed donors to the hospitality area and ensured they were offered refreshment items, and responded to questions or concerns
- Observed donors and immediately alerted clinic staff of adverse reactions

Ali Coyle

London, Ontario N6G2V3

Lesbians and Gay Support Refugee

London, ON 2016 – present

- Communicated with a group of 5 university professors and professionals to sponsor a gay refugee in Turkey
- Fundraised by community outreach \$11,000 for the first-year living expenses of the refugee

Autism Ontario (Volunteer Coordinator)

London, ON 2016 – 2020

- Updated the database of volunteers and events, welcomed and guided the volunteers to join London Chapter
- Participated in fundraising events throughout the year to run a variety of workshops for children with Autism
- Supported facilitator and interacted with participants with autism
- Helped with setup and cleanup of activities, and modeled appropriate behaviour

Food Support Services

London, ON 2018

YMCA (Swim lessons Assistant)

London, ON 2018 – 2019

Other Interests

- Playing and learning a variety of musical instruments (guitar and flute, ...)
- Swimming, working out and dancing daily
- Motivating and inspiring others to adopt healthy diets and quit alcohol and drugs
- Paddled with Dragon Boat Club during the school year of 2019 and lifeguarding on a boat in a lake during the COVID-19 pandemic
- Growing more than 50 different house plants and enjoying time with three very needy cats

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Kolton Desjarlais**

Phone Number:

Address: **whiteoak road**, City: **London** Province: **ON** Postal Code: **N6E1L7**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I was a current tenant at the LMHC complexes I know the current status qnd situation of who the tenants count on qnd qm someone who stands up for change I left houseing because I needed some stability qnd can't do that while there qnd this is why I would love to be on the bored to help houseing understand the ppl who I used to be . I'm the people

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I hope to help LMHC understand what clients want and needs being a formal tenant I know qll to well what needs to be addressed

How will you support the work of a Board or Commission? (max. 3000 characters):

I will support anything that helps your tenants and keep an open mind when makeing harsh but reasonable assistance

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I would be a great asset being a formal candidate from liveing In LMHC

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

My goal would be to help the community I used to be apart of . I want to show how somone like me can help make individuals who dony think there voices matter matters. I still know people who live there and who voice to me as well as my self what a difference we can make if we stand together

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**Currently getting my grade 12 I am doing this while raining 3 high needs children to be come a voice for the people once I achieve
My grade 12 I'm going to collage for my social social services**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I'm q mom who lived at 3 units in LMHC I've lived it

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

Being a formal resident gives me experience

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Everything I stated is true qnd if you would like more information on me please email me thank you

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email**

Submitter E-mail:

Submitted on: **1/8/2022 8:02:07 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Denise Dowd**

Phone Number:

Address: **Southdale Road East** City: **London** Province: **ON** Postal Code: **N6E 1B3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **N/A**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I hope to bring tenant issues to the table. Being a 16 year tenant and my husband was a resident site contact for 5 years. I have an insight as to what can be achieved now and what needs a timeline.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will endeavor to bring both sides to a mutual understanding of the problems and possible solutions.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

**Tenant for 16 years.
Resident site contact 5 years
Previous property owner
Previous business owner**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

See above

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

See above

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

See above

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **N/A**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

I was part of the committee that helped keep the medical Centre in our complex for a few extra years. I've attended functions for the Chaplaincy. I know how to use community resources.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email**

Submitter E-mail:

Submitted on: **1/8/2022 1:59:40 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Virginia Harrie**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6J 1V3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have no experience on a London Board or Commission.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I have been an LMCH tenant for 5 years and this has given me an insight into how the board governs the community it serves. I hope to learn firsthand how the needs of the tenants, community, board and city are met and implemented.

How will you support the work of a Board or Commission? (max. 3000 characters):

As an LMCH tenant and board member I will offer my voice and experience to making timely and co-operative decisions regarding my community and its needs in the short and long term. I will ensure the needs of the board are met within my ability to do so.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Currently I am one of three senior tenants at 30 Base Line Rd. W who have organised an in-house food bank for the residents in our seniors only building called The Caring Cupboard. We have successfully worked with the Community Development Team at LMCH in this time. We provide donated food items to one in four residents who may be suffering hunger due to various circumstances. We have successfully operated out of our common room for over two years. My strengths are organising, inventory, communication, marketing, and training volunteers. I am committed to the health and well-being of my fellow senior tenants.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

At present there is no tenant voice available to LMCH Board of Directors. I would like to be that voice. My passion and concern for the well being of our community is the background I bring to the board. I am able to work within LMCH boundaries and still be a help to the tenants.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I am a high school graduate and have completed some college courses. In 2017 I completed a Liberal Arts course at King's College at UWO. I was the successful owner of

a Bridal Accessories business for two years doing Trade shows. I was also the owner/designer of a custom designed bridal accessories online business. I work well with other business owners as well as clients and the public.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I am equally at home running my own business in person and online, assisting at a tenant-run weekly bingo night, or organising our in-house food bank. I am driven and passionate in the all the aspects of what I am involved in. I will bring concern for my community and a desire to help my fellow tenants to the board at LMCH.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

My most relevant experience is with our in-house food bank. I am a founding member who along with two other senior ladies saw a pressing need to feed the seniors in our building who were going without food for various reasons. We have been successful for over two years now. Our first food bank fed 17 people and we now feed over 60 each month. My roles are inventory, training volunteers, communications, marketing, and orchestrating the smooth running of our food bank store every month. This has been the most rewarding work I have ever been involved with. I have worked hard in conjunction with the LMCH Community Development Team to ensure we operate within the guidelines set out for us. Covid 19 protocols have been diligently followed as well to ensure the safety of all tenants and housing staff.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

I am learning Spanish to help serve our Spanish speaking tenants.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **This information was provided in an email sent to LMCH tenants.**

Submitter E-mail:

Submitted on: **6/1/2021 11:51:14 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Gerald Hawkeye**

Phone Number:

Address: **McNay St**

City: **London** Province: **ON** Postal Code: **N5Y 4X1**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I live at McNay St for about 9 years which is own by London Housing which I am great full to help anyway I can.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I am a fast learner and I hope I can make a different for the people that live in a London Housing building.

How will you support the work of a Board or Commission? (max. 3000 characters):

I am open to anything that is offer and I will try my best to fulfil what I am responsible for.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I was a Army cadet CI for about five years and worked with young cadets in all the jobs I had.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I am very interested in being part of London Middlesex Community Housing board and bringing to light some of the things I see going on in the building I lived in as well as the one I lived in before I had move. I can see many things that I hope will help the tenants and London Housing go into the future and grow.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have my grade 12 diploma and attended Weable for several years to improve myself and further my education.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

As I said before I lived here for almost 9 years now I can see things that need to be address. I don't have any experience to say about but I am willing to give it my full attention.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

None to talk of.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

None

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email from London Housing**

Submitter E-mail:

Submitted on: **1/8/2022 3:33:02 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Sorin Lemac**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6A 1G4**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Elected member of Board of Education for French High Schools in SW Ontario (2015-2019) representative for better French education, responsible for modernization's, long and short term investments, planning, financing, and human resources developments, Elected member of Owner Representative at Libro Credit Union, (2021-present) representing the people that own the credit union by investing their resources, approving developments, investments, general budget, resources management.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

As a tenant of London Housing, I understand very well that the problems living here, dealing with everyday problems, or update and modernization, improving living conditions, also representing tenants' needs to the Municipality and Provincial government. Being part of the Board and also with my experience as a member of different boards I will do the best to represent and support the people's needs.

How will you support the work of a Board or Commission? (max. 3000 characters):

By actively participating in the meetings of the Board, coming with positive solutions for improving the living condition of the tenants, representing their needs and necessities, and follow up to see that all the Board decisions and intentions are fully achieved.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Master's degree from the University of Western Ontario in the area of Applied Mathematics, Social Modeling, and Development. Member of Akron Housing dealing with improving the living condition of tenants in SW Ontario and especially London.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

Based on my life and work experiences and also as a tenant, I am confident that I can make a real contribution to the London Middlesex Housing Board by representing tenants to the organization.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Master's degree from the University of Western Ontario in the area of Applied Mathematics, Social Modelling, and Development.
PhD degree in the area of Engineering, and Modelling.
Military degree from German Military Academy in the area of UN Peace Keeping Operations.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Militant for Human Rights for political prisoners in different countries in Latin America.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

Owner Representative at Libro Credit Union starting from 2021 representing interests of the owners and shareowners to the Board of Directors, dealing with the planning, investments, policies, and services.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Based on my previous work experiences and education I am sure that I will do my best to represent tenants and their interests to the Board of Directors, dealing with their complex problems.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **London Housing email**

Submitter E-mail:

Submitted on: **6/2/2021 7:40:09 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Celeste Lyons**

Phone Number:

Address: **Kent Street** City: **London** Province: **ON** Postal Code: **N6A 1L4**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have not served on previous board of Directors. However, worked for SW LHIN 2004-2008 & Hospice of London (non residential) 2008-2012

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I am professional and articulate and hope that my contributions from a tenants perspective will be valuable in providing feedback and advocacy for those both working for and residing in LMCH.

How will you support the work of a Board or Commission? (max. 3000 characters):

I would like to join the board to gain insights into operations and be an integral participant in the decision making processes to provide positive solutions and experiences.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional):

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on:

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Peter Mac Donald**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N5V1A5**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have no experience on a London Board or Commission

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I am a volunteer with OBIA and George Bray Sports *. I have work in retail 17 years. Also have been in housing along time my disability allows me to think outside the box. Which allows me to help others in a different way.**

How will you support the work of a Board or Commission? (max. 3000 characters):

I would be able to offer the views of a tenant with disability

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I am a volunteer with OBIA and George Bray Sports *. I have work in retail 17 years. Also have been in housing along time my disability allows me to think outside the box.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I have enjoyed fixing things in my own unit. I have done many things growing up. I know renovations yard care and just enjoy working with people.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have not completed grade 12 at all. When comes to computers I am pretty good. As a member of Dale Brain Injury I use to fix up computers for members who could not afford one and give them away. I would also repair the..

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Started do reno at ten with my dad. I spent two years work in on boilers. Then two years heating n cooling doing sheet metal work and help with instalation.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I am a peer mentor with Obia

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Just because we live in housing or have a disability does not make us any less of a person. All people should be treated with respect and that their lives matter.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **London housing email**

Submitter E-mail:

Submitted on: **6/2/2021 6:40:33 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMHC**

Contact Information

Name: **Charles Daniel Mastrotucci**

Address: **William st.** City: **London** Province: **ON** Postal Code: **N5Y2S4**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Unfortunately no experience.. yet.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

From my 25 years living in london, and at least 22 years of that spent in LMCH I have a unique insight into the community(their beliefs and behaviors). I hope to accurately represent the wants of the community at the same time as learning what is truly needed to fully encourage and motivate proper change.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will do whatever is necessary to enact change and to get others motivated. I am just a single voice among many. I hope with proper guidance to help bring together multiple groups/branches so communication will come with more ease. It is by connecting the appropriate parties(or their wishes) I hope to make (the) future oppurtunities or endeavors of the community a lot more accessible and stress free.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

When it comes to taxable or official job titles you won't find much under the heading "Charles Mastrotucci". I'm quite unknown in the city, I've mainly kept to myself for the better part of my life. But there comes a time when cleaning up your local parks or babysitting a friend's children just isnt enough . I know I'm capable of giving back so much more. My community is one of the few things I truly care about and want to give back to.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Direct email(late delivery)**

Submitter E-mail:

Submitted on: **1/9/2022 10:16:41 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: Keegan McAlpine

Phone Number:

Address: Dundas Street.,

City: **London** Province: **ON** Postal Code: N6B 1W9

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Since April, 2021, I have been a co-chair for the Tenant Advisory Council (TAC). Advocating/Chairing towards agenda writing & leadership responsibilities-

Tenant Advisory Council (TAC) - Received training on how to be a council member; Review board packages and give tenant feedback; Represent the tenant voice to London & Middlesex Housing Community (LMHC) leadership; Represent the interests of LMCH as an organization; Develop tenant proposals to submit to the board. REF- https://www.lmch.ca/uploads/pdf/TAC_English.pdf

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): What I hope to contribute as a possible asset to the Board is my interpersonal skills (i.e., communication; empathy; healthy confidence; decision-making; emotional quotient/intelligence). I hope to learn more about myself through the process and experience of being part of a Board, then, I can become a better helper or influence to others by learning these new skills.

How will you support the work of a Board or Commission? (max. 3000 characters)

I will support the work of a Board with my leadership skills; lived experience; open-minded worldview; Initiative; and my curiosity/passion to learn.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I facilitated a mood disorder peer support self-help group at the Canadian Mental Health Association (2018-2020). Also, I will be spearheading a peer support pilot project for The Institute of Indigenous Learning Centre (ILL) at Fanshawe College. SafeTALK and Mental Health First Aid certified. Peer student for Fanshawe College. I'm on the student body for the ILL in a student leadership format.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

The main reason for my interest in being a part of the London Middlesex Community Housing board is to make a difference. It takes a village to make a difference. I hope to continue to be a strong helper for the next 7 generations, and represent London Middlesex Community Housing. I have this burden to be a part of something bigger than myself, because I have had people from LMHC believe in me. This burden I have is to help others the way others have helped me.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Grade 12 Equivalency diploma. Human Services Foundation (HSF) certificate, Fanshawe College. Social Service Worker (SSW), currently in a 3 year program at Fanshawe College.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

The majority of my life has been lived experience and developing emotional intelligence. This helped me with my prosocial skills and connecting with others. Currently, I am enrolled in Fanshawe College to connect my lived experience with theory. This has sharpened my knowledge with group dynamics, inclusion, and creating a sense of belonging. Communication is key to success.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I believe I have a unique perspective—as I'm an Indigenous man. Diverse and rich perspectives are important for change. We live in an individualistic culture. The Indigenous way is a collectivist traditional way of living. I'm confident my experiences are relevant to the Board.

I feel I would be a great asset for this Board, and I'm passionate about listening to others.

Side note- I once asked my knowledge keeper/mentor what's the best advice he can give me in life. He simply said... "listen." That used to be our way.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Attach resume or other document here, if needed: I do not have a curriculum vitae available on short notice. However, I can update and send if needed.

Attach more files here, if needed:

Confirmations

I declare the following: I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.

KM

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.

KM

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): Preet Chhokar

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: 2022-01-12

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Daniela Mircea**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6E 1B3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I currently reside at one of your facilities and looking around I am really saddened that's tenants don't appreciate what they have. I will focus on the hygiene and sanitation of this place allowing the appearance. Garbage belongs in the bin and everyone should believe held responsible for the back and front yards. I work in commercial cleaning and believe that every place should look tidy. Graduated High school in Romania but took extra courses in Canada. I've been in this Country since 1997 and loved it. Lives in this complex for a number of years and I love it. Firm believer that everyone should pitch in and take care of it. Show respect to thy neighbours and keep it Clean and Safely for the children. Thank you for if your time. Even if I am denied , wouldn't continue to do my part and help in anyway I can. God Bless! Daniela

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I think I respond to that in the previous part.

How will you support the work of a Board or Commission? (max. 3000 characters):

Never been a part of a board, but I am convinced I I will learn fast and agree with the majority.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I work in commercial and residential cleaning. Also when I can't i clean around then complex. I helps at the Chaplaincy Ontario several ocasions.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I know that there will been changes in the complex and would like to believe that everyone if pushed a little cancel become a better tenant.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

High school diploma, Simply accounting in Canada. Aside from my current position asking owner/operator of my business. Hard working, excellent customer skills and appreciation of having this amazing place I can call Home

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I was responsible for a restaurant complex in Romania also in charge with keeping the apartment building where I lived. Now I like to think, I make my customers happy by keeping their office clean and sanitized.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

Can only be honest and say that I did volunteer work at the Church in our community also the Chaplaincy

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Pretty much summarized what I had.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

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I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **email**

Submitter E-mail:

Submitted on: **6/1/2021 9:51:12 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Anne-Marie Mitchell**

Phone Number:

Address: **Millbank Drive** City: **London** Province: **ON** Postal Code: **N6E 1R7**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have no experience on a London Board or Commission.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I have a keen interest in personal and professional achievement and growth. I have a love of learning and am always eager to improve my community. I am socially-minded and have many ideas to improve the environment, communication with tenants, and the social landscape of my community. I am always aware of the needs of the more vulnerable members of my community and I wish to find ways to make sure their voices are heard.

I have always been interested in advocacy for vulnerable populations and have lived experience escaping a domestic violence situation and I have intimate knowledge of challenges and social supports available to tenants, especially women, who join LMCH's community. I aim to use my excellent communication and research skills to assist tenants and community members in housing security, health and wellness, education, and other issues they may face. I have excellent organizational skills, as evidenced by my exemplary grades achieved while also raising a 4 year old child as a single parent. I am dependable and passionate about community improvement and adding a thoughtful human element to the organizations that support our community.

I wish to assist tenants with knowledge of and access to existing social supports. I aim to improve my community through advocating for community projects and introducing ideas that are fiscally sound, yet efficient and effective. Above all, I want to make a real difference to the people that call LMCH properties home.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will support the work of the Board through connecting with community partners, collecting information and ideas from tenants, organizing community meetings and outreach, and providing proposals for new or existing projects.

I can add a unique perspective to the conversation because I have personal experience as a tenant and as a member of the community which is affected by Board decisions. I have a passion for community outreach and I am willing to work closely with tenants to collect their perspectives and ensure their voices are heard when the Board makes decisions that affect them. I will dutifully attend all meetings and prepare any reports or proposals promptly to the Board. My goal is always to affect positive change.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I worked as a manager at a busy Mcdonald's location on 50 Dundurn St., Hamilton, ON,(2011-2017) before moving to London (2017) and staying home to take care of my

child. I returned to school (Wheable Adult Ed) in 2020 to upgrade credits, and am currently a Fanshawe student taking a Pre-Health Sciences program with a GPA of 4.17, and am applying to Dental Hygiene and Nursing programs.

I have fostered a child on an emergency basis (2012) and provided for her needs, both financial and emotional, while helping her connect with family under the purview of the CAS.

I have personal experience connecting with other tenants, donating necessities, and assisting connecting to resources and supports for new tenants.

I have personal experience dealing with the Landlord Tenant Board, and as such am very familiar with the RTA and all obligations of both tenants and landlords in Ontario.

My experience working in management has many transferable skills. While I managed cash, equipment maintenance, inventory ordering and scheduling, the most important skills I developed were leadership skills and interpersonal skills. I learned how to work hard and inspire others to work hard through intrinsic motivation. I learned how to manage people as a group and as individuals. I learned the importance of listening to people's concerns, and how powerful simple appreciation and recognition can be to people in terms of their motivation. I took leadership courses through my work and learned how to be a role model, a coach, a leader, and a facilitator for success. I have taken these skills into many avenues of life and everything I do, I do with excellence and a personal drive to succeed. I always put 100% effort into anything I attempt. I will bring that level of dedication to this role because I know as a member of the Board of Directors, I can make meaningful change for some of society's most vulnerable members.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I would like to be a part of the LMCH board because I believe the Board needs someone with a perspective such that they know what it is like to be significantly financially disadvantaged. LMCH manages subsidized housing, and as such they provide for the housing needs of disabled people, single parents, people coming out of shelters, people struggling with substance abuse or domestic violence. LMCH communities have a higher than normal incidence of community problems like violence, vandalism, and poverty. The Board needs someone who is aware of the challenges and needs of tenants in a low socioeconomic bracket, and who has realistic ideas of what projects will and will not work, and why. The Board needs a voice that does not come from privilege or even a middle class family. Many members of the LMCH community need access to social supports and either do not know about them or face barriers in accessing them, barriers which some may not have even thought of.

I seek to be that bridge that will give these tenants a voice.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I completed my OSSD with an Ontario Scholar designation, and am a current student at Fanshawe college in Pre-Health Sciences with a GPA of 4.17. I have taken leadership courses through my previous position as a manager in food service.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

My management experience has provided me with leadership skills and interpersonal skills, as well as business management skills.

I have fostered a child on an emergency basis while working with the CAS to find her a stable family home.

I have escaped a domestic violent marriage with my baby and ended up as a tenant with LMCH as a result, and have since succeeded as a single parent while attending school full time and achieving grades that identify me as on the Dean's Honour Roll at Fanshawe College.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I have no other experience that has not already been mentioned.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Thank you for your consideration.**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **I received an e-mail from LMCH inviting me to apply for the position.**

Submitter E-mail:

Submitted on: **1/8/2022 3:43:10 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Olga Mubanga**

Phone Number:

Address: **Limberlost Road**, City: **London** Province: **ON** Postal Code: **N6G 2C7**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I don't have experience of being a part of a Board or Commission.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I would be glad to contribute my ideas and learn how I can better serve my community.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will support the work of the Board by doing my part and contributing my time, knowledge and skills.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I experienced life in a couple of shelters, Second Stage Housing and now the Limberlost community. I am involved in the programs that are run here by the Chaplaincy, the London InterCommunity Health Centre, North West London Neighborhood Resource Centre, as well as North West London Connect group. I'm interested in leadership and personal growth and I regularly seek opportunities to educate myself and grow in these fields.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

As a tenant, I notice some challenges in this community. I grew up in a supportive family and in a good environment and while I'm here I keep thinking about how the lives of residents can be improved. I would be glad to be able to apply my skills to help improve the situation and solve some of the problems and eventually improve the quality of life of the housing residents.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have a Masters Degree in Finance from Ural State University of Economics in Russia, I have a Masters in Linguistics from Russia, I have completed a Software Quality Assurance course in Israel, and currently I'm studying GIS and Urban Planning at Fanshawe college.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I lived in 3 different countries and have significant multicultural and administrative experience.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I moved to Limberlost community in December 2019, and since then I've been involved with North West London Connect group, the Limberlost Chaplaincy programs and later with London InterCommunity Health Centre. I was involved as a volunteer, by being engaged and contributing ideas.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): ...

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **e-mail from LMHC**

Submitter E-mail:

Submitted on: **1/9/2022 9:00:45 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Gene Northup**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6J1V3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

served on the memorial boys and girls club program.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

knowledge and work with people who are concerned about other people.

How will you support the work of a Board or Commission? (max. 3000 characters):

on a issue base decision.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

worked on a community based board in decisions related to operation and finance.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

i feel i have a lot of knowlege in community needs.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

my education can be descibed as not so much academic but more life experence.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

living in a rent to income property, knowlege in the operation of a not for profit enviroment.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

operations at memorial boys and girls club in the choms operation cost and relevant fund raising operations.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **n/a.**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **e-mail**

Submitter E-mail:

Submitted on: **6/1/2021 10:52:58 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Rebecca May Oakley**

Phone Number:

Address: **Dundas Street** City: **London** Province: **ON** Postal Code: **N6B 1W9**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **I do not have any experience but i do have an outstanding positive energy and id love to share my positivity with everyone**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters): **Positivity and more logical and safe living for all tenants. And id love to learn how i can better help my fellow tenants.**

How will you support the work of a Board or Commission? (max. 3000 characters): **Any way i can**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters): **No training no experience but life has taught me lessons perhaps i can help teach others**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **Honestly i have alot of ideas and creativity but absolutely no way to put any of such to any use. Hoping this will give me the opportunity to brighten London Housing**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **No highschool diploma/ged. Yet anyway.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **Im not good with verbal descriptions im better with demonstrative descriptions**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **No idea how to answer this question my apologies**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Nothing i can think of**

Attach resume or other document here, if needed: **Resume Rebecca Oakley.pdf**

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email**

Submitter E-mail:

Submitted on: **1/8/2022 7:03:38 PM**

Rebecca Oakley

London, Ontario, N5Y 4K5

PROFESSIONAL SUMMARY

I am very observant, im good at paying attention to detail, im curious and creative and always thinking, i am able to have a positive attitude towards others and am generally a positive person, i am able to learn from being shown what to do and able to learn swiftly, i can follow instructions well and can give instructions if necessary, i am a hard worker and very determined, i am early to everything 90% of my life and i would make an excellent employee and a great addition to any team.

WORK EXPERIENCE

Communication equipment sales representative
Avon Canada

May 2019 - 2020

EDUCATION

Welding
North American Trade School • London, Canada

Nov 2016 - Jan 2017

SKILLS

I am very observant, im good at paying attention to detail, im curious and creative and always thinking, i am able to have a positive attitude towards others and am generally a positive person, i am able to learn from being shown what to do and able to learn swiftly, i can follow instructions well and can give instructions if necessary, i am a hard worker and very determined, i am early to everything 90% of my life and i would make an excellent employee and a great addition to any team.

PROFESSIONAL CREDENTIALS

Fall Arrest Protection Training Course
Smart Serve
Workplace Hazardous Materials Information System (WHMIS) Certificate

REFERENCES

Eileen Matthews:

Kaitlyn Oakley:

Robert Oakley:

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Sarah Potter**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N5Y 4K5**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

When i was married and no longer lived in london housing , i was on the Fanshawe Student Union , First Nations Student association as president.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

Contribute as much as needed by the board or commission , i am eager to be a great help to my community

How will you support the work of a Board or Commission? (max. 3000 characters):

Anyway i am needed , work with the rest of the board or commission however they see fit.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I sat on the Oneida Nation of the Thames Policy Committee where we were the ones who made the policies for Chief and Council . I also sat on many student unions.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I learn new things everyday, i hope to learn as much knowledge from the rest of the board as i can about london housing , how to make it better and contribute as much as i can . My late mother lived in LMCH since 1984 until her death, i have seen the changes LMCH has been through and would love to see the future changes as well, i would very much like to be a part of these changes for the better.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I am a certified chef , certified nutrition manager, i am multiple award recipient, i have had secretarial training .

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I have lived through so much and i am still here to learn more and be an example. I participated with Fanshawe to be the first ever liason between the first nations center as

their student association as president and the FSU as the student representative for the hospitality division. I helped manage my ex in laws , pawn shop , general store and second hand goods store. I worked in the community as a representative for all 3 stores . I also worked for the Big Sisters of London house as well.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

First Nations Student Association was 2 terms (1 year); FSU Rep (1 year); Oneida Policy Committee 2 years (chief term is 2 years)

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

I am not really a written words person, I am more of a hands on, face to face , unless i already am aware of the specific tasks asked of me , then i can put them into words . I do have learning disabilities , but they do not limit my knowledge or my strive to gain more knowledge .

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Email**

Submitter E-mail:

Submitted on: **6/1/2021 9:20:46 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Rhonda Robertson**

Phone Number:

Address: **McNay St, City: London Province: ON Postal Code: N5Y 4X1**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

2016-17 - When living a William St., I was a Staff as a Building Contact/Resident Contact ..I my job was to call in any repairs, see over the contractors coming in by signing my log book "Sign in & Sign out" & what job they are doing..

I also locked up the Lounge & Laundry Rooms each Night & Opened them up in the morning..

Be available to solve an issue either with Residents or when the Fire alarm goes off & I make calls & get tenants out safely in a safe order.. do Office work such as write up different issues .. do a fax or receive Faxes & post up notices or hand them out to individual by sliding the info under their doors..

2010 - 19 - I have had a volunteer job as a Receptionist at Hutton House Learning Centre for 10+ years.. answering phone calls, training other volunteers.. help staff with minor duties .. greeting clients & guests & staff ..

2012-15 - I worked at Fire Roasted Coffee Cafe at the Western Fair Farmer's Market.. I was the Star Barista .. I greeted guests & made sure there was always coffee on the counter.. with my good sense of humor & great smile.. I made a lot of friends .. I also did some training new staff & being a good leader (to the best of my ability) .. I also dis cleaning of tables & sweeping floors & making certain that our shelves were full .. I also did some pre-packaging duties ..

2007-11 - BOH Staff at Auberge du Prince Petit (Closed) .. but I was the glass/silverware shiner.. then over time.. I was prep assistant.. then I did drinks- soft drinks, coffee, water etc..

In my years of working, I learned how to become a leader with confidence & ask for assistance & I am a quick learner.. I can talk things out & make good decisions & allow others to chip in with their ideas.. I can do Office Work with good penmanship & understanding the duties with a lot of patience!

If I am not elected to be on your Board of Directors.. I would love to be the McNay Resident Contact ..as I have plans & ideas to allow our teamers enjoy life with others (with safety & social distancing) I can assist the VON in whatever they do to involve our tenants.. their meals ..

Thank you for at least reading my Application.. & Good Luck to all !

Rhonda Robertson

McNay Street

London ON

N5Y4X1

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I hope to Contribute my ideas & suggestions on helping our Community to have a better life in our Community by including our Tenants in what goes on in our Community.. I would like to learn how the Board make decisions of how the operations work, with

budget, repairs, or allowing who can live where..

As my understanding, McNay St Complex was first a Seniors Community & now most of the Seniors seems to lose their life because they lost what they had.. (okay this Pandemic don't help) but most of the Seniors enjoyed once a week Euchre games or bingos or BBQ but since LMHC bought this building.. the Seniors seemed left out & they don't seem to see others unless its outside waiting for the Mail Lady.. & as I mentioned this Pandemic don't help.. but with a lot of "shut-ins" who used to enjoy those evenings ..they cannot.. there needs to be available activities.. once this Pandemic slows down for those of us to interact again..

I totally get the idea that everyone needs shelter.. but can we get rid of the tenants who are disruptive & or doing drugs & having people coming & going at all hours of the day & night,, these people call me at all hours (buzzing me by intercom to let them in - which I do not) or buzzing anyone who will let them in .. (U know Citizens talk & talk spreads like wild fire & some of these people are seniors who are woken.. This happened to me at Williams St & in the year I have been here.. going through it again.. I don't get it..

Im sorry but I wanted to let you what I think is something I can address to the Board Members & how the Citizens of McNay Complex feel & don't get me on the anger the Citizens feel about the Elevators not working properly on any given day .. especially when this Pandemic is going on & one elevator is only working...

How will you support the work of a Board or Commission? (max. 3000 characters):

I will support the BoC by giving of my time & suggestions, give my ideas & possible solutions ..

Understand what is being said & respect the decisions & pray for everyone during every meeting or decisions..

Whether in person or by Zoom, be available at any time.. whether its a last minute meeting or set in a manner of calendar time.. always have phone in hand or be near my desk to accept any call (Zoom.. Messenger.. an email)

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

My above comments are my Volunteer Jobs, Actual Jobs & what I had done.. I feel any experience I have had in my past will support my role as a Board of Commissions Member.. with an insight of what is going on in one of the London Middlesex Housing Co. as I was a Resident Contact at William Street & currently living at McNay St., Complex.

My Volunteer Job at Hutton House, has taught me patience & knowledge of supporting my Community & have the love of being a People Person & support where ever I am .. doing whatever I am whether as a Resident of LMHC or Volunteer in my Community or a Member of the Commissions.. & adding what I have in my head.. (apparently a lot ..as I love to chat.. & share my knowledge & interests!)

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I believe I mentioned this in my previous comments..

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Graduated from Sir George Ross S.S 1988 .. now the school is called B. Davison

I majored in Business English, Business Office..

Toronto School of Business 1991-92 .. I have a certificate in Office/Receptionist

ATN/Blue Print Program.. a Certificate in Office

Volunteer at Hutton House - Receptionist - 2001 - Present.. (but off due to the Pandemic)

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

For 20+ years as a Cook's Assistant at Forest Cliff Camp..

& my last year at FCC I worked in the Office.. I retired from FCC in 2020 at the age of 50 ! After Doctors told my parents I would not be able to achieve to do anything in life .. I hit every milestone in my life..

Graduated from Elementary, High School, College Programs, I have a Daughter, got

married, now been Legally Separated for 11 yrs & had 3 jobs starting at 35.. & now retired & a Nana to a 4 year old Grand-Daughter..

If I can accomplish these Milestones.. I can accomplish to be anything.. such as a Board of Commissions or be a Member of Commission's !

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I believe in 2016 when our City was having the Municipal Elections.. I was in the office of (our now ex-Mayor, Matt Brown) doing data crouching & other paper work & being on TV (silently mind you LOL).. & I believe, the following year, I was Phil Squire's assistant with going door to door in his Ward 6 .. & learning what to stay & understand his passion & love for his Ward 6 Community.. In both situations, I learned what it takes to be a Mayor & keep Promises & work with the Citizens of London & listen to the Citizens of London & his Horseshoe Ward Members.. (I also learned how to screw over the Citizens of London & his Ward Members..) trust me I would never do what he made, yes a mistake, but a hard mistake..

I will show respect & give respect to all I come into contact..

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

I'm sorry.. I think I mentioned everything through my filling out the applications.. I hope you can see other relent information in my previous comments.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **An Email from London & Middlesex office**

Submitter E-mail:

Submitted on: **1/8/2022 8:47:59 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Zulmira Rogers**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6G 2V3**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I'm not afraid to speak my mind when it comes to the ongoing issues here at social housing

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I can Advocate on the tenants who live here and are afraid to speak out

How will you support the work of a Board or Commission? (max. 3000 characters):

By listening and giving my positive feedback about helping with all the ongoing issues here

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Have taken Assertiveness training programs Have a grade 12 diploma Am not afraid to speak my mind and am a good listener

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I would like the opportunity to see and understand why the social housing is broken and ways to improve the living one conditions here many good tea ants have to be around not so pleasant people who continue to break the laws around here and not being held accountable for their actions

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Have a grade 12 diploma and been taking lots of self help courses like Assertiveness training can speak clearly when asked a question would like the opportunity to see how this corporate office works and try suggesting positive feedback to help tenants and others with ongoing supports to help people navigate the system

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Living in poverty all my life would like an opportunity to see if I can suggest new ways to improve the system which isn't working right now if one can get a chance to try new

opportunities then Maybe there a way out of my property that I have been experiencing all my life a fresh start is all that I am asking for to show my potential that I have to offer

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

Helping people all my life with navigating a broken system that seems not to want to give opportunities to people such as myself who want to see many improvements with social housing like offering help to tenants who have mental health issues that need a voice which I can provide. I have some Legal experiences when I had to take a family member to small claims court and I won the case all by myself. It was very chay but I enjoyed it.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

Just wan an oppportunity to show my full potential if I am chosen to help better the social housing barriers that are here every day I witness Have a very good eye for spotting safety concerns about are buildings

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **City Website**

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **6/1/2021 1:55:14 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMHC**

Contact Information

Name: **Kathleen Savoy**

Address: **Huron St. City: London Province: ON Postal Code: N5Y 4K5**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

No relevant experience

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I would like to bring forward a perspective of a tenant who lives in public family housing. I'm interested in making the nicest home possible for my family and neighbours and I have lots of ideas about improvements that could be made to community.

How will you support the work of a Board or Commission? (max. 3000 characters):

I am able to attend the monthly meeting in person or remotely. I have excellent communication skills in English and I comprehend French. I am reliable and always complete my tasks on time.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I have my DSW diploma from Red River Community College and this gives me a good perspective of working with people with disabilities. I'm half way through completing a Degree in Fine Arts at university and have some experience working with the Students Union's Women's Group at the University of Manitoba. I have training in First Aid and CPR. I have Fire Safety training from The Manitoba Fire College. I ran a live-in group home for 1.5 years and worked very closely with board members at a non-profit agency which supported people with multiple disabilities. I worked at Home Depot for ten years in various departments and have a solid basic knowledge of construction.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **email**

Submitter E-mail:

Submitted on: **1/10/2022 9:32:13 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Amanda Taylor**

Phone Number:

Address: **Boullee Street** City: **London** Province: **ON** Postal Code: **N5Y 1V1**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **C.A.S kids in care.- 1997**

*** Not a board but a group of 6-10 children in care would meet a few times a month to plan activities and meet with the boss of children aid society to find ways to make things better for other kids in care and give points of view on how we were effected with certain rules**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

**Being a part of the board I would hope to obviously bring the point of view of the tenant to the board . ideas for activities that could help possibly bridge some of gab between the tenants and the employees/ volunteer.
Some things I would hope to learn are seeing things from the other point of view. Gain a better understanding of how the system works from the inside.**

How will you support the work of a Board or Commission? (max. 3000 characters):

Support the ongoing plan and give advice if/when asked. Be part of the team.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Community service worker (medix college)

Did work experience for program at

"My sister's place". Where we worked with the vulnerable population.

I was a ward of c.a.s from the time I was 11. I have been through alot of things as well as being around all types of people in different situations.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

Being as I have lived in housing for almost 6 years and my children being a part of alot of the activities that housing offers I feel I have an good understanding of some of the things that housing has to offer. That being said I can also see how some things are failing. I would like to try to see if some different options could be brought into the options available to us as tenants.

In my opinion a board serves better the more different people can come together and work cohesively together to make it better for the people they are serving.

Obviously it would be great for the board to hear from people who are in housing but I also think it would be an amazing opportunity for me to learn how things are run with the

board.

I have always wanted to be apart of something like this that I could possibly make a change for people that are in the same situation as I am in. To help someone potentially see something from a different point of view.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Community service worker. Medix college

Placement at my sister's place

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

C.a.s kids in care. Helping give kids in care a voice to the social workers and higher heads.

Being in c.a.s and being moved around alot you get to be around alot of different people. Learn how to sit and observe the situation, when to put your opinion out there and when to wait for a better time. Growing up in that environment you are forced to deal with alot of different people with various types of issues and challenges and having to learn very quickly how to live with them and not cause problems.

Being in the system most of my life I have a certain amount of understanding of how the process for government run systems works.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

Kids in care. 1997-1998 (the program was done after the year.)

- planning activities for foster children to do**
- meeting with social workers**
- advocacy for kids in care to make things better**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

There is no other information that was not provided in my prey answers

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional):

If you selected 'Other', please specify: **Email**

Submitter E-mail:

Submitted on: **1/8/2022 9:29:06 PM**

From: Turner, Stephen <sturner@london.ca>
Sent: Wednesday, January 26, 2022 2:27 PM
To: Woolsey, Heather
Subject: Re: Waste Management Working Group

I am interested in continuing my work on the working group.

Thanks,

Steve

Stephen Turner
Councillor - Ward 11
City of London, Canada

From: van Holst, Michael <mvanholst@london.ca>
Sent: Wednesday, January 26, 2022 3:28 PM
To: Woolsey, Heather
Subject: Re: Waste Management Working Group

Always happy to be part of a group that does work.
Thank you,

MvH

From: Peloza, Elizabeth <epeloza@london.ca>
Sent: Wednesday, January 26, 2022 4:51 PM
To: Woolsey, Heather
Subject: RE: Waste Management Working Group

Hello Heather,

I am interested in being re-appointed to the Waste Management Working Group. With the W12A Landfill being located in Ward 12 and all the exciting advancements in waste diversion- I would love to serve on this working group.

Thank you,

Elizabeth Peloza

Councillor Ward 12 & Budget Chair



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

London
CANADA

20 Jan 2022

Mayor and Members of Strategic Priorities and Policy Committee

Re: appointment to London Downtown Business Association

Dear Colleagues,

When Councillor Kayabaga took a leave to seek election as the Member of Parliament for London West, I was appointed as the council representative on the board of the London Downtown Business Association until Councillor Kayabaga's leave was resolved. It was always my intention to serve in this role only until the Councillor for Ward 13 could do so.

In consultation with staff in the City Clerk's office, the Chair of the LDBA and Councillor Fyfe-Millar, I am writing to advise you that am resigning from the board of the LDBA, effective at noon on 15 Feb 2022, the day a replacement is most likely to be appointed by Municipal Council.

The LDBA does incredibly important work to advocate for its members and is a key partner in a strong, vibrant and lively downtown. It has been a pleasure serving with my colleagues on the board for this relatively short time.

Sincerely,

Jesse Helmer
Councillor, Ward 4

Diversity, Inclusion and Anti-Oppression Advisory Committee

Report

1st Meeting of the Diversity, Inclusion and Anti-Oppression Advisory Committee
December 16, 2021

Attendance PRESENT: M. Buzzelli (Chair), C. DuHasky, B. Hill, B. Madigan, and M. Mlotha; A. Pascual (Committee Clerk)

ABSENT: H. Abu Karky and W. Khouri

ALSO PRESENT: Councillors J. Morgan and E. Peloza; Y. Asare-Bediako, A. George-Antone, A. Husain, A. Hussain, K. Koltun, R. Morris, B. Westlake-Power, and Z. Zabian

The meeting was called to order at 12:03 PM; it being noted that the following members were in remote attendance: M. Buzzelli, C. DuHasky, B. Hill, B. Madigan, and M. Mlotha.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Opening Ceremonies

2.1 Acknowledgement of Indigenous Lands

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

2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

3. Scheduled Items

3.1 Introducing Islamophobia.io and The Champion for Life™ Mural

That it BE NOTED that the presentation, as appended to the Added Agenda, from A. Hussain with respect to Islamophobia.io and The Champion for Life™ Mural, was received;

it being noted that the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) has invited A. Hussain to attend a future meeting of DIAAC to present his initiative for the one year anniversary of the death of the Afzal Family.

4. Consent

4.1 9th Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee

That it BE NOTED that the 9th Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee, from its meeting held on November 18, 2021, was received.

4.2 Letter of Resignation

That the Letter of Resignation, as appended to the agenda, from K. Arnold BE RECEIVED;

it being noted that the Committee Clerk was also advised of the resignation received from N. Farawi.

5. Sub-Committees and Working Groups

5.1 Awards and Recognition Sub-Committee

That it BE NOTED that no report was received from the Awards and Recognition Sub-Committee.

5.2 Education and Awareness Sub-Committee

That it BE NOTED that no report was received from the Education and Awareness Sub-Committee.

5.3 Policy and Planning Sub-Committee

That it BE NOTED that no report was received from the Policy and Planning Sub-Committee.

5.4 Community Diversity and Inclusion Strategy

That it BE NOTED that no report was received with respect to the Community Diversity and Inclusion Strategy.

6. Items for Discussion

6.1 Advisory Committee Review Update

That it BE NOTED that the verbal update from Deputy Mayor J. Morgan with respect to the Advisory Committee Review, was received.

6.2 Canadian Brewhouse Inukshuk

That the communication from L. Poeta with respect to the Canadian Brewhouse Inukshuk BE REFERRED to Civic Administration for their consideration.

6.3 (ADDED) Quebec's Bill 21

That a Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) BE SCHEDULED prior to the next Strategic Priorities and Policy Committee in order for DIAAC to consider potential recommendations to Council regarding opposing Quebec's Bill 21.

7. Adjournment

The meeting adjourned at 1:25 PM.

Diversity, Inclusion and Anti-Oppression Advisory Committee

Report

2nd Meeting of the Diversity, Inclusion and Anti-Oppression Advisory Committee
January 20, 2022
Advisory Committee Virtual Meeting - during the COVID-19 Emergency
Please check the City website for current details of COVID-19 service impacts.

Attendance PRESENT: M. Buzzelli (Chair), B. Hill, W. Khouri, B. Madigan,
and M. Mlotha; A. Pascual (Committee Clerk)

ABSENT: H. Abu Karky and C. DuHasky

ALSO PRESENT: F. Andrighetti, K. Arnold, Y. Asare-Bediako,
M. Fontaine, S. Grady, A. Husain, K. Koltun, R. Morris, M.
Stone, and B. Westlake-Power

The meeting was called to order at 12:04 PM; it being noted that
the following members were in remote attendance: M. Buzzelli,
B. Hill, W. Khouri, B. Madigan, and M. Mlotha.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Opening Ceremonies

2.1 Acknowledgement of Indigenous Lands

That Civic Administration BE REQUESTED to include a template for the
Acknowledgement of Indigenous Lands on all future Diversity, Inclusion
and Anti-Oppression Advisory Committee Agendas;

it being noted that the meeting was opened with an Acknowledgement of
Indigenous Lands by M. Buzzelli.

2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

3. Scheduled Items

3.1 Mobility Master Plan

That it BE NOTED that the presentation, as appended to the agenda, from
M. Fontaine, Public Engagement and S. Grady, Traffic and Transportation
Engineer, with respect to the Mobility Master Plan, was received.

4. Consent

4.1 1st Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee

That it BE NOTED that the 1st Report of the Diversity, Inclusion and Anti-
Oppression Advisory Committee, from its meeting held on December 16,
2021, was received.

5. Sub-Committees and Working Groups

5.1 Awards and Recognition Sub-Committee

That it BE NOTED that no report was received from the Awards and Recognition Sub-Committee.

5.2 Education and Awareness Sub-Committee

That it BE NOTED that no report was received from the Education and Awareness Sub-Committee.

5.3 Policy and Planning Sub-Committee

That it BE NOTED that no report was received from the Policy and Planning Sub-Committee.

5.4 Community Diversity and Inclusion Strategy

That it BE NOTED that a verbal update from K. Koltun, Supervisor, Policy and Strategic Issues, with respect to the Community Diversity and Inclusion Strategy Leadership Table, was received.

6. Items for Discussion

6.1 Anti-Racism and Anti-Oppression Unit Update

That it BE NOTED that a verbal update from R. Morris, Director, Anti-Racism and Anti-Oppression Unit, with respect to the Anti-Racism and Anti-Oppression Unit, was received.

6.2 Islamophobia Working Group Update

That it BE NOTED that the attached presentation from R. Morris, Director, Anti-Racism and Anti-Oppression Unit, with respect to the Islamophobia Working Group, was received.

6.3 Truth and Reconciliation Calls to Action Update

That the Truth and Reconciliation Calls to Action Update BE DEFERRED to the next Diversity, Inclusion and Anti-Oppression Advisory Committee meeting.

7. Additional Business

7.1 (ADDED) Black History Month – City of London Activities

That it BE NOTED that a verbal update from Y. Asare-Bediako, Black Community Liaison Advisor, with respect to the Black History Month - City of London Activities, was received.

7.2 (ADDED) UN International Day for the Elimination of Racial Discrimination – DIAAC Participation

That it BE NOTED the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) held a general discussion with respect to the UN International Day for the Elimination of Racial Discrimination;

it being noted that K. Arnold, Equity and Inclusion Advisor, provided a verbal update with respect to this matter.

8. Adjournment

The meeting adjourned at 1:28 PM.



A London for All: An Action Plan to Disrupt Islamophobia

Diversity, Inclusion, and Anti-Oppression Advisory Committee

January 20, 2022



June 15 Council Direction

- Council gave us 3 distinct directions:
 1. Work with local Muslim community, CDIS and key stakeholders to develop and report back on a plan to end Islamophobia locally.
 2. Seek input from the local Muslim community to determine a means which the City can remember and honour Our London Family
 3. Work with the local Muslim community and report back how the City can highlight and honour their contributions.



Who was involved?

- In response to the Emergent Motion, an Anti-Islamophobia Working Group was created
- Approximately 80 members of the diverse Muslim community were engaged and invited to participate
- Approximately 30 community-based and public sector organizations were also engaged and invited to participate
- Local media representatives were invited to participate in separate but parallel process
- There was an overwhelming response and desire to be involved from both groups.



What did we do?

- Oct 14 - Met with members of the London Muslim community
- Oct 27 – Met with community-based and public sector organization representatives
- Nov 8 – Held a joint session with both groups
- Nov 24 – Held a separate session for local media representatives
- Dec 1 – Met with members of the London Muslim community to discuss how to commemorate Our London Family and the contributions of local Muslim community members
- Nov-Dec – More than 20 one on one conversations held with community partners and individual Muslim community members
- Jan 20 – Held a feedback session to review draft recommendations



What did we hear?

- The Muslim community is hurt, frightened, angry, frustrated and desperate for all levels of government to stand by their commitments made following the terror attack
- The voice of Muslim youth was overlooked in the aftermath of the terror attack and any initiatives that emerge must include their input
- Islamophobia is often gendered and targeted towards Muslim-identifying women
- Community partners are invested and eager to disrupt Islamophobia within their spaces
- Educational institutions have an increased responsibility to direct resources and attention towards dismantling Islamophobia



Who are the recommendations for?

- **The Corporation of the City of London:** Many of these recommendations align with the policy recommendations submitted by the National Canadian Council of Muslims in advance of the National Summit on Islamophobia held in July 2021
- **Community based and public sector organizations:** These recommendations acknowledge that community partners also have a responsibility to further their efforts and collaborate with others to dismantle Islamophobia



What did they recommend?

- Advocacy, Legislation & Public Policy
- Education & Awareness
- Programs & Services
- Accountability & Implementation
- Internal Policies & Practices



What's Next?

- There are number of initiatives derived from the recommendations that are already underway
- Civic Administration now needs to develop an implementation plan that outlines how the applicable recommendations will be actioned
- The Anti-Islamophobia working group needs to continue to meet regularly to discuss progress on implementation activities and accountability

Governance Working Group

Report

7th Meeting of the Governance Working Group
January 17, 2022

PRESENT: Councillors J. Morgan (Chair), M. Cassidy, J. Fyfe-Millar, M. Hamou, S. Hillier, S. Lewis, M. van Holst

ALSO PRESENT: B. Westlake-Power.

Councillor E. Pelozo; L. Livingstone, K. Arnold, A. Beaton, J. Bunn, S. Corman, T. Fowler, K. Hodgins, H. Lysynski, A. Pascual, M. Schulthess, C. Smith, M. Somide, M. Stone.

The meeting is called to order at 1:02 PM; it being noted that the following members were in remote attendance: Councillors M. van Holst, M. Cassidy, M. Hamou, J. Fyfe-Millar and S. Hillier.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent Items

None.

3. Items for Discussion

3.1 Advisory Committee Review

Moved by: S. Lewis

That, based on the results of the Council-directed Advisory Committee Member consultation, the Governance Working Group (GWG) recommends the following actions be taken:

- a) the attached revised Terms of Reference for the London Community Advisory Committees (LCAC) BE APPROVED for enactment;
- b) the Civic Administration BE DIRECTED to recruit for the membership appointments for all of the LCACs, included in part a) above, upon Council approval;
- c) the Civic Administration BE DIRECTED to report back to a future meeting of the GWG with respect to an updated General Terms of Reference for all Advisory Committees to support the approved new structure, including but not limited to the feedback collected from the Advisory Committee consultation with respect to recruitment, term, flexibility in procedure, and reporting;
- d) an additional round of consultation with the newly established LCACs, once established, BE UNDERTAKEN to identify any additional considerations around operational matters;
- e) the Civic Administration BE DIRECTED to report back to the Strategic Priorities and Policy Committee with a plan to establish a new Housing Committee to assist Council in meeting its goals under the approved municipal budget, the Strategic Plan and the Roadmap to 3000, with the committee include representatives from London and Middlesex Community Housing, community members at large, and relevant housing not-for-profits, organizations, and industry partners.

Motion Passed

Additional votes:

Moved by: S. Lewis

Seconded by: M. Hamou

That, based on the submission from members of the current Childcare Advisory Committee identifying overlap in organizations, the Childcare Advisory Committee BE DISSOLVED and no new related committee be established.

Motion Passed

Moved by: S. Lewis

Seconded by: M. van Holst

The voting membership in the Terms of Reference for the proposed Ecological Community Advisory Committee BE AMENDED to make a professional designation, education or experience in a related field a requirement, as follows:

"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 a requirement 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."

Motion Passed

4. Deferred Matters/Additional Business

None.

5. Adjournment

Moved by: J. Fyfe-Millar

Seconded by: M. Cassidy

That the meeting BE ADJOURNED.

Motion Passed

The meeting adjourned at 2:07 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,

Terms of Reference – Final
London Community Advisory Committees

- 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

Terms of Reference – Final
London Community Advisory Committees

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 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 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 a requirement 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

Terms of Reference – Final
London Community Advisory Committees

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
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.

Terms of Reference – Final
London Community Advisory Committees

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.

From: van Holst, Michael <mvanholst@london.ca>
Sent: Monday, January 31, 2022 9:00 AM
To: SPPC <sppc@london.ca>
Subject: Motion

Dear SPPC colleagues,

It has been my long-held contention that the more time councillors are able to devote to resolving issues as a group, the faster those issues will be resolved. As London councillors, I suspect that our unique-part-time-role is probably not as effective as the unique-full-time-role of our peer municipalities. Where it should be a straightforward discussion to have, I feel that it is continually obfuscated and procrastinated.

I am looking for support for the following motion:

That the Governance Working Group BE REQUESTED to discuss and report back to the SPPC with their recommendations about council continuing as a unique-part-time-role versus transitioning to a unique-full-time-role.

Sincerely,

Michael van Holst

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: George Kotsifas, P. Eng.
Deputy City Manager, Planning and Economic Development

Subject: Audit and Accountability Fund – Intake 3 – Transfer Payment Agreement & Single Source Contract Award

Date: February 8, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions be taken:

- a) The attached proposed by-law (Appendix “A”) **BE INTRODUCED** at the Municipal Council meeting on February 15, 2022, to:
 - i. approve the Ontario Transfer Payment Agreement, attached as Appendix B A to the proposed by-law, for the Audit and Accountability Fund – Intake 3 (the “Agreement”) between Her Majesty the Queen in Right of Ontario as represented by the Minister of Municipal Affairs and Housing and The Corporation of the City of London;
 - ii. authorize the Mayor and the City Clerk to execute the Agreement;
 - iii. delegate authority to the Deputy City Manager, Planning and Economic Development, or their written delegate, to approve further Amending Agreements to the above-noted Transfer Payment Agreement for the Audit and Accountability Fund;
 - iv. authorize the Mayor and Clerk to execute any amending agreements approved by the Deputy City Manager, Planning and Economic Development; and
 - v. authorize the Deputy City Manager, Planning and Economic Development, or their written delegate, to execute any financial reports required under this Agreement and to undertake all administrative, financial, and reporting acts necessary in connection with the Agreement.
- b) A Single Source Procurement (SS-2022-044) in accordance with section 14.4(e) of the Procurement of Goods and Services Policy **BE AWARDED** to EZSigma Group, 61 Wellington Street East, Aurora, ON, L4G 1H7, to conduct the Audit and Accountability Fund Intake 3 – Site Plan Resubmission Process Review for the City of London at a cost of up to \$305,280.00 (including HST).
- c) Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this matter.

Executive Summary

This report recommends that The Corporation of the City of London enter into the Ontario Transfer Payment Agreement between Her Majesty the Queen in Right of Ontario as represented by the Minister of Municipal Affairs and Housing (the “Province”) and The Corporation of the City of London (the “Recipient”), attached as Schedule A to the proposed by-law, for funding through Intake 3 of the Audit & Accountability Fund. This report also recommends that the contract for the Site Plan Resubmission Process Review project, to be funded through the aforementioned Transfer Payment Agreement, be awarded to EZSigma Group.

Linkage to the Corporate Strategic Plan

Council's 2019 to 2023 Strategic Plan for the City of London identifies "Leading in Public Service" as a strategic area of focus. This includes increasing the efficiency and effectiveness of service delivery by conducting targeted service reviews and promoting and strengthening continuous improvement practices.

Analysis

1.0 Discussion and Considerations

1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee, March 9, 2021, Agenda item 5.1, Service Review: Audit and Accountability Fund Applications & Single Source 21-14 Procurement Process Assessment Review

Community and Protective Services Committee, September 10, 2019, Agenda item 2.6, Provincial Audit and Accountability Fund – Transfer Payment Agreement.

1.2 Background and Purpose

On May 21, 2019, the Province of Ontario announced the creation of the "Audit and Accountability Fund." Intake 1 made \$7.35 million available province-wide for large urban municipalities and district school boards to undertake third party line-by-line reviews to identify potential savings, while maintaining vital front-line services. The City of London received \$60,540 to offset the cost of the KPMG review of service delivery for housing.

On November 17, 2020, Intake 2 was made available to urban municipalities to apply for provincial funding with the goal of finding service delivery efficiencies, while protecting and modernizing front-line services. On February 26, 2021, the Province approved London for two projects:

- Parking Services Service Integration and Digital Modernization Review (\$76,561)
- Procurement Process Assessment Review (\$170,000).

On August 16, 2021, Intake 3 was announced by the Province. Prior to the deadline at the end of October, the City applied for a project entitled *Site Plan Resubmission Process Review*. On January 24, 2022, the Province approved this application for funding up to \$305,280. The executed Transfer Payment Agreement must be returned to the Province by March 1, 2022. The project must be completed by February 1, 2023.

The purpose of this report is to:

- 1) Provide a summary of the work to be performed with this project;
- 2) Discuss the procurement process for contract award for this project; and,
- 3) Present the Ontario Transfer Payment Agreement and introduce a by-law to seek approval for the Mayor and Clerk to execute the agreement with the Province.

2.0 Key Issues and Considerations

2.1 Overview of Project

The City of London processes approximately 130 Site Plan applications yearly for approval. In addition to these applications, the City completes follow-up reviews on existing applications which results in a total of approximately 160 resubmissions.

The additional resubmissions result in delays to obtain a development agreement and ultimately a building permit to commence construction. The number of resubmissions may have a direct impact on the front end of the review process where Site Plan staff are expected to balance the workload and manage priority deadlines. Inefficiencies in the resubmission process also create a burden to the developer, given the amount of rework involved and the added cost to the developer with each resubmission.

Undertaking a Site Plan Resubmission Process Review will allow the City to identify and address inefficiencies within the process, helping to improve the overall Site Plan application and resubmission processes to the benefit of both the development community and internal stakeholders. The focus of this review is to evaluate the Site Plan approval process from end-to-end, with an emphasis on the application process. EZSigma will conduct consultations in collaboration with key development industry stakeholders to complete a review of the process.

The intent of the project is to establish clear standards and expectations, increase responsiveness to applicants, and improve the quality of submissions. An intended outcome of this project is for a reduction in the number of resubmissions and cost to the applicant, and decreased time to obtain a building permit, and ultimately improve efficiencies within the Site Plan application process.

2.2 Procurement Process for Contract Award

Based on the opportunity and the parameters (including deadlines) set out in Audit and Accountability Fund, Civic Administration is recommending a single source contract award for the proposed consulting engagement, in accordance with the City's Procurement Policy **14.4 (e)**. The required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise, or experience.

This is based on the following rationale:

- The City of London began its continuous improvement journey in 2015 and engaged EZSigma Group to assist in developing internal capacity through Green Belt training and certification and to lay the foundation for a sustainable continuous improvement system. Engaging EZSigma Group will allow the City to leverage the skills, expertise, and experience gained during this foundational work.
- The EZSigma team has demonstrated qualifications, competencies and expertise conducting and facilitating related continuous improvement process reviews as well as a productive and collaborative rapport with internal stakeholders.
- EZSigma possesses a clear understanding of the business requirements and deliverables of this project, which will enable the City to meet the requirements of the Audit and Accountability Fund, including the project completion deadline of February 1, 2023.

2.3 Ontario Transfer Payment Agreement

On January 28, 2022, Civic Administration received the transfer payment agreement from the Province (refer to Appendix B). Upon reviewing the agreements, Civic Administration raised concerns with the Province around the March 1 deadline to execute the agreement but was told this date was necessary to provide the initial funding for this project by March 31, 2022.

The Ontario Transfer Payment Agreement is the same as the agreements executed for the previous two intakes of the Audit and Accountability Fund, other than the project specifics and the approved amount included in the Schedules to the agreement.

Risk Management has reviewed the transfer payment agreements and offers the following comments.

There is some risk that the City will not be paid installments of funds if the Province is unsatisfied with the progress of the project or it decides to cancel the agreement on 30 days' notice, in which case the City would be responsible for the cost of the reviews. The Province could adjust the amount of funds it provides to the Recipient in any Funding Year based on the Province's assessment of the information the Recipient provides under the Agreement. This risk is considered minor.

Article 9.0 (Indemnity) of the transfer payment agreements requires the City to indemnify and hold harmless the Province from and against any loss or proceeding, unless solely caused by the Province's negligence or wilful misconduct. Although this clause exposes the City to risk, the benefits of the agreement outweigh the risks.

3.0 Financial Impact/Considerations

There is no financial impact to the City of London when entering into the Transfer Payment Agreement for this project. Receipt of provincial funding through the Audit and Accountability Fund will finance the full cost of this project.

Conclusion

This report provides a summary of the work to be performed for the *Site Plan Resubmission Process Review* and discusses the contract award proposed for this project and requests approval for this award.

This report also introduces a by-law to seek approval of the Transfer Payment Agreement between the Her Majesty the Queen in Right of Ontario as represented by the Minister of Municipal Affairs and Housing for the Province of Ontario and The Corporation of the City of London with respect to the Audit and Accountability Fund and authorizes the Mayor and the City Clerk to execute the agreement and any future amending agreements.

Prepared by: Mike Norman
Manager, Strategy and Innovation

Prepared by: Heather McNeely
Manager, Current Development

Recommended by: Gregg Barrett, AICP
Director, Planning and Development

Submitted by: George Kotsifas, P.Eng,
Deputy City Manager, Planning and Economic
Development

Attached:

Appendix A - By-law

Appendix B - 1 of 2 (.pdf) Cover Letter – Transfer Payment Agreement

Appendix B - 2 of 2 (.pdf) Transfer Payment Agreement

cc: Lynne Livingstone, City Manager
Anna Lisa Barbon, Deputy City Manager, Finance Supports
Rosanna Wilcox, Director, Strategy and Innovation

Appendix “A”

Bill No.
2022

By-law No.

A by-law to approve and authorize the execution of the Ontario Transfer Payment Agreement between Her Majesty the Queen in right of the Province of Ontario, as represented by the Minister of Municipal Affairs and Housing for the Province of Ontario and The Corporation of the City of London for the provision of funding to undertake the Site Plan Resubmission Process Review under this intake of the Audit and Accountability Fund

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

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

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

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

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

1. The Ontario Transfer Payment Agreement between Her Majesty the Queen in right of the Province of Ontario, as represented by the Minister of Municipal Affairs and Housing and The Corporation of the City of London for the provision of funding to retain an independent third-party reviewer to undertake the Site Plan Resubmission Process Review (the “Agreement”) substantially in the form attached as Appendix “B” to this by-law is hereby authorized and approved.
2. The Mayor and the City Clerk are hereby authorized to execute the Ontario Transfer Payment Agreement authorized and approved under section 1 of this by-law.
3. The Deputy City Manager, Planning and Economic Development or their written delegate is hereby authorized to approve any amending agreements to the Agreement provided the amending agreements do not increase the indebtedness or liabilities of The Corporation of the City of London under the Agreement.
4. The Mayor and Clerk are hereby authorized to execute any amending agreements approved by the Deputy City Manager, Planning and Economic Development under section 3 of this by-law.
5. The Deputy City Manager, Planning and Economic Development or their written delegate is delegated the authority to execute any financial reports required under the Agreement and to undertake all administrative, financial, and reporting acts necessary in connection with the Agreement as approved in section 1, above.
6. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on February 15th, 2022

Ed Holder
Mayor

Michael Schulthess
City Clerk

First Reading –
Second Reading –
Third Reading –

Appendix “B”

Appendix B - 1 of 2 (.pdf) Cover Letter – Transfer Payment Agreement
Appendix B - 2 of 2 (.pdf) Transfer Payment Agreement

From: [Municipal Programs \(MMAH\)](#)
To: [McNeely, Heather](#)
Cc: [Livingstone, Lynne](#); [Barbon, Anna Lisa](#)
Subject: [EXTERNAL] Audit and Accountability Fund Intake 3 - London C 2021-10-1-1638601554 - Transfer Payment Agreement
Date: Friday, January 28, 2022 4:31:29 PM
Attachments: [header.htm](#)
[London C 2021-10-1-1638601554 AAF Intake 3 TPA.pdf](#)

Further to the Minister's letter about the approval of your municipality's Audit and Accountability Intake 3 project(s), attached is your Transfer Payment Agreement(s). We ask that you thoroughly review the Transfer Payment Agreement(s) to ensure all the information about your project is correct (once the TPA is executed and finalized, it will not be amended).

Return a signed copy to the ministry as soon as possible, and no later than March 1, 2022.

Please follow the process below in preparing and sending your signed Transfer Payment Agreement:

- **DO NOT** fill out the date at the top of page one of the Agreement(s). Leave it blank.
- Review the Transfer Payment Agreement and fill out the contact information in Schedule B.
- Have an official with binding signing authority from your organization electronically sign and date page 3 on the Agreement. Providing an additional signature is optional. **DO NOT** lock the TPA document after signing and dating.
- Send back the electronically signed agreement along with a **Certificate of Insurance** to Municipal.Programs@ontario.ca. Please contact your insurance provider as soon as possible to get the insurance certificate in a timely manner.

Once the TPA is fully executed, we can process the municipality's interim payment(s) for the project(s).

Please read all the Schedules in the Agreement and review Schedule "C", "D", "E", and "F", these schedules outline the project objective and description, funding timeline, and reporting requirements. The Schedules contain important commitments your municipality will need to meet. Schedule "F" outlines reporting commitments and reporting due dates.

Schedule "F"

Name of Report	Reporting Due Date
1. Interim Progress Report Back	May 31, 2022
2. Final Report Back and Invoices	February 1, 2023

Please take note of the performance measure about potential cost-savings that you will be asked to report on (see 'Schedule F' of the Transfer Payment Agreement). To make this reporting easier, you may consider sharing this requirement with your third-party reviewer before they finalize their report.

If you have any questions regarding the Transfer Payment Agreement, please e-mail Municipal.Programs@ontario.ca.

Thank you,

Municipal Programs and Outreach Unit
Ministry of Municipal Affairs and Housing

ONTARIO TRANSFER PAYMENT AGREEMENT

THE AGREEMENT is effective as of the _____ day of _____, 20____

B E T W E E N :

**Her Majesty the Queen in right of Ontario
as represented by the Minister of Municipal Affairs and
Housing**

(the “Province”)

- and -

The Corporation of the City of London

(the “Recipient”)

CONSIDERATION

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

1.0 ENTIRE AGREEMENT

1.1 **Schedules to the Agreement.** The following schedules form part of the Agreement:

Schedule “A” - General Terms and Conditions
Schedule “B” - Project Specific Information and Additional Provisions
Schedule “C” - Project
Schedule “D” - Budget
Schedule “E” - Payment Plan
Schedule “F” - Reports.

1.2 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

2.0 CONFLICT OR INCONSISTENCY

2.1 **Conflict or Inconsistency.** In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule “A”, the following rules will apply:

- (a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule “A”; and
- (b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule “A”, the Additional Provisions will prevail over the provisions in Schedule “A” to the extent of the inconsistency.

3.0 COUNTERPARTS

3.1 **One and the Same Agreement.** The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

4.0 AMENDING THE AGREEMENT

4.1 **Amending the Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

5.0 ACKNOWLEDGEMENT

5.1 **Acknowledgement.** The Recipient acknowledges that:

- (a) the Funds are to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
- (b) the Province is not responsible for carrying out the Project; and
- (c) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

- SIGNATURE PAGE FOLLOWS -

The Parties have executed the Agreement on the dates set out below.

**HER MAJESTY THE QUEEN IN RIGHT OF
ONTARIO as represented by the Minister of
Municipal Affairs and Housing**

Date

Name: **The Honourable Steve Clark**
Title: **Minister of Municipal Affairs and Housing**

The Corporation of the City of London

Date

Name:
Title:

I have authority to bind the Recipient.

Date

Name:
Title:

I have authority to bind the Recipient.

SCHEDULE "A"
GENERAL TERMS AND CONDITIONS

A1.0 INTERPRETATION AND DEFINITIONS

A1.1 **Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

A1.2 **Definitions.** In the Agreement, the following terms will have the following meanings:

"Additional Provisions" means the terms and conditions set out in Schedule "B".

"Agreement" means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

"Budget" means the budget attached to the Agreement as Schedule "D".

"Business Day" means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

"Effective Date" means the date set out at the top of the Agreement.

"Event of Default" has the meaning ascribed to it in section A12.1.

"Expiry Date" means the expiry date set out in Schedule "B".

"Funding Year" means:

- (a) in the case of the first Funding Year, the period commencing on the

Effective Date and ending on the following March 31; and

- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31 or the Expiry Date, whichever is first.

“Funds” means the money the Province provides to the Recipient pursuant to the Agreement.

“Indemnified Parties” means Her Majesty the Queen in right of Ontario, and includes Her ministers, agents, appointees, and employees.

“Loss” means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

“Maximum Funds” means the maximum set out in Schedule “B”.

“Notice” means any communication given or required to be given pursuant to the Agreement.

“Notice Period” means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A12.3(b), and includes any such period or periods of time by which the Province extends that time in accordance with section A12.4.

“Parties” means the Province and the Recipient.

“Party” means either the Province or the Recipient.

“Proceeding” means any action, claim, demand, lawsuit, or other proceeding that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

“Project” means the undertaking described in Schedule “C”.

“Records Review” means any assessment the Province conducts pursuant to section A7.4.

“Reports” means the reports described in Schedule “F”.

A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS

A2.1 General. The Recipient represents, warrants, and covenants that:

- (a) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (b) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (c) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

A2.2 Execution of Agreement. The Recipient represents and warrants that it has:

- (a) the full power and authority to enter into the Agreement; and
- (b) taken all necessary actions to authorize the execution of the Agreement, including passing a municipal by-law authorizing the Recipient to enter into the Agreement.

A2.3 Governance. The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- (a) procedures to enable the Recipient to manage Funds prudently and effectively;
- (b) procedures to enable the Recipient to complete the Project successfully;
- (c) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
- (d) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
- (e) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

A2.4 Supporting Proof. Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

A3.0 TERM OF THE AGREEMENT

A3.1 **Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0 or Article A12.0.

A4.0 FUNDS AND CARRYING OUT THE PROJECT

A4.1 **Funds Provided.** The Province will:

- (a) provide the Recipient up to the Maximum Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule “E”; and
- (c) deposit the Funds into an account the Recipient designates provided that the account:
 - (i) resides at a Canadian financial institution; and
 - (ii) is in the name of the Recipient.

A4.2 **Limitation on Payment of Funds.** Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides evidence satisfactory to the Province that the Recipient’s council has authorized the execution of this Agreement by the Recipient by municipal by-law;
- (b) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof as the Province may request pursuant to section A10.2;
- (c) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project; and
- (d) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province’s assessment of the information the Recipient provides to the Province pursuant to section A7.2.

A4.3 **Use of Funds and Carry Out the Project.** The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;

- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the Budget;
- (d) not use the Funds to cover any cost that has or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

A4.4 **Interest Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest bearing account in the name of the Recipient at a Canadian financial institution.

A4.5 **Interest.** If the Recipient earns any interest on the Funds, the Province may do either or both of the following:

- (a) deduct an amount equal to the interest from any further instalments of Funds;
- (b) demand from the Recipient the payment of an amount equal to the interest.

A4.6 **Rebates, Credits, and Refunds.** The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS

A5.1 **Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will do so through a process that promotes the best value for money.

A5.2 **Disposal.** The Recipient will not, without the Province's prior consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as provided for in Schedule "B" at the time of purchase.

A6.0 CONFLICT OF INTEREST

A6.1 **Conflict of Interest Includes.** For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions,

has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.2 **No Conflict of Interest.** The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

- (a) the Recipient:
 - (i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest;
 - (ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;
- (b) the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and
- (c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.

A7.0 REPORTS, ACCOUNTING, AND REVIEW

A7.1 **Province Includes.** For the purposes of sections A7.4, A7.5 and A7.6, “**Province**” includes any auditor or representative the Province may identify.

A7.2 **Preparation and Submission.** The Recipient will:

- (a) submit to the Province at the address referred to in section A17.1:
 - (i) all Reports in accordance with the timelines and content requirements as provided for in Schedule “F”;
 - (ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;
- (b) ensure that all Reports and other reports are:
 - (i) completed to the satisfaction of the Province; and
 - (i) signed by an authorized signing officer of the Recipient.

A7.3 **Record Maintenance.** The Recipient will keep and maintain for a period of seven years from their creation:

- (a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with either international financial reporting standards or generally accepted accounting principles or any other accounting principles that apply to the Recipient; and
- (b) all non-financial records and documents relating to the Funds or otherwise to the Project.

A7.4 **Records Review.** The Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours enter upon the Recipient's premises to conduct an audit or investigation of the Recipient regarding the Recipient's compliance with the Agreement, including assessing any of the following:

- (a) the truth of any of the Recipient's representations and warranties;
- (b) the progress of the Project;
- (c) the Recipient's allocation and expenditure of the Funds.

A7.5 **Inspection and Removal.** For the purposes of any Records Review, the Province may take one or more of the following actions:

- (a) inspect and copy any records and documents referred to in section A7.3; and
- (b) remove any copies the Province makes pursuant to section A7.5(a).

A7.6 **Cooperation.** To assist the Province in respect of its rights provided for in section A7.5, the Recipient will cooperate with the Province by:

- (a) ensuring that the Province has access to the records and documents wherever they are located;
- (b) assisting the Province to copy records and documents;
- (c) providing to the Province, in the form the Province specifies, any information the Province identifies; and
- (d) carrying out any other activities the Province requests.

A7.7 **No Control of Records.** No provision of the Agreement will be construed so as to give the Province any control whatsoever over the Recipient's records.

A7.8 **Auditor General.** The Province's rights under Article A7.0 are in addition to

any rights provided to the Auditor General pursuant to section 9.2 of the *Auditor General Act* (Ontario).

A8.0 COMMUNICATIONS REQUIREMENTS

A8.1 Acknowledge Support. Unless the Province directs the Recipient to do otherwise, the Recipient will in each of its Project-related publications, whether written, oral, or visual:

- (a) acknowledge the support of the Province for the Project;
- (b) ensure that any acknowledgement is in a form and manner as the Province directs; and
- (c) indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

A9.0 INDEMNITY

A9.1 Indemnification. The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the negligence or wilful misconduct of the Indemnified Parties.

A10.0 INSURANCE

A10.1 Recipient's Insurance. The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount provided for in Schedule "B" per occurrence, which commercial general liability insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) a 30-day written notice of cancellation.

A10.2 Proof of Insurance. The Recipient will:

- (a) provide to the Province, either:
 - (i) certificates of insurance that confirm the insurance coverage as provided for in section A10.1; or
 - (ii) other proof that confirms the insurance coverage as provided for in section A10.1; and
- (b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

A11.0 TERMINATION ON NOTICE

A11.1 Termination on Notice. The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

A11.2 Consequences of Termination on Notice by the Province. If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
 - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and
 - (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

A12.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT

A12.1 Events of Default. It will constitute an Event of Default if, in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:

- (i) carry out the Project;

- (ii) use or spend Funds; or
- (iii) provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii).

A12.2 Consequences of Events of Default and Corrective Action. If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel further instalments of Funds;
- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;
- (i) demand from the Recipient an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Record Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and
- (j) terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province upon giving Notice to the Recipient.

A12.3 Opportunity to Remedy. If, in accordance with section A12.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and

(b) the Notice Period.

A12.4 **Recipient not Remediating.** If the Province provided the Recipient with an opportunity to remedy the Event of Default pursuant to section A12.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A12.2(a), (c), (d), (e), (f), (g), (h), and (i).

A12.5 **When Termination Effective.** Termination under Article A12.0 will take effect as provided for in the Notice.

A13.0 FUNDS AT THE END OF A FUNDING YEAR

A13.1 **Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article A12.0, if the Recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds; and
- (b) adjust the amount of any further instalments of Funds accordingly.

A14.0 FUNDS UPON EXPIRY

A14.1 **Funds Upon Expiry.** The Recipient will, upon expiry of the Agreement, pay to the Province any Funds remaining in its possession, under its control, or both.

A15.0 DEBT DUE AND PAYMENT

A15.1 **Payment of Overpayment.** If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay to the Province an amount equal to the

excess Funds.

A15.2 **Debt Due.** If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds or an amount equal to any Funds; or
- (b) the Recipient owes any Funds or an amount equal to any Funds to the Province, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

A15.3 **Interest Rate.** The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

A15.4 **Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province as provided for in Schedule "B".

A15.5 **Fails to Pay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, Her Majesty the Queen in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by Her Majesty the Queen in right of Ontario.

A16.0 NOTICE

A16.1 **Notice in Writing and Addressed.** Notice will be:

- (a) in writing;
- (b) delivered by email, postage-prepaid mail, personal delivery, courier or fax; and
- (c) addressed to the Province or the Recipient as set out in Schedule "B", or as either Party later designates to the other by Notice.

A16.2 **Notice Given.** Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of fax, one Business Day after the Notice is delivered; and

- (c) in the case of email, personal delivery or courier on the date on which the Notice is delivered.

A16.3 **Postal Disruption.** Despite section A16.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and
- (b) the Party giving Notice will give Notice by email, personal delivery, courier or fax.

A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT

A17.1 **Consent.** When the Province provides its consent pursuant to the Agreement:

- (a) it will do so by Notice;
- (b) it may attach any terms and conditions to the consent; and
- (c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

A18.0 SEVERABILITY OF PROVISIONS

A18.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

A19.0 WAIVER

A19.1 **Waiver Request.** Either Party may, by Notice, ask the other Party to waive an obligation under the Agreement.

A19.2 **Waiver Applies.** If in response to a request made pursuant to section A19.1 a Party consents to a waiver, the waiver will:

- (a) be valid only if the Party that consents to the waiver provides the consent by Notice; and
- (b) apply only to the specific obligation referred to in the waiver.

A20.0 INDEPENDENT PARTIES

A20.1 **Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any

actions that could establish or imply such a relationship.

A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS

A21.1 **No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A21.2 **Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on:

- (a) the Recipient's successors, and permitted assigns; and
- (b) the successors to Her Majesty the Queen in right of Ontario.

A22.0 GOVERNING LAW

A22.1 **Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

A23.0 FURTHER ASSURANCES

A23.1 **Agreement into Effect.** The Recipient will:

- (a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and
- (b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

A24.0 JOINT AND SEVERAL LIABILITY

A24.1 **Joint and Several Liability.** Where the Recipient comprises of more than one entity, all such entities will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

A25.0 RIGHTS AND REMEDIES CUMULATIVE

A25.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS

A26.1 Other Agreements. If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with Her Majesty the Queen in right of Ontario or one of Her agencies (a “**Failure**”);
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

A27.0 SURVIVAL

A27.1 Survival. The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.4, A4.5, A4.6, section A5.2, section A7.1, A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8, Article A8.0, Article A9.0, section A11.2, sections A12.1, sections A12.2(d), (e), (f), (g), (h), (i), and (j), Article A13.0, Article A14.0, Article A15.0, Article A16.0, Article A18.0, , section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

- END OF GENERAL TERMS AND CONDITIONS -

SCHEDULE "B"
PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

Maximum Funds	Up to \$305,280
Expiry Date	March 31, 2023
Amount for the purposes of section A5.2 (Disposal) of Schedule "A"	\$5,000.00
Insurance	\$ 2,000,000
Contact information for the purposes of Notice to the Province	<p>Name: Brenda Vloet</p> <p>Position: Manager, Municipal Programs and Outreach Unit</p> <p>Address: 777 Bay Street, Toronto, Ontario M7A 2J3, 16th Floor</p> <p>Email: Brenda.Vloet@ontario.ca</p>
Contact information for the purposes of Notice to the Recipient	<p>Name:</p> <p>Position:</p> <p>Address:</p> <p>Fax:</p> <p>Email:</p>
Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement	<p>Name:</p> <p>Position:</p> <p>Address:</p> <p>Fax:</p> <p>Email:</p>

Additional Provisions:

- B1 **Section 4.3 of Schedule "A" is amended by adding the following subsection:**

- (e) use the Funds only for the purpose of reimbursement for the actual amount paid to the independent third-party reviewer in accordance with the Project; and,
- (f) Not use the Funds for the purpose of paying the salaries of the Recipient's employees.

**SCHEDULE “C”
PROJECT**

Title
City of London Site Plan Resubmission Process Review
Objectives
The objective of the Project is to review the Recipient’s site plan resubmission processes, turnaround times, and review processes with the goal of identifying efficiencies and improving customer service.
Description
<p>The Recipient will retain an independent third-party reviewer to identify opportunities for effectiveness and efficiency in the Recipient’s Site Plan Resubmission process. The review will include the following:</p> <ul style="list-style-type: none"> • Evaluate effects of detailed input at consultation stage; • Compare the data from 2019, 2020 and 2021 for digital submissions, and evaluate working remotely for improvement in turnaround times; • Compare number of workdays and calendar days (statutory vs actual) for first submission applications and determine if the turnaround times are substantially improved; • Conduct stakeholder consultation; • Review the number of resubmissions and impacts to workload; and • Provide recommendations on condensing review processes, streaming application processes and working with the development community on improved processes. <p><u>Independent Third-Party Reviewer’s Report</u></p> <p>The Recipient will retain the independent third-party reviewer to compile the findings and recommendations in the Independent Third-Party Reviewer’s Report.</p> <p>The Recipient will submit the report to the Province and publish the report on the Recipient’s publicly accessible website by February 1, 2023.</p> <p>The report will summarize the reviewer’s findings and identify specific, actionable recommendations based on the analysis and findings that aim to identify cost savings and improved efficiencies. The report will include detailed explanations and calculations of identified potential quantifiable efficiencies and/or cost savings.</p>

SCHEDULE "D"
BUDGET

Item	Amount
Reimbursement for payments to independent third-party reviewer.	Up to \$305,280

SCHEDULE "E"
PAYMENT PLAN

Milestone	Scheduled Payment
<ul style="list-style-type: none"> • Execution of Agreement. 	Initial payment of \$167,904 made to Recipient no more than thirty (30) days after the execution of the Agreement
<ul style="list-style-type: none"> • Submission of Interim Progress Report Back to the Province. • Submission of Final Report Back to the Province, which includes a copy of the Independent Third-Party Reviewer's Report. • Publishing of Independent Third-Party Reviewer's Report on the Recipient's publicly accessible website. 	Final payment of up to \$137,376 made to the Recipient no more than thirty (30) days after the Province's approval of the Final Report Back

**SCHEDULE “F”
REPORTS**

Name of Report	Reporting Due Date
1. Interim Progress Report Back	May 31, 2022
2. Final Report Back and Invoices	February 1, 2023

Report Details

1. Interim Progress Report Back

The Recipient will submit an Interim Progress Report Back to the Province by **May 31, 2022** using the reporting template provided by the Province.

The Interim Progress Report will include:

- A statement indicating whether the Recipient has retained an independent third-party reviewer.

2. Final Report Back and Invoices

The Recipient will submit a Final Report Back to the Province by **February 1, 2023** using the reporting template provided by the Province.

The Final Report will include:

- A copy of the Independent Third-Party Reviewer’s final report.
- A hyperlink to the Independent Third-Party Reviewer’s final report on the Recipient’s publicly accessible website.
- A 250-word abstract of the Project and its findings.
- The actual amount paid by the Recipient to the Independent Third-Party Reviewer in accordance with the Project with supporting documentation, such as invoices or receipts, showing actual costs incurred, and
- A statement indicating the total amount of service delivery expenditures reviewed, and a statement of the total amount of reviewed expenditures that are identified as potential quantifiable efficiencies and/or cost savings in the Independent Third-Party Reviewer’s Report. This will be the performance measure for the Project.