

# Strategic Priorities and Policy Committee

## Report

7th Meeting of the Strategic Priorities and Policy Committee  
April 5, 2022

**PRESENT:** 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. Pelozza, J. Fyfe-Millar, S. Hillier

**ALSO PRESENT:** A. Job, K. Van Lammeren, B. Westlake-Power  
Remote Attendance: L. Livingstone, A. Barbon, G. Barrett, J. Bunn, B. Card, S. Corman, J. Davison, K. Dickins, P. Donnelly, M. Fabro, S. Mathers, A. Pascual, K. Scherr, M. Schulthess, J. Skimming, C. Smith, J. Stanford  
The meeting is called to order at 4:01 PM, it being noted that Councillors M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Van Meerbergen, A. Hopkins, S. Turner, E. Pelozza and S. Hillier were in remote attendance.

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that the following pecuniary interests were disclosed:

- a) Councillor J. Morgan discloses a pecuniary interest having to do with Item 4.3, related to City appointments to Western University's Board of Governors, by indicating that Western University is his employer. Councillor J. Morgan further discloses a pecuniary interest having to do with Item 3.1 part d), having to do with the City's Climate Emergency Action Plan's Memorandum of Understanding with the University of Western Ontario, by indicating that the University is his employer;
- b) Councillor J. Helmer discloses a pecuniary interest having to do with Item 4.3, related to City appointments to Western University's Board of Governors, by indicating that he is employed by Western University. Councillor J. Helmer further discloses a pecuniary interest having to do with Item 3.1 part d), having to do with the City's Climate Emergency Action Plan's Memorandum of Understanding with the University of Western Ontario, by indicating that he is employed by the University.

### 2. Consent

None.

### 3. Scheduled Items

3.1 Public Participation Meeting - Not to be heard before 4:05 PM - Climate Emergency Action Plan

Moved by: S. Lehman  
Seconded by: M. Hamou

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

- a) the staff report dated April 5, 2022, containing details of the engagement and feedback received on the draft Climate Emergency Action Plan received between February 8 and March 25, 2022, BE RECEIVED for information;

b) the Climate Emergency Action Plan, attached as Appendix “A”, BE APPROVED; it being noted that two substantive additions have been made to the draft plan:

- i) 9.4 What are the Preliminary Benefits and Costs at the Household Level, and
- ii) 11.6 Process to Receive and Review Ongoing Feedback;

c) the Climate Emergency Action Plan Foundational Actions, attached as Appendix “B”, BE APPROVED; and

d) the attached proposed by-law (Appendix “C”) BE INTRODUCED at the Municipal Council meeting to be held on April 12, 2022 to:

- 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, and
- ii) authorize the Mayor and the City Clerk to execute the Memorandum of Understanding authorized and approved in part d) i), above;

it being noted that the Strategic Priorities and Policy Committee received the following communications with respect to this matter;

- a communication dated February 26, 2022 from M. Bancroft OC, Climate Action Plan;
- a communication dated March 27, 2022 from C. Butler;
- a communication from Climate Action London;
- a communication dated March 9, 2022 from S. Franke, Executive Director, London Environmental Network;
- a communication from J. Kogelheide;
- a communication dated March 27, 2022 from C. Kuijpers;
- a communication dated March 27, 2022 from M. Luce;
- a communication from D. Mailer;
- a communication dated March 28, 2022 from M. Miksa, Executive Director, London Cycle Link;
- a communication from B. Morrison;
- a communication dated March 24, 2022 from C. Murray;
- a communication dated March 27, 2022 from S. Pereira;
- a communication from G. Sass;
- a communication dated March 28, 2022 from AM Valastro;
- a communication dated March 16, 2022 from L. Wall;
- a communication dated March 28, 2022 from R. K. Jain;
- a communication dated March 30, 2022 from H. Elias;
- a communication dated March 30, 2022 from A. Johnson;
- a communication dated March 22, 2022 from the Trees and Forests Advisory Committee;
- a communication dated April 1, 2022 from M. Jutte;
- a communication dated March 31, 2022 from S. Harrott, Executive Committee Chairperson, Friends of Urban Agriculture London, Ontario;

it being further noted that the Strategic Priorities and Policy Committee heard verbal delegations from the following individuals with respect to this matter;

- staff presentation from J. Stanford, Director, Climate Change, Environment & Waste Management;
- C. Kuijpers
- D. Mailer
- S. Franke, London Environmental Network
- M. Miksa, London Cycle Link
- G. Sass

- B. Morrison
- M. Larsen
- D. Millar, London Electric Vehicle Association
- K. Easton
- J. B. Morton
- R. McNeil
- M. Hodge
- L. Wall
- M. Wallace, London Development Institute
- M. Bancroft
- A. Cantel

**Motion Passed**

Voting Record:

Moved by: A. Hopkins

Seconded by: J. Fyfe-Millar

Motion to open the public participation meeting.

Yeas: (15): Mayor E. Holder, 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. Pelozza, J. Fyfe-Millar, and S. Hillier

**Motion Passed (15 to 0)**

Moved by: E. Pelozza

Seconded by: S. Hillier

Motion to close the Public Participation Meeting.

Yeas: (15): Mayor E. Holder, 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. Pelozza, J. Fyfe-Millar, and S. Hillier

**Motion Passed (15 to 0)**

Moved by: S. Lehman

Seconded by: M. Hamou

Motion to approve parts a), b) and c):

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

a) the staff report dated April 5, 2022, containing details of the engagement and feedback received on the draft Climate Emergency Action Plan received between February 8 and March 25, 2022, BE RECEIVED for information;

b) the Climate Emergency Action Plan, attached as Appendix "A", BE APPROVED; it being noted that two substantive additions have been made to the draft plan:

- i) 9.4 What are the Preliminary Benefits and Costs at the Household Level, and
- ii) 11.6 Process to Receive and Review Ongoing Feedback;
- c) the Climate Emergency Action Plan Foundational Actions, attached as Appendix “B”, BE APPROVED; and

Yeas: (15): Mayor E. Holder, 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. Pelozo, J. Fyfe-Millar, and S. Hillier

**Motion Passed (15 to 0)**

Moved by: S. Lehman  
 Seconded by: M. Hamou

Motion to approve part d)

d) the attached proposed by-law (Appendix “C”) BE INTRODUCED at the Municipal Council meeting to be held on April 12, 2022 to:

- 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, and
- ii) authorize the Mayor and the City Clerk to execute the Memorandum of Understanding authorized and approved in part d) i), above.

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, M. Cassidy, M. Hamou, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, J. Fyfe-Millar, and S. Hillier

Recuse: (2): J. Helmer, and J. Morgan

**Motion Passed (13 to 0)**

#### **4. Items for Direction**

##### **4.1 2021 Council Compensation Review Task Force Final Report**

Moved by: J. Fyfe-Millar  
 Seconded by: S. Lewis

That the following actions be taken with respect to Council compensation:

- a) consistent with current practice, and effective with the commencement of the next term of Council, the annual compensation for serving as a Ward Councillor BE SET at the 2020 median full-time employment income for Londoners as determined from the 2021 Census data, it being noted that while 2021 data will not be available until July 2022, it will be available well prior to the effective date of adjustment;
- b) the current formula for adjusting Council compensation on annual basis BE AMENDED to be based on the average annual variation in median full-time employment income determined from published Census data over the most recent census period (2021 Census data) as opposed to the Labour Index or CPI;
- c) the annual adjustment in Councillor compensation BE AUTOMATIC and administered by the Civic Administration;
- d) a review of Council Compensation BE UNDERTAKEN by an independent body, once per Council term, subject to the following:

(i) the review should be completed no later than six months in advance of the date that nominations are accepted for the next municipal election;

(ii) any adjustments should be effective on the first day of the next Council term;

(iii) the Task Force should, as much as possible, reflect the diversity of the community and ideally the participants should have knowledge in the areas of municipal government, research, statistics, public engagement and compensation;

(iv) the Task Force should be limited to no more than five individuals;

(v) the review should include a review of the major supports required for Council Members to efficiently and effectively carry out their role to the best of their ability as the availability of these supports helps to inform compensation;

(vi) the review should consider if median full-time income remains an appropriate benchmark for Council Member compensation;

(vii) the review should consider if the current formula for interim adjustments remains appropriate; and

(viii) public engagement should continue to be a component of the review process and that engagement should be undertaken in a manner which recognizes community preferences and needs.

e) the following activities related to public engagement and notice BE TAKEN:

(i) opportunities BE EXPLORED to determine what online public spaces (webpages, social media, etc.) might be available in order to ensure that the system of remuneration for Council, including annual adjustment, is transparent, open, and easily accessible and understandable to the public; and

(ii) annual adjustments to Council compensation BE REPORTED to Committee and Council and recorded in the minutes of Committee and Council; and

f) that NO ACTION BE TAKEN with respect to the consideration of a system of performance-based compensation for Council Members;

it being noted that the Strategic Priorities and Policy Committee received a verbal overview of the Final Report of the 2021 Council Compensation Task Force from D. Ross, Task Force Chair.

Yeas: (15): Mayor E. Holder, 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. Pelozza, J. Fyfe-Millar, and S. Hillier

**Motion Passed (15 to 0)**

#### 4.2 Confirmation of Appointment to the Argyle Business Improvement Association

Moved by: S. Lewis

Seconded by: E. Pelozza

That Deborah Haroun, Supervisor at Children's Place, BE APPOINTED to the Argyle Business Improvement Association Board of Management for the term ending November 14, 2022.

Yeas: (15): Mayor E. Holder, 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. Pelozza, J. Fyfe-Millar, and S. Hillier

**Motion Passed (15 to 0)**

#### 4.3 City Appointees to Western University's Board of Governors

Moved by: J. Fyfe-Millar  
Seconded by: M. Hamou

That the following actions be taken with respect to Western University's Board of Governors:

- a) the term of Harold Usher BE ADJUSTED to end as of June 30, 2022, and that he be thanked for his services on the board recognizing he completed his full term;
- b) all future appointments by the City of London to the University of Western Ontario BE MADE effective as of July 1, rather than December 1; and,
- c) the City Clerk BE DIRECTED to advertise for two positions, whose terms shall begin July 1, 2022;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 25, 2022 from R. Konrad, Chair, Board of Governors, Western University with respect to this matter.

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, M. Cassidy, M. Hamou, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, J. Fyfe-Millar, and S. Hillier

Recuse: (2): J. Helmer, and J. Morgan

**Motion Passed (13 to 0)**

### 5. Deferred Matters/Additional Business

#### 5.1 (ADDED) 4th Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee

Moved by: J. Morgan  
Seconded by: M. Cassidy

That the following actions be taken with respect to the 4th Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee from its meeting held on March 17, 2022:

- a) the following actions be taken with respect to a ban on hate symbols:
  - i) the Municipal Council BE ADVISED that the Diversity, Inclusion and Anti-Oppression Advisory Committee supports the attached Federation of Canadian Municipalities' resolution entitled, "Strengthening Canada's Hate Speech Laws", a call to strengthen federal laws to address hate speech including symbols of hate; and,
  - ii) the verbal presentation from Deputy Mayor J. Morgan, with respect to this matter, BE RECEIVED;
- b) clauses 1.1, 2.1, 2.2, 3.1, 4.1, 4.2, 4.3, 4.4 and 5.1 BE RECEIVED for information.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

**Motion Passed (15 to 0)**

**6. Adjournment**

Moved by: P. Van Meerbergen

Seconded by: S. Hillier

That the Meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 6:59 PM.

# London's Draft Climate Emergency Action Plan (CEAP)

**Strategic Priorities & Policy Committee (SPPC)**

**Meeting on April 5, 2022**



#LdnOnt  
**ClimateAction**



**London**  
CANADA



# Council Direction – February 15, 2022

- Receive draft CEAP
- Receive draft CEAP Foundational Actions
- Receive Background (Supporting) Documents
- Hold a PPM at the April 5 SPPC meeting

**Discussion at SPPC on February 5, 2022 - Staff would use various approaches to solicit feedback on draft CEAP and promote the PPM**



# Engagement – February to March

## Tools

- Online (Get Involved)
  - Videos
  - Documents (CEAP, Q&A, Actions at a Glance)
- Print Media (Londoner, LFP)
  - Social Media (Twitter, Facebook)
- Input portal, dedicated email



## Draft **Climate Emergency Action Plan**



#LdnOnt  
**Climate  
Action**

Waste diversion programs through City EnviroDepots and the City of London's recycling program are part of London's draft Climate Emergency Action Plan.

The draft **Climate Emergency Action Plan** 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
- Bring everyone along (e.g., individuals, households, businesses, neighbourhoods)

Learn more about the draft Climate Emergency Action Plan and share your comments and feedback at:

**getinvolved.london.ca/climate**

Space provided through a partnership between industry and Ontario municipalities to support waste diversion programs.



# Engagement – February to March

## Staff Actions

- 15 events (presentations, meetings, discussions)
- Direct correspondence



The image is a screenshot of a Zoom meeting. On the left, a large promotional slide is displayed. The slide has a background image of a city street with a river. The text on the slide reads: "London's Climate Change Conversation" in large blue font, followed by "Join the discussion about London, Ontario's draft Climate Emergency Action Plan" in smaller blue font, and "Monday March 14th at 7:00 p.m. on Zoom" in bold blue font. At the bottom of the slide is a globe icon with a location pin and the text "#LdnOnt ClimateAction". On the right side of the Zoom window, there is a video feed of a woman with long dark hair, wearing a striped shirt, identified as "Dipika Giri". The Zoom control bar at the bottom shows a play button, a volume icon, a timer at "0:01 / 56:25", and icons for mute, captions, settings, and window management.



# Engagement – February to March

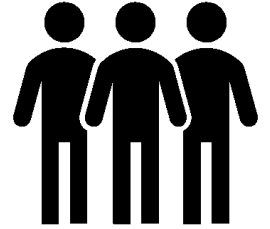
## List of Organizations that Held Events or Special Promotions to make Londoners and Businesses Aware of Draft CEAP

- Climate Action London
- London Chamber of Commerce
- London Environmental Network
- Pillar Nonprofit Network
- Thames Region Ecological Association
- Urban League of London
- Western University



# Engagement – February to March

## Response

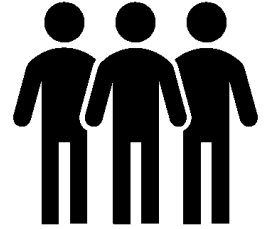


- Online activity
  - 1,500 website visits
  - 423 document downloads
  - >50 direct submissions
- People reached directly by City staff
  - >300



# Feedback Received

## General Categories

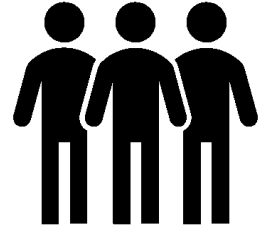


- Engagement process for draft CEAP
- Actions related to:
  - GHG emissions reduction milestone targets
  - Implementing the CEAP
  - Engagement with other levels of government
  - Financial impact/considerations



# Feedback Received

## Support

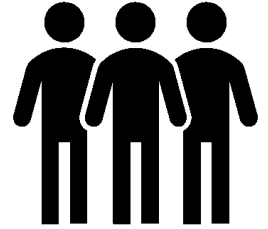


- Lots of information and ground is covered in the draft
- Implementation must occur quickly and offers to help implement were made
- Major support for ongoing and continuous engagement opportunities
- Very few indicating that CEAP should not move forward



# Feedback Received

## Concerns



- Not enough impactful actions to occur immediately
- More engagement with Londoners is needed
- Limited information available on costs and funding
- More funding, shorter timelines and need for more longer-term impactful actions are needed
- Prioritization of a few key, impactful actions needed





# Feedback Received

## Staff Interpreting the Concerns Identified

Rarely- Sometimes-Often	General Category
Sometimes	Information available in CEAP but not as clear as it could be
Sometimes	Work is listed in CEAP but not defined as it is to be co-created
Often	Request for actions to move quicker than anticipated, both in scale and timing
Often	Additional financial investment needed now and/or more cost details needed now
Sometimes	Disagreement with actions/direction

# Review of Written Submissions Since March 26, 2022

%	General Category
60%	Overall positive and supportive
15%	Some/many items need to be changed but move forward
0%	Some/many items need to be changed and do not move forward
25%	Not clear on support or not support



# Additions to the CEAP

## Receiving Ongoing Feedback and Ideas

### CEAP – New Section

#### 11.6 – Development of a Process to Receive and Review Ongoing Feedback and Ideas

#### Area of Focus #1 – Engaging, Inspiring and Learning from People Workplan – **New Action**

**Action 9:** Work with community partners to develop methods to receive input and feedback on a more frequent basis to capture new ideas, improved ideas, innovative ideas and solutions to reduce GHG emission and make London more resilient including any processes needed to support this action.



# Additions to the CEAP

## Information on Benefits and Costs

### CEAP – New Section

#### 9.4 – What are the Preliminary Benefits and Costs at the Household Level?

#### Area of Focus #2 – Taking Action Now (Household Actions) Workplan – **New Action**

##### **Action 8: Household Climate Change Action Information**

Work with community and business partners to continue to develop and compile details and information that will help households make decisions on climate action and ensure this information is promoted and easily accessible.



# Contained in Staff Report

Should Municipal Council be satisfied with the draft plan, and that the plan appropriately incorporates community feedback including what may be presented at the public participation meeting, a recommendation for Council to approve the plan could be considered by the SPPC and include:

- the final CEAP (Appendix “A”)
- the final CEAP Foundational Actions (Appendix “B”)
- the proposed by-law with Western (Appendix “C”)



## 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:** Overview of Engagement and Feedback on Draft Climate  
**Emergency Action Plan**

**Date:** April 5, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, this staff report dated April 5, 2022, containing details of the engagement and feedback received on the draft Climate Emergency Action Plan between February 8 and March 25, 2022, **BE RECEIVED** for information.

## Executive Summary

Municipal Council received the draft Climate Emergency Action Plan (CEAP) after the Strategic Priorities and Policy (SPPC) meeting on February 8, 2022 and resolved on February 15, 2022 that approximately two months be allocated for community engagement on the draft CEAP prior to holding a public participation meeting at SPPC on April 5, 2022.

### CEAP Documents, Resources and Promotion of Engagement

City staff provided the following documents and resources for community review on the City's Get Involved website:

- February 8, 2022 Report to the Strategic Priorities and Policy Committee;
- Draft CEAP including the 10 Areas of Focus implementation workplans;
- Ten individual Areas of Focus implementation workplans (separate documents);
- An "Actions at a Glance" document;
- A Questions and Answers summary document; and
- 13 Background Information (Supporting) documents.

The above resources were accompanied by three main on-line feedback opportunities:

- A short feedback form for visitors to provide responses to specific questions;
- A general feedback form with no character input limit for visitors to provide comments on any or all of the available CEAP documents; and
- An email address ([ClimateAction@London.ca](mailto:ClimateAction@London.ca)) for those who wished to provide feedback via email and attach additional documents.

In addition to the documents posted, short videos were created and posted. Advertisements were placed in the London Free Press and The Londoner. A public participation meeting notice was placed in The Londoner. The City used social media to share details along with the City's e-News (Our City). City staff participated in 15 meetings, workshops, information sessions and events to present the draft CEAP and engage in discussions and receive feedback from various audiences.

Community and business engagements and promotions occurred by the London Environmental Network, Climate Action London, Thames Region Ecological Association, Urban League of London and the London Chamber of Commerce.

## Engagement Feedback Analysis

From February 8 until March 25, 2022, City staff reviewed materials submitted and shared in meetings and sessions. The comments and feedback were grouped together using similar themes, comments and feedback under five headings and considered the:

- SPPC February 8 report;
- Draft Climate Emergency Action Plan including Areas of Focus (February 2022); and
- Climate Emergency Action Plan (CEAP) Foundational Actions:
  - A. Actions related to greenhouse gas emissions reduction milestone targets
  - B. Actions related to implementing the Climate Emergency Action Plan
  - C. Actions related to engagement with other levels of government
  - D. Actions related to financial impact/considerations.

The CEAP has been intentionally designed to be improved upon continuously, particularly through feedback from community members and businesses that engage with the plan and the efforts of City staff to monitor implementation performance, emerging best practises and the feasibility of new technologies and methods for reducing emissions and improving resilience.

Because of its design, City staff believe that the majority of comments and feedback received are addressed by the CEAP but in some cases the information may not be as clear as needed. In other cases, the work has not been done yet as it should be co-created with the community or other sectors. In other cases, there is a request for actions to move quicker than anticipated, both in scale (e.g., implement more) and timing (e.g., implement sooner). The need for increased financial investment now has been raised many times. As expected, there is some disagreement on actions and uncertainty with CEAP.

It also became clear that Londoners, businesses, employees, students, partners, etc. want to have an ongoing voice; not just provide comments and feedback when documents and materials are available for review. This voice includes providing ideas, actions, solutions, and experiences.

Two additions are proposed to the draft CEAP that address many of the items received, items that will continue to be received, and/or indicate how they can be addressed in the future:

- Develop a Process to Receive and Review Ongoing Feedback and Ideas; and
- What are the Preliminary Benefits and Costs at the Household Level?

City staff will continue to review comments and feedback leading up to the public participation meeting on April 5, 2022.

## Progress on Climate Change Adaptation Planning

London has partnered with ICLEI Canada to be part of a cohort with twenty other Ontario municipalities in the program called Advancing Adaptation. It is designed to assist municipalities in the creation of a climate change adaptation plan by working through an industry-standard framework called 'Building Adaptive and Resilient Cities' or BARC. The BARC framework is used internationally by many cities and has been used extensively by the Federation of Canadian Municipalities (FCM) with several examples in Ontario. A working group has attended two workshops this year:

- February 9, 2022. The focus was on developing actions that would address the risks of climate change in London; and
- March 8, 2022. The focus was on reviewing, prioritizing and investigating who would lead and support the various actions.

Attendance has included City staff from 15 divisions and community representatives arranged through the London Environmental Network. The overall focus for the working group is to create a draft climate change adaptation plan for community engagement later in 2022.

## **CEAP Implementation in 2022**

The CEAP includes 59 Categories of Actions and contains over 200 actions, ranging from basic to complex actions, across the 10 Areas of Focus. A number of the actions are designed to start in 2022 and/or are already under way. Other actions will start in 2023 and some in 2024.

In the February 8 SPPC report (Table 10: Selected CEAP Actions, Resources and Funding) details were provided on the actions that Civic Administration will take in the near term as part of CEAP implementation. A summary comment was 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.

The February report also identified that the current dedicated annual investment for climate change initiatives is approximately \$120,000 in operating funding and \$100,000 in capital funding. This is in addition to leveraged funding and funding for the Transportation Management Association. This current report provides further details on actions and approved funding (range) that has been assigned in 2022 for implementation of CEAP.

## **Conclusion**

City staff engaged with Londoners on the draft CEAP and received valuable feedback. Based on the analysis of feedback received, the CEAP and its Areas of Focus implementation workplans provide a strong foundation of milestone targets, actions, shared leadership and support for continuous improvement of the CEAP.

Expedient implementation of the CEAP in its current form was supported and encouraged by the majority of those who provided feedback on the draft document. The two adjustments proposed by Civic Administration increase the opportunities for on-going input and feedback.

Should Municipal Council be satisfied with the draft plan, and that the plan appropriately incorporates community feedback including what may be presented at the public participation meeting, a recommendation for Council to approve the plan could be considered by the Strategic Priorities and Policy Committee and include:

- the final Climate Emergency Action Plan, attached as Appendix “A”;
- the final Climate Emergency Action Plan Foundational Actions, attached as Appendix “B”; and
- the proposed by-law to 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, attached as Appendix “C”.

## **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

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- February 8, 2022, Draft Climate Emergency Action Plan Report to the Strategic Priorities and Policy Committee (SPPC)
- 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 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

#### 1.2 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 <a href="#">Agenda &amp; Minutes</a> ; April 23, 2019 Council meeting <a href="#">Agenda &amp; Minutes</a> )
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. (November 26, 2019 SPPC Meeting <a href="#">Agenda</a> )
January 24, 2020	Launch of Community Engagement	<a href="#">Project Get Involved webpage</a> was launched with questions and opportunities for the public to make comments. 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 (CEAP) including community engagement.
August 11, 2020	CEAP 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 <a href="#">Agenda</a> )
October 28, 2020	Release of a 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.

Key Dates	Item	Overview
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 <a href="#">Agenda</a> )
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 <a href="#">Agenda</a> )
February 8 and 15, 2022	Presentation of the draft Climate Emergency Action Plan to SPPC	Council received the draft CEAP after the SPPC meeting on February 8, 2022 and resolved that approximately two months be allocated for community engagement on the draft CEAP prior to holding a public participation meeting at SPPC on April 5, 2022.

## 2.0 Discussion and Considerations

### 2.1 Engagement Efforts

City staff made several resources and documents detailing the draft CEAP available to the public for review and engaged in several online engagement meetings, workshops and events to promote engagement and consultation on this work between February 15 and April 5, 2022. The following sections detail those efforts with City staff findings and comments of feedback provided at the end.

#### 2.1.1 CEAP Documents, Resources and Promotion of Engagement

City staff provided the following documents and resources for community review on the City's Get Involved website:

- February 8, 2022 Report to the Strategic Priorities and Policy Committee;
- Climate Emergency Action Plan full document, including the 10 Areas of Focus implementation workplans;
- Ten individual Areas of Focus implementation workplans (separate documents);
- An "Actions at a Glance" document summarizing all proposed actions contained within each of the Areas of Focus implementation workplans;
- A Questions and Answers summary document; and
- 13 Background Information (Supporting) documents to develop the draft CEAP.

The above resources on the Get Involved website were accompanied by three main on-line feedback opportunities:

- A short feedback form for visitors to provide responses to specific questions;
- A general feedback form with no character input limit for visitors to provide comments on any or all of the available CEAP documents; and
- An email address ([ClimateAction@London.ca](mailto:ClimateAction@London.ca)) for those who wished to provide feedback via email and attach additional documents.

In addition to the documents posted and available on Get Involved, short videos were created and posted:

- Why does climate change matter in London, Ontario;
- Call to action (multi-person) to review the draft CEAP;
- Perspectives and encouragement to review the draft CEAP; and
- Narrated overview of the draft CEAP using a slide deck.

Advertisements were placed in the London Free Press and The Londoner and encouraging engagement through the Get Involved website. A public participation meeting notice was placed in The Londoner. The City also used social media to share details along with the City's e-News (Our City).

### 2.1.2 City Staff Direct Engagement Events

City staff participated in meetings, workshops, information sessions and events to present the draft CEAP and engage in discussions and receive feedback from various audiences (Table 2).

**Table 2: List of CEAP Presentations and Discussions**

<b>Date</b>	<b>Event Details</b>
February 9, 2022	London Environment Network Board meeting
February 14, 2022	Fanshawe College Administration and Faculty
February 16, 2022	Cycling Advisory Committee
February 17, 2022	Environmental and Ecological Planning Advisory Committee
February 22, 2022	Transportation Advisory Committee
February 23, 2022	Trees and Forests Advisory Committee
March 2, 2022	Advisory Committee on the Environment
March 2, 2022	St. Joseph Health Care London environmental team
March 10, 2022	Western University President's Advisory Committee on the Environment and Sustainability
March 14, 2022	City of London, London Environment Network, Oneida Nation of the Thames, Pillar Nonprofit Network and Urban League of London "London's Climate Change Conversation" community event, including five presentations, breakout rooms and polls
March 15, 2022	Western University Society of Graduate Students "Climate Action Town Hall" event
March 21, 2022	Building and Development Liaison Forum (City, local developers, planning consultants and engineers)
March 22, 2022	Building Sustainable Food Systems symposium presented by Fanshawe College, Western University, Brescia University College, Ontario Centre for Innovation and London Economic Development Corporation
March 23, 2022	London Home Builders' Association "Local Energy Efficiency Partnership (LEEP) Cost Benefit Analysis Tool" Workshop
March 24, 2022	Huron at Western; Governance, Leadership and Ethics Program; Environmental Stewardship Course
April 1, 2022 (scheduled)	Chippewas of the Thames First Nations staff discussions

Additional efforts were also put forward to connect with stakeholders and partners in the community through direct contact via email and soliciting feedback during other forums.

## 2.1.3 Community and Business Engagements and Promotions

The London Environmental Network, Climate Action London, Thames Region Ecological Association, Urban League of London, the London Chamber of Commerce and Western University all provided on-line presence, events and/or on-line promotion of the draft CEAP. Below are a few examples of the materials



*"Do not be dismayed by the brokenness of the world. All things break. And all things can be mended. Not with time, as they say, but with intention. So go. Love intentionally, extravagantly, unconditionally. The broken world waits in darkness for the light that is you." — L.R. Knost*

Our City just released the Climate Emergency Action Plan, 2.5 years in the making. We hope our community and city rise to the challenge. **Net-zero by 2050 or earlier is not only possible, it is the only option.**

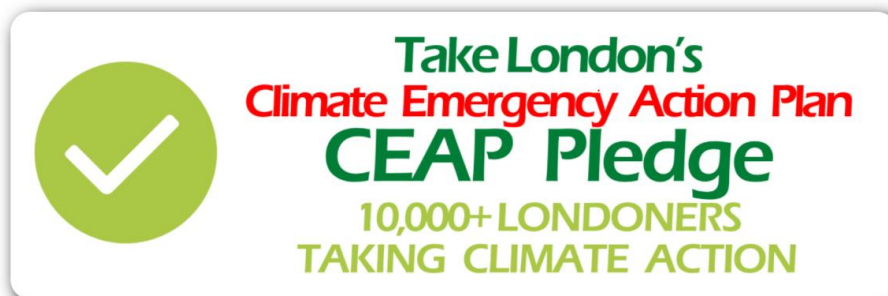


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SUBSCRIBE

## How Can We Help You Engage In The Climate Emergency?



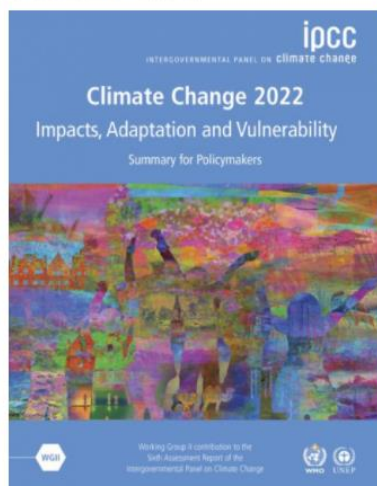
Click on image or [here](#) to take the CEAP Pledge

LEARN MORE, READ THE PLAN, PROVIDE FEEDBACK

## Welcome to TREA - Thames Region Ecological Association

TREA's main goal is to educate its members and community to protect the environment, stay informed and take personal action. We also have an entrepreneurial streak given that TREA encourages citizen participation and innovative projects from and for the community.

### IPCC 2022 Report



Assembled by the International Panel on Climate Change (IPCC) — a team of more than 200 scientists — their latest report represents a sweeping analysis of thousands of studies published over the past eight years as people the world over suffer record-shattering

### London's Climate Action Plan



There is an open call for feedback on London's DRAFT Climate Action Plan released February 8th 2022. The proposed **Climate Emergency Action Plan** 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
3. Bring everyone along (e.g., individuals, households, businesses, neighbourhoods)

Participate using [this link](#).

## [EXTERNAL] London's Climate Emergency Action Plan



London Chamber of Commerce <info@londonchamber.com>



**Climate change impacts everyone – including businesses. It also represents opportunities for local businesses, new jobs and economic development.**



Network for Economic and Social Trends (NEST)



### Climate change and the city: Western expert panel discussion of London's climate emergency action plan

The City of London released its draft climate emergency action plan in February 2022. What are its strengths? What can be improved? How will cities confront the challenges of climate change?



**John Fleming**  
Distinguished Practitioner  
Research Fellow at the  
Urban Centre



**Dan Leeming**  
Chair of the Resiliency Caucus,  
Council for Canadian Urbanism



**Martha Paiz-Domingo**  
Master's student, Geography  
and Environment



**Martin Horak**  
Associate Professor,  
Political Science



**Katrina Moser**  
Associate Professor,  
Geography and Environment



**Megan Stacey**  
Reporter,  
London Free Press



**March 31, 2022**



**4:00 - 5:30 P.M.**



**Room 56, UCC**



**Live stream via Zoom**



**<https://bit.ly/3ldIToA>**

Presented by the Centre for Urban Policy and Local Governance (NEST) and the Department of Geography and Environment, Western, with the support of the Centre for Climate Change, Sustainable Livelihoods and Health and the Council for Canadian Urbanism.

## 3.0 Engagement Feedback Analysis

### 3.1 Engagement and Consultation Received

Each of the direct engagement events included an opportunity for attendees to provide City staff with comments, ask questions for clarification and engage in conversation about implementation. Overall, the number of attendees and levels of participation in engagement events was relatively consistent with similar events held during the engagement period for CEAP development (January 2020 to September 2021).

Written submissions were received from some individuals through the [climateaction@london.ca](mailto:climateaction@london.ca) email address as well as through the Get Involved general feedback and feedback form options.

### 3.2 Overview of Community Comments and Feedback

From February 8 until March 25, 2022, City staff reviewed materials submitted and shared in meetings and sessions. The comments and feedback were grouped together using similar themes, comments and feedback under five headings (below) and considered the:

- SPPC February 8 report;
- Draft Climate Emergency Action Plan including Areas of Focus (February 2022); and
- Climate Emergency Action Plan (CEAP) Foundational Actions:
  - A. Actions related to greenhouse gas emissions reduction milestone targets
  - B. Actions related to implementing the Climate Emergency Action Plan
  - C. Actions related to engagement with other levels of government
  - D. Actions related to financial impact/considerations.

### 1. Engagement process for draft CEAP

- The timeline for engagement on the draft is too short considering the length of the document and extent of actions being proposed.
- The CEAP is too detailed for many people; need to make it easier to read.
- More visual pieces should be created to help with understanding the importance of CEAP.
- Need to go to other people's meetings and sessions (get on other's agendas).
- Hold more events so visibility of draft CEAP is increased.
- The CEAP represents a lot of good work and there is no desire to stall the process of moving to implementation.
- Many positive comments for releasing CEAP as a draft document to solicit input.

### 2. CEAP Foundations Actions 1 to 4: A. Actions related to greenhouse gas emissions reduction milestone targets

- The first target should be for 2026 to see if London is on track to meet our 2030 target.
- Targets should align with the terms of Council (four year targets) so progress can be measured over the term of Council.
- Using science-based targets is crucial to moving forward.
- Need more financial information to understand the cost impacts of climate change in the community and at the household level of the milestone targets.
- Many climate change actions need to be stronger and more meaningful; others are too light and less meaningful.
- Need definition of net-zero and what types of energy sources would be included in a net-zero energy grid and energy system (e.g., nuclear, geothermal, low-carbon hydrogen, renewable natural gas, other renewable energy sources).

### 3. CEAP Foundations Actions 5 to 10: B. Actions related to implementing the Climate Emergency Action Plan

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

- The City should work with neighbourhoods and engage champions of climate action as well as list where community engagement has been strong.
- Targeted awareness and engagement with health care and fitness sectors.
- Use more social media (e.g., TikTok, Facebook, Instagram) and any other available mediums of communication to reach different demographics.
- Create more visuals to show what denser neighbourhoods could look like so they are viewed positively.
- The role for local First Nations and urban Indigenous communities needs to be clearer and part of reconciliation.
- Move those that are the furthest behind and most susceptible to climate change to the front of the line of work and actions.
- Make sure materials are created in different languages as a growing population has English as a second language.
- Provide easy access to opportunities for ongoing engagement and input from the community.
- Ensure strong connection with London businesses for policy, program and action development.
- Provide businesses with access to information, resources and funding opportunities to help implement CEAP.

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

- Limited information available on costs and benefits of climate change actions at the household level.
- Make participation as easy as possible.
- Bring programs and projects to the people.
- Make sure projects and programs are visible.
- Fire pits need to be banned from both a climate change and air quality perspectives.

- Leverage existing projects and make them bigger, if possible.
- Make sure projects are reaching communities that have been marginalized
- More community gardens and different types of gardens are needed (e.g., Indigenous community garden).
- More financial investment is required now.
- Need clearer information on the actions that are going to be taken in 2022.

### **Area of Focus 3 - Transforming Buildings and Development**

- The City should mandate through a by-law that new homes are designed to be EV-ready including wiring.
- The City should mandate through a by-law that home builders offer customers alternative heating equipment like heat pumps.
- The proposed home energy retrofit pilot project is way too small and should be 50 times larger (2,500 homes per year for three years resulting in 7,500 homes). This will create a bigger impact and encourage more households to take action.
- Advancing partnerships for action with London's development industry should be accomplished in one to two years, not three to four years.
- Phasing out fossil fuel use for heat in all new buildings should be immediate or for all buildings where a building permit is applied for as of January 2023, not 2030.
- Policy and development plans must include direct support for tiny homes and living with a small environmental footprint.
- Stop urban sprawl.
- Individual properties have impacts that can be controlled. For example, the width of driveways should be limited and they should have to be made of permeable material to allow infiltration.
- Stop building on flood plains.
- Create more incentives for developers to move in a more sustainable direction.
- Create opportunities and/or an agency to promote, sell and install heat pumps, other energy efficient solutions, fuel switching opportunities, and other alternatives to natural gas.
- Independent agencies, not for profit companies, should be managing organizations that make services and products available to the consumer.

### **Area of Focus 4 - Transforming Transportation and Mobility**

- Building bike infrastructure is a "California-style solution" that will not suitably replace vehicle use in London's climate.
- A plan for increasing the wide availability and convenience of electric vehicle use requires a focus on Level 3 fast chargers, not just Level 2 destination chargers.
- The City should focus on non-personal vehicle transportation improvements.
- Industrial areas of the City are underserved or poorly served by public transit which forces workers to take on the expense of a car even if they can't afford it.
- Consider making transit free (for everyone or at least low income families).

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

- A ban on non-refillable plastic bottles and containers by Council will be required to meet the 60% waste diversion from landfill goal.
- The City should stop burning sewage sludge and instead compost it and turn it into fertilizer.
- There is no mention of urban farms and green farming methods within the City limits and should be addressed.
- Implement the Green Bin program as soon as possible.
- Create more local business opportunities by creating a circular economy.

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

- Trees are ineffective as carbon capture and sequestration considering the amount of emissions in London.
- Carbon capture technologies use energy which reduces their effectiveness.

- Baseline data on natural heritage as it relates to climate action will be critical to monitoring the affects of climate change on the natural environment.
- The City should consider a “shade policy” for all development such that shade is prioritized as a resilience measure to combat rising temperatures in urban settings.
- The definition of Landscape Open Space in the Zoning By-law allows for paving over open space and does not require open space to be vegetated. Vegetated lands contribute directly to offsetting immediate impacts of climate change from planting shade trees, to gardens and it offsets drainage from overwhelming the sewer systems and returns water to underground aquifers.
- Low Impact Development (LID) should be applied on every new development application, road construction, parking lots, sidewalks, boulevards – essentially everywhere as a matter of policy.
- City needs to review tree by-laws for private property to ensure they do their part to reduce climate impacts. Residents have the option to opt out and reject a street tree outside their home if one is planned to be planted by the City as part of annual planting plans, even if one was there before.
- Natural assets in London need to be valued, protected and enhanced.
- London should not be counting on carbon capture, utilization and storage to help reduce GHG emissions.
- Little information has been provided on the role that London’s rivers can play in climate change mitigation (e.g., sinks for carbon, additional renewable energy).
- More details required on the role of carbon sequestration, local businesses and broader industrial manufacturing.

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

- The City could build wind and solar farms and utilize potential energy storage like elevated water reservoirs.
- Renters need to be addressed with rebate programs as they are the ones that need help the most.
- London’s electrical grid cannot accommodate the electrification of even 50% of the current natural gas consumption for building and water heating.
- Carbon offsets should not be a significant tool to reach net zero as they are not viewed as real GHG reductions by some.
- Carbon offsets should be included in the menu of actions that households can do to reduce their carbon emissions.
- The City needs to be a model for others to follow; City projects need to be very visible and serve as a learning opportunity.
- A carbon offset policy in London is not required; all GHG reductions in London must be real local reductions.

#### **Area of Focus 8 - Adapting and Making London More Resilient**

- Complete London’s climate change adaptation plan and ensure it is available for community input.
- Make use of vacant lots by naturalizing them.
- More information is needed on climate hazards.
- Focus on adaptation in lower income areas.

#### **Area of Focus 9 - Advancing Knowledge, Research and Innovation**

- Creating opportunities for students will help retain more climate change knowledge in London.
- Increased academic collaborations provides opportunities for Londoners and newcomers to advance their knowledge.

#### **Area of Focus 10 - Measuring, Monitoring and Providing Feedback**

- GHG contributions from aviation and railways need to be added to the community emissions inventory since London has an international airport and is encouraging London become a major regional transportation hub.



- Use and/or promote existing dashboards for climate change metrics (e.g., Sustainable Development Goals dashboard).
- Make sure comparison and learnings continue to be made with other municipalities.
- Feedback to the community is vital and the City needs to lead and/or support different methods for doing so.

#### **4. CEAP Foundations Actions 11 to 12: C. Actions related to engagement with other levels of government**

- Provincial and federal action is essential and the City must help to move the discussions when they cross into different political views.
- Action on climate change should be broadly supported by all political parties and must expand based on who is elected, not be retracted based on different philosophies.
- Most people do not care which level of government takes action as long as action is being taken.

#### **5. CEAP Foundations Actions 13 to 17: D. Actions related to financial impact/considerations**

- Council needs to revisit the 2020-2023 budget to add more budget to climate change actions.
- Greater emphasis is needed on the City budget and how it will advance action towards GHG targets, particularly with a funded list of short-term projects.
- How is this plan going to be paid for?
- Further details needed on the capital costs of implementing this plan.
- What are the potential costs in London of not meeting targets?
- Further details needed on the potential costs of inaction when dealing with the impact of severe weather such as recent situations in Canada?

### **3.3 Addressing the Information Received**

The CEAP has been intentionally designed to be improved upon continuously, particularly through feedback from community members and businesses that engage with the plan (Area of Focus 1 – Engaging, Inspiring and Learning from People Workplan actions 1 and 2) and the efforts of City staff to monitor implementation performance, emerging best practises and the feasibility of new technologies and methods for reducing emissions and improving resilience.

Because of its design, City staff believe that the majority of comments and feedback received are addressed by the CEAP, but in some cases the information may not be as clear as needed. In other cases, the work has not been done yet as it should be co-created with the community or other sectors. In other cases, there is a request for actions to move quicker than anticipated, both in scale (e.g., implement more) and timing (e.g., implement sooner). The need for increased and immediate financial investment has been raised many times. As expected, there is some disagreement on actions and uncertainty with aspects of the CEAP.

It also became clear in comments and discussion that Londoners, businesses, employees, students, partners, etc. want to have an ongoing voice, versus only providing comments and feedback when documents and materials are available for review. This voice includes providing ideas, actions, solutions, and experiences.

Based on comments and feedback received as of March 25, 2022, two additions are proposed to the draft CEAP that address many of the items received, items that will continue to be provided and/or indicate how they can be addressed in the future:

- Development of a Process to Receive and Review Ongoing Feedback and Ideas; and
- What are the Preliminary Benefits and Costs at the Household Level?

Both new sections are described in the following sections. City staff will continue to review comments and feedback leading up to the public participation meeting on April 5, 2022.

### **3.3.1 Develop a Process to Receive and Review Ongoing Feedback and Ideas**

Engaging community-wide is an essential part of implementing the CEAP. Area of Focus 1, Engaging, Inspiring and Learning from People and the workplan lay out how this will be achieved. These actions align with Area of Focus 10, Measuring, Monitoring and Providing Feedback and how London will be kept informed on progress. Threaded throughout all workplans is the need for engagement, dialogue and understanding.

To expand on this, a new section has been added to CEAP 11.6 Develop a Process to Receive and Review Ongoing Feedback and a new action 9. has been added to Area of Focus 1 - Engaging, Inspiring and Learning from People workplan:

9. Work with community partners to develop methods to receive input and feedback on a more frequent basis to capture new ideas, improved ideas, innovative ideas and solutions to reduce GHG emission and make London more resilient including any processes needed to support this action.

The focus will be on creating ongoing opportunities to participate, comment and/or provide feedback in the CEAP on an ongoing basis. This will provide information to City staff, Council, community partners and/or stakeholders on a more frequent basis. It will also act as an input for the Area of Focus 9 - Advancing Knowledge, Research and Innovation. It will also allow participants to get engaged more frequently rather than wait until specific opportunities present themselves.

This can be achieved by using a combination of existing tools and techniques (e.g., use of the City of London Get Involved website, use of other websites, design charrettes, open space meetings, crowdsourcing) and creating opportunities for actions such as:

- Idea generation forums and community think-tanks;
- Focus groups and panels for idea testing;
- Brainstorming and problem-solving sessions;
- Community and social innovation approaches; and
- Community storytelling, sharing and replicating.

Examples of the above approaches exist in London today through groups like Pillar Nonprofit Network and organizations outside London like the Tamarack Institute and the Centre for Social Innovation.

Key to this level of engagement is managing expectations. Not all ideas can be implemented, are practical or can be funded. Processes will need to be established to ensure participants understand how to engage and how the information will be used.

A working model with some similarities at the City of London is the Neighbourhood Decision Making Program. Residents submit their ideas and get to vote on which ideas they want to see come to life (i.e., the community decides). Neighbourhood Decision Making allows residents to be involved in making their neighbourhood a better place to live, while connecting with their neighbours and engaging with local government. Those ideas are screened by City staff to ensure they can be implemented in both the practical and financially responsible sense. Currently this program does accept ideas focused on the environment and climate change.

### **3.3.2 Costs and Benefits of Household Climate Actions**

One key aspect of the draft CEAP discussed during the February 8, 2022 SPPC meeting and in subsequent sessions was the costs and benefits London households and London rental building owners may face when trying to take action at the household level. To increase understanding of the potential financial requirements of some

household GHG emission reduction and resilience measures, City staff have included additional context and preliminary cost estimates for a range of household action in a new section of the CEAP (Section 9.4) based on available information and presented in Appendix D of this report. A new action 8. has also been added to Area of Focus 2 – Taking Action Now (Household Actions) workplan:

8. Household Climate Change Action Information – a. Work with community and business partners to continue to develop and compile details and information that will help households make decisions on climate action and ensure this information is promoted and easily accessible.

The 9.4 section added to the CEAP provides the reader with some examples of the simple payback periods (the time in which it would take for savings realized from an action to equal the cost incurred to take that action) for actions like replacing an existing internal combustion vehicle with an electric vehicle or e-bike, installing a smart thermostat, draft-proofing a home, insulating a poorly insulated attic, installing an air-sourced heat pump and installing a net-metered solar power system. Additional details are also provided regarding the costs and benefits of reducing household food waste and what may be expected in terms of cost and effort to undertake resilience improvements for a household.

Details are also provided on emissions offset credits which are defined by the Canadian Council of Ministers of the Environment (CCME) as GHG emission reductions or removal enhancements generated from project-based activities that compensate for emissions made elsewhere. Offset credits can be generated in both regulatory (for large industrial emitters) and voluntary programs (including small businesses and households).

Emissions offsets and similar products are available to Londoners and London businesses today. Some companies offer the purchase of renewable electricity, renewable natural gas, and green fuels to offset the emissions from the customer's use of electricity, natural gas, gasoline and/or diesel. Others offer offsets for flights as well as homes.

There are challenges regarding the use of offsets within the local community level, specifically around accounting for community wide GHG emissions. At this time, the City of London does not have access to any data from offset providers on the total number of offsets purchased (or sold) on an annual basis by Londoners and London businesses. As a result, City staff are unable at this time to account for their use and contribution towards local emission reductions. Further research, accounting methods and understanding is required to determine the overall value of this approach as a GHG reduction measure.

In summary, while the specific circumstances and requirements for any climate action at the household level can vary significantly according to the characteristics of a household and how actions are implemented, the added section provides a starting point for householders to undertake further work to meet their own needs, level of effort, cost (investment), savings and other benefits.

#### **4.0 Progress on Climate Change Adaptation Planning**

Adapting to climate change was recognized as one of the early steps needed in the CEAP as it is one of the two pillars of climate change actions; mitigation and adaptation. Area of Focus 8 Adapting and Making London More Resilient details the approach being taken and the steps involved.

London has partnered with ICLEI Canada (formerly International Council for Local Environmental Initiatives), to be part of a cohort with twenty other Ontario municipalities in the program called Advancing Adaptation. It is designed to assist municipalities in the creation of a climate change adaptation plan by working through an industry-standard framework called 'Building Adaptive and Resilient Cities' or BARC. The BARC

framework is used internationally by many cities and has been used extensively by the Federation of Canadian Municipalities with several examples in Ontario. This ongoing work builds upon the risk assessment work completed internally by the City of London in 2014 and includes collaborative planning on climate change adaptation action identification, implementation and monitoring. A working group has attended two workshops this year:

- February 9, 2022. The focus was on introducing actions that would address the risks of climate change in London; and
- March 8, 2022. The focus was on reviewing the actions and prioritizing and investigating who would lead and support the various actions.

Attendance included City staff from 15 divisions and community representatives arranged through the London Environmental Network. The overall focus for the working group is to create a draft climate change adaptation plan for community engagement later in 2022.

**5.0 CEAP Implementation in 2022**

The CEAP includes 59 Categories of Actions and contains over 200 actions, ranging from basic to complex actions, across the 10 Areas of Focus. A number of the actions are designed to start in 2022 and/or are already under way. Other actions will start in 2023 and some in 2024.

In the February 8 SPPC report (Table 10: Selected CEAP Actions, Resources and Funding) details were provided on the actions that Civic Administration will take in the near term as part of CEAP implementation. A summary comment was provided on how the action will be resourced and how it will be funded. Leveraging and adjusting existing approved projects for 2022 and 2023 is key to implementing all ten Areas of Focus.

The February report also identified that the current dedicated annual investment for climate change initiatives is approximately \$120,000 in operating funding and \$100,000 in capital funding. This is in addition to leveraged funding noted above and funding for the Transportation Management Association.

Highlighted on Table 3 are further details on budget ranges by Area of Focus including specific projects that were are in development. These are generally for community-based actions and implementing CEAP. This is in addition to leveraged resources and funding already approved for 2022.

**Table 3: Leverage Resources, Funding and New CEAP Budget Range**

Area of Focus and Category of Action	2022 CEAP Budget Range
<p><b>1. Engaging, Inspiring and Learning from People</b>                      Category of Action 1 to 9 – all categories listed are currently under way or will be launched in 2022.</p>	<p>\$20,000 - \$25,000</p>
<p><b>2. Taking Action Now (Household Actions)</b>                      Category of Action 1 to 7 – all categories listed are currently under way.                      Specific initiatives with assigned funding range noted below:</p>	<p>\$30,000 - \$35,000</p>
<p>(Proposed) MyHeat Solar rooftop solar power cost-benefit calculator web-based tool (one year pilot).</p>	<p>\$10,000 - \$15,000</p>
<p>(Proposed) LightSpark home energy retrofit cost-benefit calculator web-based tool (in support of the proposed FCM-funded home energy retrofit pilot project); potential amount of funding requested from London is unknown at this time.</p>	

Area of Focus and Category of Action	2022 CEAP Budget Range
<b>3. Transforming Buildings and Development</b> Category of Action 1 to 3 - all categories listed are currently under way.	\$2,500 - \$5,000
<b>4. Transforming Transportation and Mobility</b> Category of Action 1 to 8 – all categories listed are currently under way or will be launched in 2022. Specific initiatives with assigned funding range noted below:	See Note a)
Transportation Management Association (also includes an additional \$15,000 to \$20,000 in approved capital funding)	\$35,000 - \$45,000
<b>5. Transforming Consumption and Waste as Part of the Circular Economy</b> Category of Action 1 to 4 - all categories listed are currently under way.	See Note a)
<b>6. Implementing Natural and Engineered Climate Solutions and Carbon Capture</b> Category of Action 1 to 3 – three categories listed are currently under way. Category of Action 4 – work currently scheduled for 2024	See Note a)
<b>7. Demonstrating Leadership in Municipal Processes and Collaborations</b> Category of Action 1, 3, 4, 5, 7, 9, 12 – seven categories listed are currently under way. Category of Action 2, 6, 8 – work currently scheduled for 2023. Category of Action 10, 11 – work currently scheduled for 2024.	See Note a)
<b>8. Adapting and Making London More Resilient</b> Category of Action 1 to 7 - all categories listed are currently under way. Specific initiatives with assigned funding range noted below:	\$2,500 - \$5,000
ICLEI adaptation pilot project for lower income neighbourhood (50% funding up to \$7,500 from ICLEI).	\$7,500 - \$10,000
<b>9. Advancing Knowledge, Research and Innovation</b> Category of Action 1 to 2 – both categories listed are currently under way.	\$20,000 - \$25,000
<b>10. Measuring, Monitoring and Providing Feedback</b> Category of Action 1 to 3 – both categories listed are currently under way. Specific initiatives with assigned funding range noted below:	\$10,000 - \$15,000
Technical assistance to develop detailed cost estimate modelling to support climate change mitigation and community energy planning work. FCM and Provincial sources are anticipated to cover between 50% and 75% of project costs. City contribution could range between \$50,000 and \$100,000 in approved capital funding depending on funding sources.	

Note:

- a) The Areas of Focus uses only leveraged funding and resources in 2022.

## Conclusion – Next Steps

City staff engaged with Londoners on the draft CEAP and received valuable feedback. Based on the analysis of feedback received, the CEAP and its Areas of Focus implementation workplans provide a strong foundation of milestone targets, actions, shared leadership and support for continuous improvement of the CEAP. Expedient implementation of the CEAP in its current form was supported and encouraged by the majority of those who provided feedback on the draft document.

Should Municipal Council be satisfied with the draft plan, and that the plan appropriately incorporates community feedback including what may be presented at the public participation meeting, a recommendation for Council to approve the plan could be considered by the Strategic Priorities and Policy Committee and include:

- the final Climate Emergency Action Plan, attached as Appendix “A”;
- the final Climate Emergency Action Plan Foundational Actions, attached as Appendix “B”; and
- the proposed by-law to 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, attached as Appendix “C”.

**Prepared by: Michael Fabro P.Eng., MEB  
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Appendix A Climate Emergency Action Plan

Appendix B Foundational Actions for the Climate Emergency Action Plan

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

Appendix D Preliminary Costs and Benefits of Household Climate Actions

**Appendix A**  
**Climate Emergency Action Plan**

**Report is contained as a separate document**

## Appendix B

### Foundational Actions for the 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. The rationale for these foundational actions was provided in the February 8, 2022 Strategic Priorities and Policy Committee report.

<b>A.</b>	<b>Actions related to greenhouse gas emissions reduction milestone targets</b>
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: <ul style="list-style-type: none"> <li>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.</li> <li>ii. 65 per cent by 2035</li> <li>iii. 75 per cent by 2040.</li> </ul>
3	Revise the Corporate net zero energy related GHG emissions target from 2050 to 2045 and will be based on the following milestone targets: <ul style="list-style-type: none"> <li>i. 65 per cent reduction in total energy-related emissions from 2007 levels by 2030</li> <li>ii. 75 per cent by 2035</li> <li>iii. 90 per cent by 2040.</li> </ul>
4	Join the Race to Zero Cities Campaign, a global campaign to rally leadership and support for science-based targets.
<b>B.</b>	<b>Actions related to implementing the Climate Emergency Action Plan</b>
5	Include the following Areas of Focus in the Climate Emergency Action Plan: <ol style="list-style-type: none"> <li>1. Engaging, Inspiring and Learning from People</li> <li>2. Taking Action Now (Household Actions)</li> <li>3. Transforming Buildings and Development</li> <li>4. Transforming Transportation and Mobility</li> <li>5. Transforming Consumption and Waste as Part of the Circular Economy</li> <li>6. Implementing Natural and Engineered Climate Solutions and Carbon Capture</li> <li>7. Demonstrating Leadership in Municipal Processes and Collaborations</li> <li>8. Adapting and Making London More Resilient</li> <li>9. Advancing Knowledge, Research and Innovation</li> <li>10. Measuring, Monitoring, and Providing Feedback.</li> </ol>
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	Use a Memorandum of Understanding, Letter of Commitment or similar approach to establish working arrangements, roles, responsibilities, accountabilities for climate mitigation and adaptation action when a more formal arrangement is desirable. This does not replace the need for executed contracts, agreements and purchase orders as per Council policies. The first example of this approach using a Memorandum of Understanding will be with Western University (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.
<b>C. Actions related to engagement with other levels of government</b>	
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.
<b>D. Actions related to financial impact/considerations</b>	
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

### 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 Western Water 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.

## Appendix D

### Preliminary Costs and Benefits of Household Climate Actions

Moving ahead with any of the household actions presented in Section 9.3 of the CEAP will require varying amounts time and expertise to plan and implement. Knowledge of costs and savings will be key. While every household is unique and the financial, time and expertise requirements to take on most climate actions can vary significantly based on many factors, the following preliminary cost estimates and associated cost-saving benefits have been compiled based on available information and assumptions identified. These estimates are provided to help build a foundation of information to assist Londoners in understanding the potential magnitude of costs and efforts required for some of the climate actions presented in the CEAP. The specific requirements for any household may vary significantly.

#### Transportation and Mobility

For households considering electric vehicles, the Ontario-based non-profit organization [Plug'n Drive](#) provides an on-line calculator to estimate the costs and savings associated with all electric vehicle models compared to a gasoline-fueled vehicle of similar size and trim. For example:

- A new Kia Niro plug-in hybrid has a \$9,300 net premium over an equivalent gas-fueled vehicle (i.e., Honda HR-V) but will currently have a payback time of around six years through annual fuel cost savings (1,200 litres of gasoline per year) and lower maintenance costs.
- A new Kia Niro EV has a \$19,200 net premium over an equivalent gas-fueled vehicle (i.e., Honda HR-V) but will currently have a payback time of around nine years through annual fuel cost savings (1,600 litres of gasoline per year) and lower maintenance costs.

For households considering replacing their existing vehicle with an e-bike or a transit pass, the Canadian Automobile Association provides an [on-line calculator](#) to estimate the costs associated with owning and operating a vehicle by make and model. For example, a paid-off 2016 Toyota Corolla that is only driven 10,000 kilometres per year for in-town trips will have annual operating and maintenance costs of approximately \$5,000 (\$2,000 for maintenance, \$1,800 for insurance, \$1,200 for fuel).

Given that the average costs of new e-bikes are between \$3,000 and \$5,000, replacing this 2016 vehicle with an e-bike would pay for itself within about one year. Cargo e-bikes capable of carrying groceries, with a cost range of \$5,000 to \$10,000 depending on the make and model, would pay for themselves within about two years.

Replacing this vehicle with a London Transit monthly pass, at \$1,140 per year, would save almost \$3,900 per year (over \$320 every month).

#### Home Energy Retrofits

The costs and savings associated with home energy retrofits is largely dependent on the age, condition and size of the house, with older homes generally having greater potential for savings. Incentives of up to \$5,000 are available from both [Enbridge Gas](#) and the [Canada Greener Homes](#) program, but residents are not able to use both programs for the same measure (e.g., cannot apply to both programs for draft-proofing). However, incentives for different measures can be combined between these programs to allow households to receive incentives up to \$10,000. Both programs require a home energy audit before the retrofits can take place.

Based on background market research that has been carried out in support of a proposed home energy retrofit program for London, the most common older housing stock in London are single-family homes built in the 1950s through to the 1970s. These

homes typically are heated with high-efficiency gas furnaces already, so future retrofits would likely involve improving insulation, draft proofing (air sealing), and hybrid heating with air-sourced heat pumps paired with existing high-efficiency gas furnaces. Net-metered solar power may also be of interest to some households.

High-level costs and estimated payback time from lower utility bills for these measures are as follows, noting that these will vary significantly depending on the age, size, and current state of any house:

- Smart thermostat – about \$350, with about a three-year payback currently. Enbridge Gas offers a \$75 incentive as well as a free thermostat for qualifying lower income households.
- Draft-proofing (air sealing) – about \$750, with about a three-year payback currently. Enbridge Gas offers a \$150 incentive or free draft-proofing for qualifying lower income households. Canada Greener Homes also provides incentives.
- Basement insulation – about \$3,000, with about a ten-year payback currently. Enbridge Gas offers a \$1,250 incentive or free insulation for qualifying lower income households. Canada Greener Homes also provides incentives.
- Attic insulation – about \$3,000, with about a 30-year payback currently. Enbridge Gas offers a \$750 incentive or free insulation for qualifying lower income households. Canada Greener Homes also provides incentives.
- Wall insulation – about \$7,500, with about a 25-year payback currently. Enbridge Gas offers a \$3,000 incentive. Free insulation for qualifying lower income households. Canada Greener Homes also provides incentives.
- Air-sourced heat pump – about \$4,000 premium over a new central air conditioning unit. Enbridge Gas is testing a new \$3,200 incentive as part of their pilot project that does not require a home energy audit. The Canada Greener Homes program also offers a \$4,000 incentive but requires a home energy audit. This measure is expected to break even, with more information expected once the pilot project has been completed.
- Net-metered solar power – about \$15,000 to \$17,500 for a 5-kilowatt system. The Canada Greener Homes program offers a \$5,000 incentive. Payback time is currently about 17 to 21 years.

For Londoners in rented homes, the measures above would need to be undertaken by property owners. However, some draft-proofing measures can be undertaken by tenants at a low cost (well under \$100), such as:

- Temporary window film for draft-proofing and insulation;
- Electrical outlet foam gaskets for exterior walls; and
- Draft-proofing tape for exterior doors.

### **Purchased GHG Emission Offsets**

Emissions offset credits are defined by the Canadian Council of Ministers of the Environment (CCME) as GHG emission reductions or removal enhancements generated from project-based activities that compensate for emissions made elsewhere. Offset credits can be generated in both regulatory (for large industrial emitters) and voluntary programs (including small businesses and households).

Emissions offsets and similar products are available to Londoners today. Companies such as [Bullfrog Power](#) offer the purchase the environmental attributes of renewable electricity generation, renewable natural gas, and green fuels to offset the emissions from the customer's use of electricity, natural gas, gasoline and/or diesel. Other



companies such as [Less](#), [Planetair](#), and [Tentree](#) offer offsets for flights as well as homes. For example:

- Renewable natural gas – about \$41 per month for 220 cubic metres of gas (\$0.19/m<sup>3</sup>) in addition to what Enbridge Gas charges;
- Renewable electricity – about \$21 per month for 850 kilowatt-hours (2.5 cents per kWh) in addition to what London Hydro charges;
- Green fuel – about \$0.43 per litre (in addition to what local gas stations charge); and
- Emissions offsets - \$20 per tonne for CSA Standard-Certified Canadian Offsets, or about \$18 per month for the average single-family household (in addition to the average household energy costs of about \$460 per month in 2019). This cost is likely to increase over time as demand increases.

It is important to note that there are challenges regarding the use of offsets within the local community level, specifically around accounting for community wide GHG emissions. At this time, the City of London does not have access to any data from offset providers on the total number of offsets purchased (or sold) on an annual basis by Londoners and London businesses. As a result, City staff are unable at this time to account for their use and contribution towards local emission reductions. Further research, accounting methods and understanding is required to determine the overall value of this approach as a GHG reduction measure at the household level.

### Food Waste Reduction (Avoidance)

Food waste reduction (avoidance) can be accomplished in many ways, most of which will have only minor costs (e.g., reusable storage containers) and has the potential for significant savings (e.g., \$450 to \$600 per year for the average London household in 2019). Reducing the amount of uneaten food that goes to waste can be accomplished by meal planning prior to shopping to ensure only the needed amount of food is purchased and properly storing both perishable food and leftovers and consuming them before they go bad.

Londoners can reduce wasted food generated by retailers by purchasing “ugly” fruits and vegetables and taking advantage of deals on discounted fruits and vegetables for recipes that can accommodate them.

Looking for locally produced foods can reduce the amount of demand for foreign foods, which results in lowered transportation GHG emissions, though sometimes locally produced products may come with a cost premium. There are added benefits with supporting local agricultural producers through community supported agriculture programs as well, like getting to know local farmers and learning to eat more seasonally (which has a lower carbon footprint).

### Home and Property Resiliency

Several actions can be taken at home on private property to prepare for and adapt to the changing climatic conditions. The following is a short list of measures including high level costs that a homeowner may consider. Since flooding has been identified as one of the highest risks in London caused by climate change, basement flooding preventative measures have been identified as a theme of many of the actions to prioritize.

- Basement flood protection – measures for the basement to prevent flooding from sewer back-up and overland flow including sump pits, sump pumps with back-up power supply, and sewer backflow prevention devices:

Equipment	Item Cost Range
Sump pump	\$100 to \$300
Sump pit	\$100 to \$200
Sump pump battery back-up	\$200 to \$400
Back-flow preventor / backwater valve	\$100 to \$150

Note: the labour costs for installation of the above listed basement flooding prevention equipment will require a qualified plumber which will add to these costs. City of London incentive programs provide for 90% cost recovery up to maximum funding limits for each item. For example, a sump pit and pump in the basement can access 90% funding to a maximum of \$2,500. Details of London's basement flooding grant program can be reviewed at [london.ca/living-london/water-environment/flooding](http://london.ca/living-london/water-environment/flooding).

- Outdoor Surface Drainage Protection – measures for the yard to prevent surface water from entering the home including basement window well covers, downspout extensions, downspout splash blocks, and landscaping to maintain or create surface swales. Increasing permeable surfaces may also benefit drainage.

Equipment	Item Cost Range
Basement window well covers	\$50 to \$100
Downspout extension	\$15 to \$25
Downspout splash block	\$25 to \$30
Drainage swale landscaping	
• Grass seed	\$15 to \$20
• Topsoil	\$5 to \$10
• Shovel	\$20 to \$50

Note: the above measures do not typically require professional help to install, and the efforts required can normally be completed by the homeowner.

- 72 Hour Emergency Kit – in the event of a power outage, neighbourhood disaster or any event that requires Londoners to shelter-in-place, these kits can help in the short term.

Equipment	Item Cost Range
Pre-assembled kits	About \$200 (2 person) About \$300 (4 person) About \$500 (4 person, deluxe kit)

Typical items contained in a 72-hour emergency kit are: bottled water, medications, food (for 3 days), first aid kit, wind-up flashlight and radio, external battery pack or wind-up phone charger, dust mask and duct tape, whistle, personal sanitation items, important documents, cash in small bills and coins, warm clothing and blankets or sleeping bags (Source: City of Calgary).

- Tree Planting – planting native trees around the house will provide shade in the summer and can act as a wind break in the winter months reducing the home energy needed for both summer cooling and winter heating. They also absorb carbon dioxide and provide oxygen, therefore providing both climate adaptation and mitigation benefits in addition to absorbing water in their leaves and roots. Boulevard trees also provide the same benefits, and their planting in appropriate locations should be encouraged whenever feasible.
  - tree prices will vary with size, species, and local abundance;
  - wood chips, soil and compost are commonly sold in bags or bulk from many London businesses; and
  - wooden stakes to support newly planted trees range from \$5 to \$10 for a dozen.

Note: tree planting initiatives and programs are often available by contacting City of London Urban Forestry, Upper Thames River Conservation Authority or ReForest London. Lists of appropriate native species type for London and planting advice are also available through these offices.

# Climate Emergency Action Plan

April 2022



#LdnOnt  
**ClimateAction**





# #LdnOnt ClimateAction

## 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. All policy and technical reports are found on the City of London's [Get Involved website](#).

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

### **Community Input on the Draft Climate Emergency Action Plan**

The draft CEAP was approved for release at Council on February 15, 2022 for community input and feedback. Details received were identified in a new report to Strategic Priorities and Policy Committee, dated April 5, 2022. The comments received resulted in two new sections being added to the final CEAP:

- 9.4 What are the Preliminary Benefits and Costs at the Household Level, and
- 11.6 Development of a Process to Receive and Review Ongoing Feedback and Ideas;

Section 9.4 was added to address the need for additional details, in particular benefits and costs, at the household level since about 50 per cent of the greenhouse gas emissions in London are associated with how Londoners move and where they live.

Section 11.6 was added because Londoners, businesses and employees have indicated a desire to have an ongoing voice; not just provide comments and feedback when documents and materials are available for review. This voice includes providing ideas, actions, solutions and experiences.



# Opening Remarks



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# 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

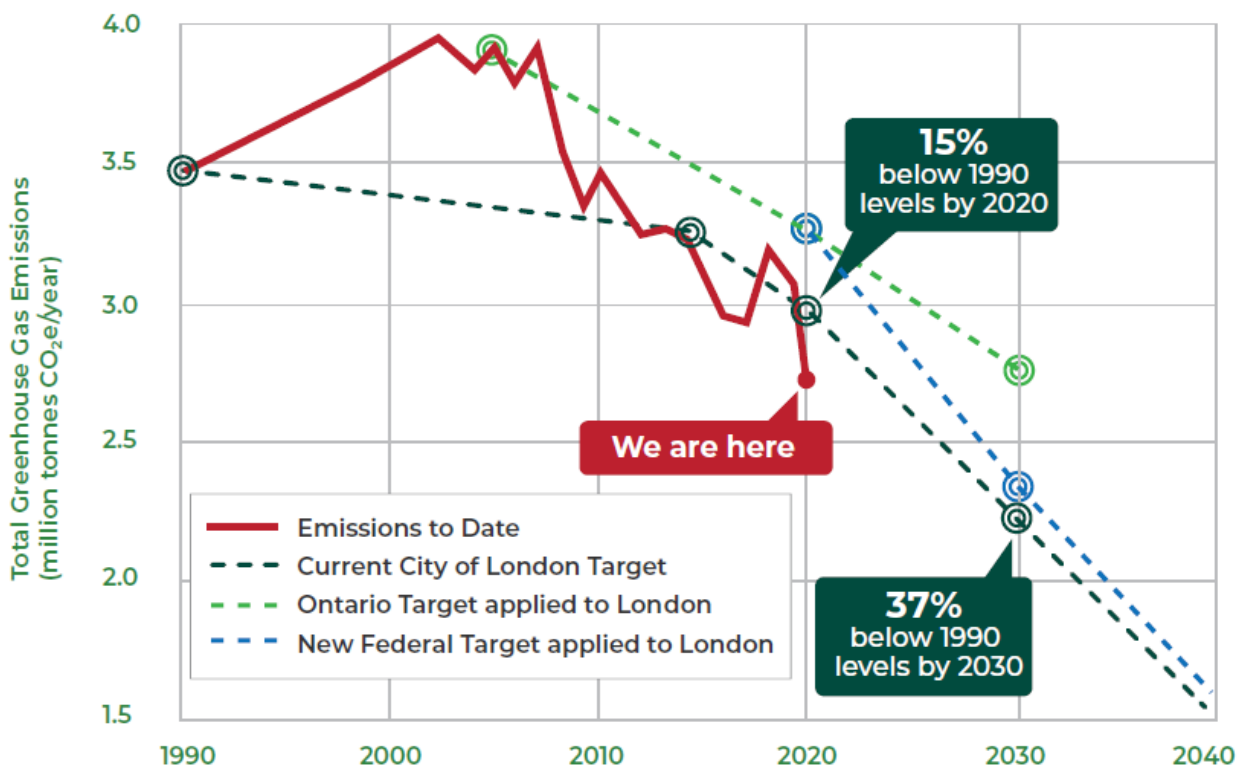
## 2. What Has Been Achieved So Far?

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

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.

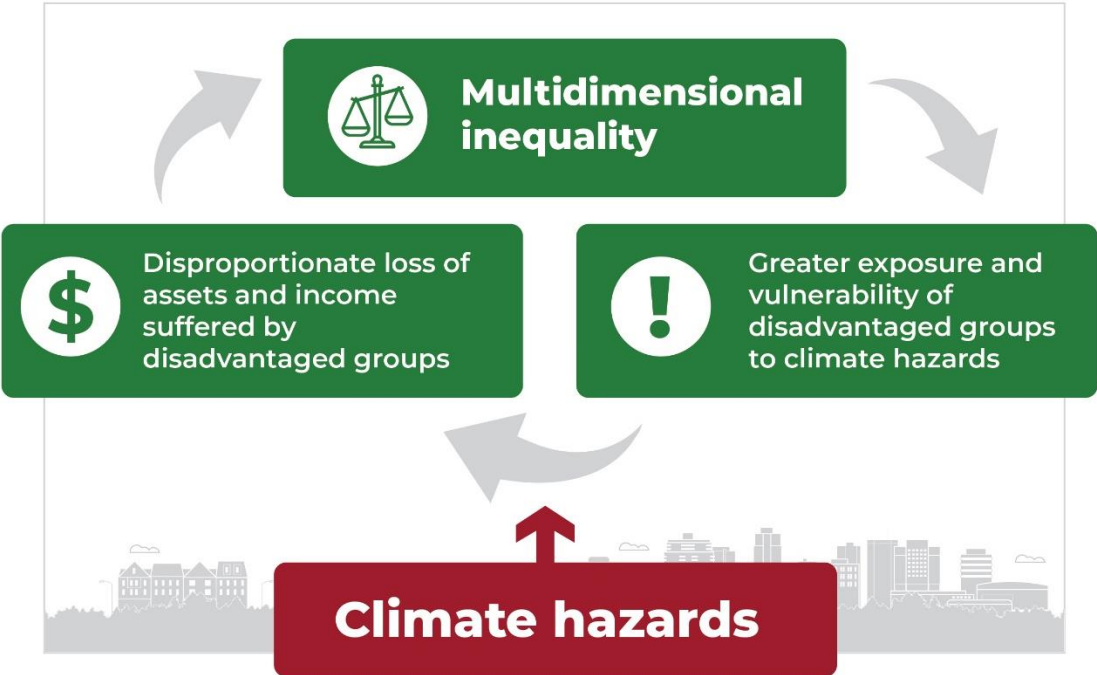
Researchers from the Department of Economic and Social Affairs within the United Nations Secretariat identify that available evidence indicates that the relationship between climate change and social inequality is characterized by a vicious cycle (Figure 2). Initial inequality causes disadvantaged groups 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.

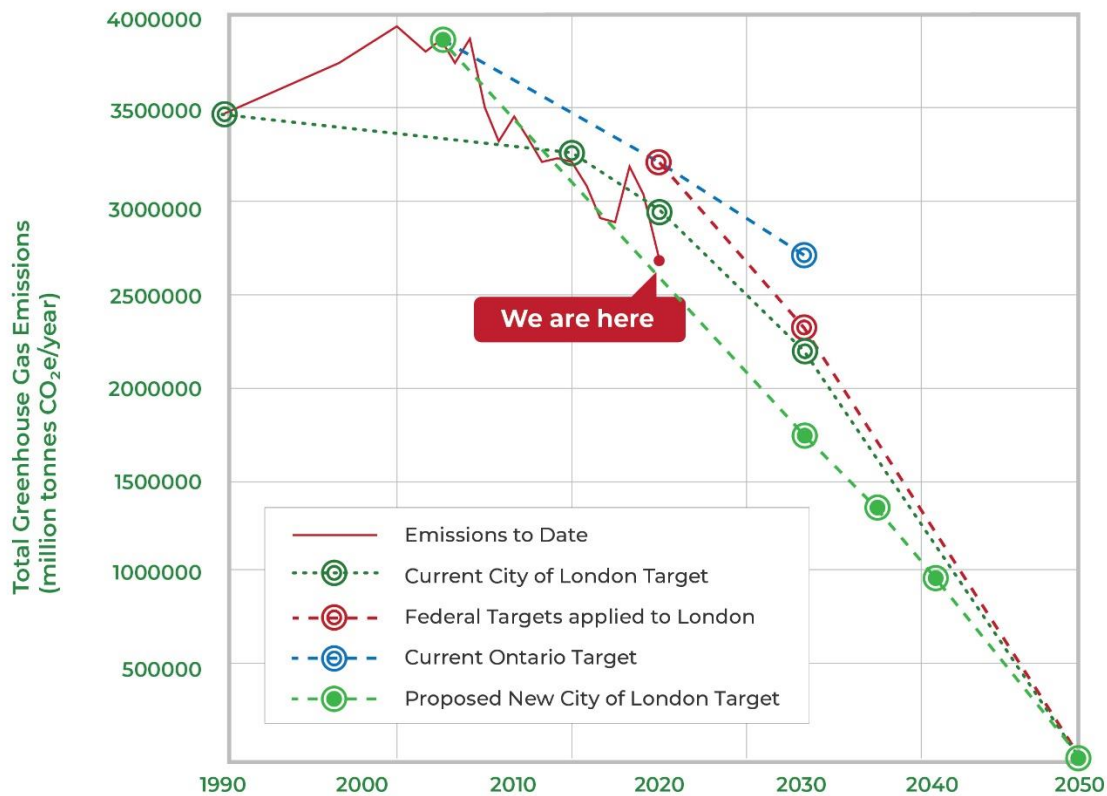
Targets adopted by cities are considered “science-based” if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement – limiting global warming to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C – and reflects 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.

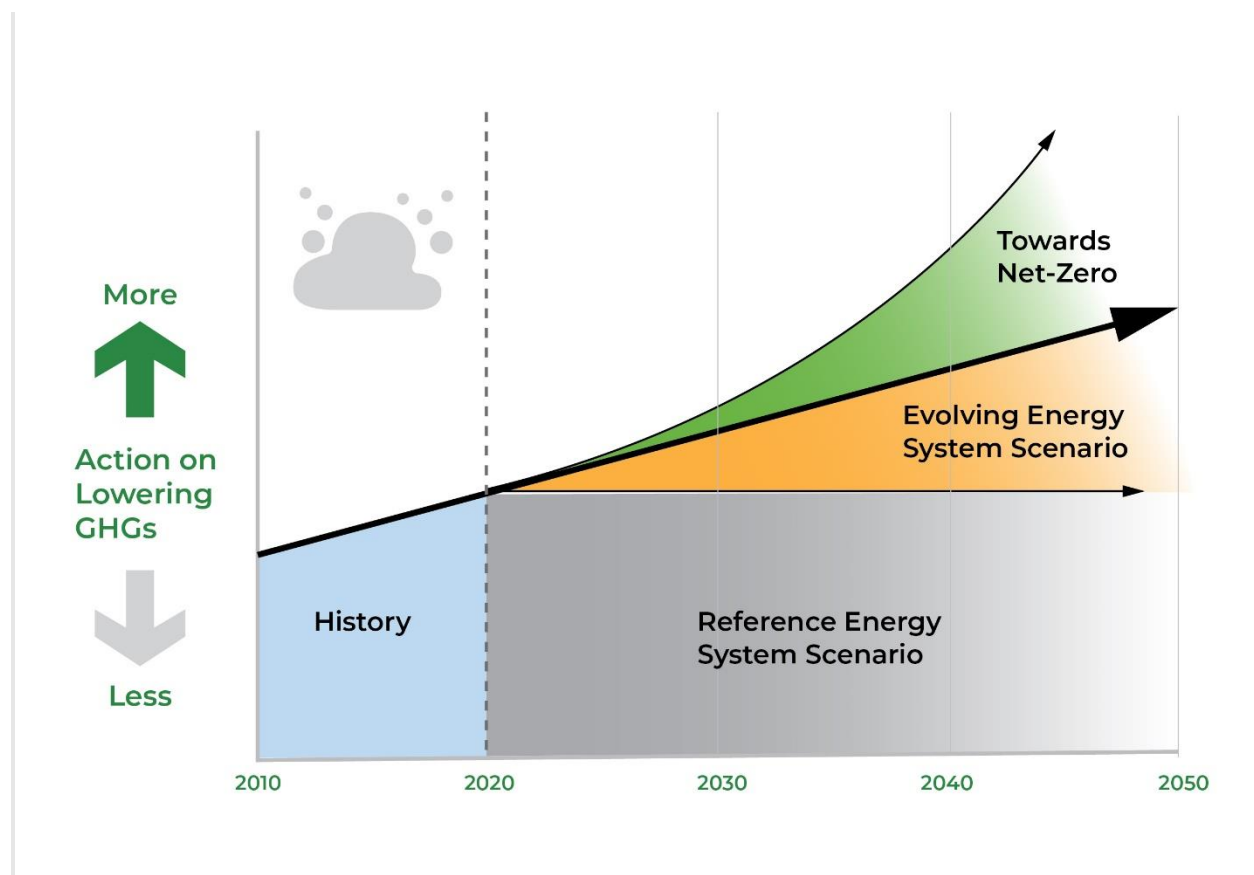
Whether or not the targets are realistic will depend on who is answering the question. Perhaps a better question is are these emission reduction targets required to minimize the impact of climate change? Current scientific information indicates “yes”.

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

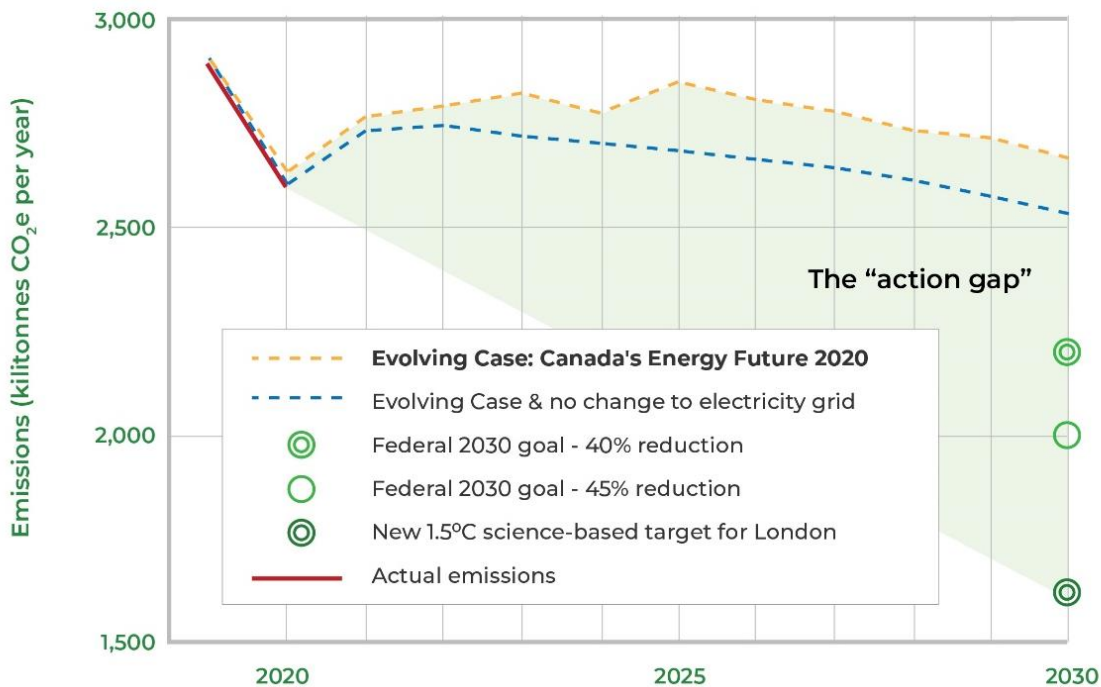
City staff then considered two scenarios for future estimates of greenhouse gas emissions from Ontario’s electricity grid. One scenario involved grid emissions increasing, as forecasted by Ontario’s Independent Electricity System Operator, as the Pickering Generating Station is scheduled to retire in 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.

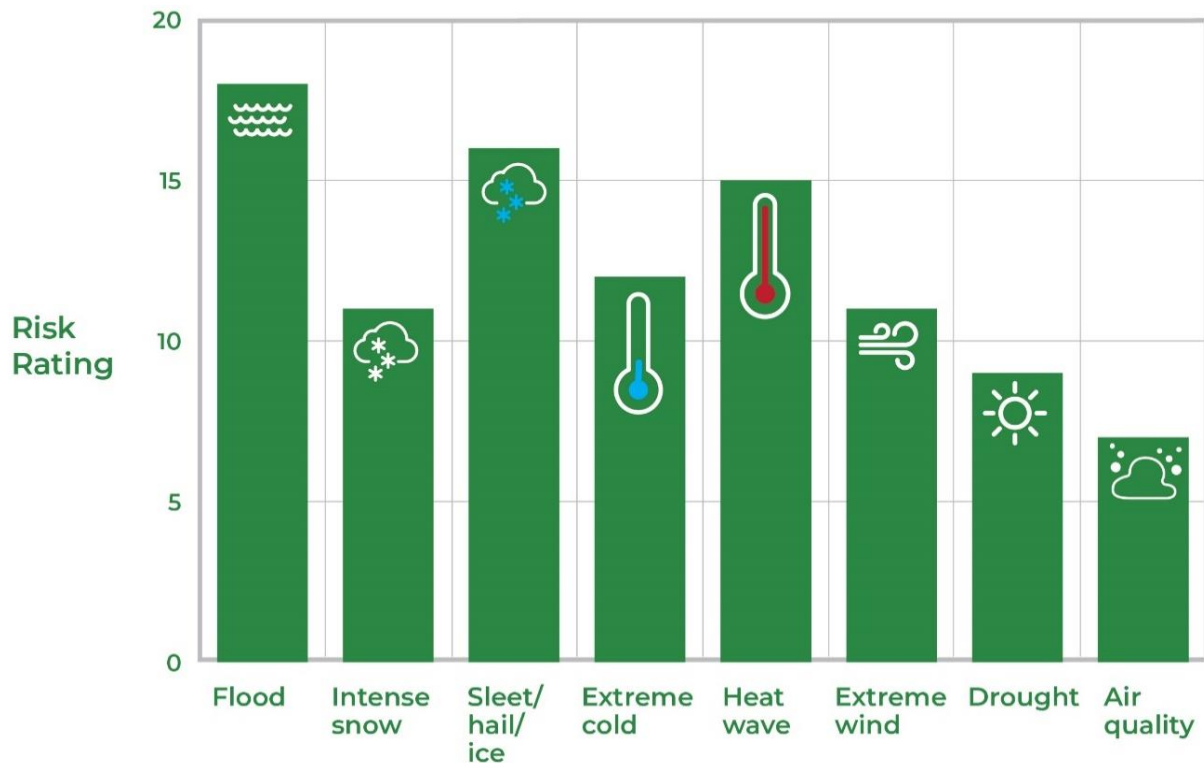
## 8. Adaptation Targets and Adaptation Plan

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).

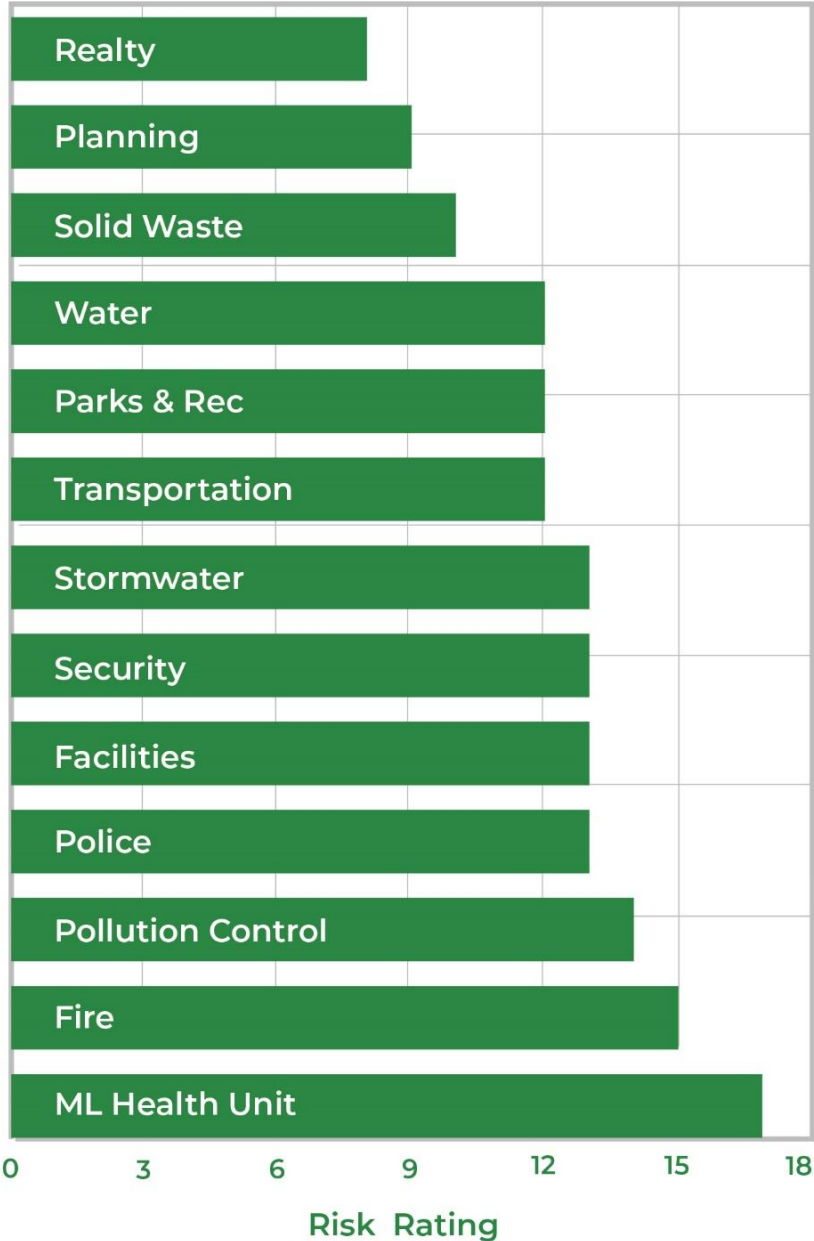
**Figure 6: Risk Exposures by Weather Event to 2050**



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.

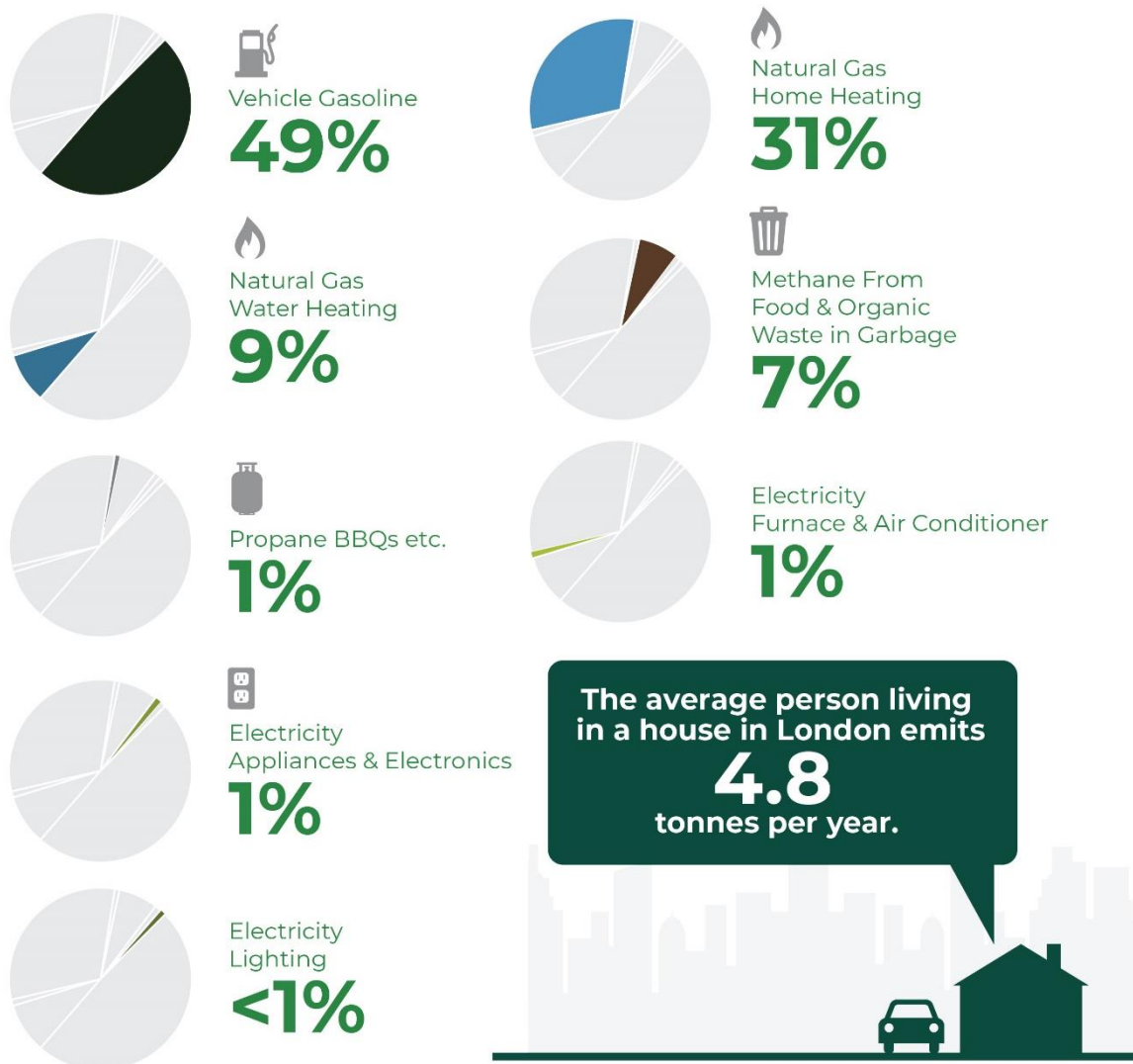
To determine what the “fair share” looks like, City staff used the average household emission estimates from the 2019 (pre-COVID pandemic) Community Energy Use and Greenhouse Gas Emissions Inventory report and estimated what they would need to be in 2030 to meet the new target. In 2019, the average household 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
- ☑ 1<sup>st</sup> vehicle 20% reduction in distance travelled
- ☑ 1<sup>st</sup> vehicle switched to plug-in hybrid EV
- ☑ 2<sup>nd</sup> 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
- ☑ Net-metered solar power and battery back-up power

## 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
- ☑ 1<sup>st</sup> vehicle switched to plug-in hybrid EV
- ☑ 2<sup>nd</sup> vehicle switched to battery EV
- ☑ 3<sup>rd</sup> vehicle replaced with e-bike
- ☑ Reduction in organic waste
- ☑ 72-hour emergency preparedness kit
- ☑ Permeable paver driveway and raingardens installed
- ☑ 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

**57% reduction in GHG emissions by taking these actions**

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## 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 m<sup>2</sup> or 1,000 ft<sup>2</sup>), 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

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## 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
- 1<sup>st</sup> vehicle 10% reduction in distance travelled
- 1<sup>st</sup> vehicle downsized to used hybrid
- 2<sup>nd</sup> 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

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



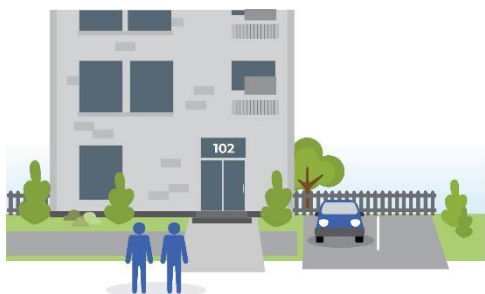
Current GHG emissions by this household type:  
**2.7 tonnes per person (2022)**

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 m<sup>2</sup> or 1,000 ft<sup>2</sup>), one compact car



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

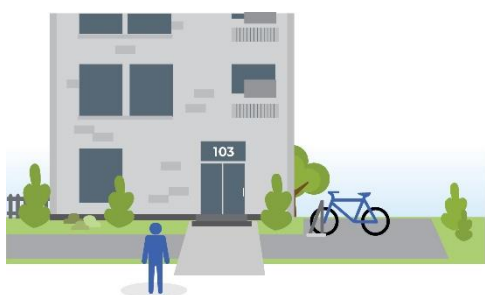
2030 GHG emitted by this household type if the following actions are taken  
**2.1 tonnes per person (2030)**

- ☑ 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

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## Low income single person household in multi-family apartment building (74 m<sup>2</sup> or 800 ft<sup>2</sup>), walking and cycling for transportation



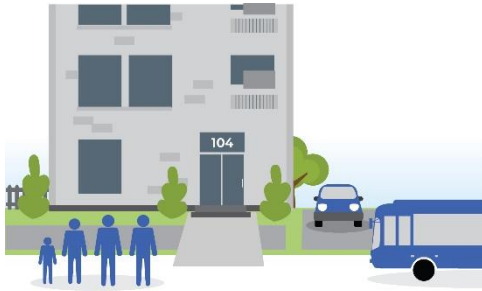
Current GHG emissions by this household type:  
**2.3 tonnes per person (2022)**

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 m<sup>2</sup> or 1,000 ft<sup>2</sup>), 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.

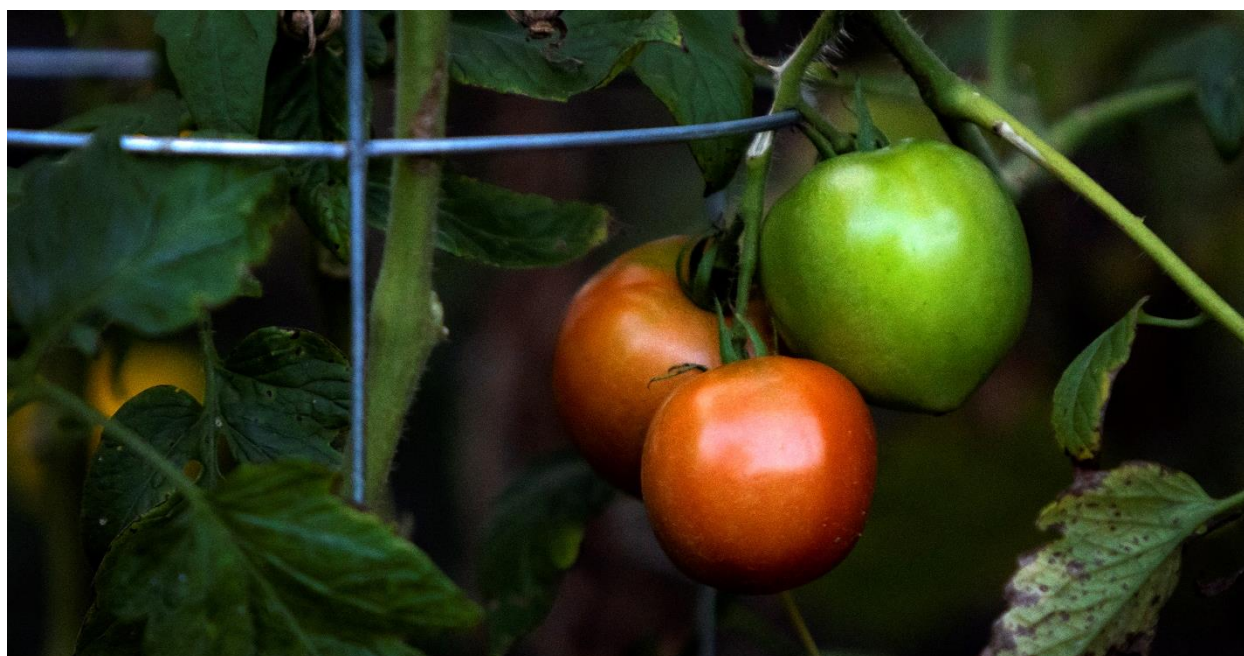
As can be seen from Table 6, GHG emissions associated with the manufacturing and delivery of the goods purchased is larger than the emissions from the direct use of energy and from waste. This highlights the importance climate change mitigation of several environmental initiatives such as:

- 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 <sub>2</sub> 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
<b>Total Consumption (Scope 3) Emissions</b>	<b>8.1</b>

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



Tomatoes grown in the Meredith Community Garden

## 9.4. What are the Preliminary Benefits and Costs at the Household Level?

Moving ahead with any of the household actions presented in Section 9.3 will require varying amounts time and expertise to plan and execute and costs ranging from very little to potentially quite large. While every household is unique and the financial, time and expertise requirements to take on most climate actions can vary significantly based on many factors, the following household action preliminary cost estimates and associated cost-saving benefits have been compiled based on available information, with specific assumptions clearly identified.

These estimates are provided to help build a foundation of information to assist Londoners in understanding the potential magnitude of costs and efforts required for some of the household climate actions presented in the CEAP, but the specific requirements for any household may vary significantly.

### Transportation and Mobility

For households considering electric vehicles, the Ontario-based non-profit organization [Plug'n Drive](#) provides an on-line calculator to estimate the costs and savings associated with all electric vehicle models compared to a gasoline-fueled vehicle of similar size and trim. For example:

- A new Kia Niro plug-in hybrid has a \$9,300 net premium over an equivalent gas-fueled vehicle (Honda HR-V) but will currently have a payback time of around six years through annual fuel cost savings (1,200 L of gasoline per year) and lower maintenance costs.
- A new Kia Niro EV has a \$19,200 net premium over an equivalent gas-fueled vehicle (Honda HR-V) but will currently have a payback time of around nine years through annual fuel cost savings (1,600 L of gasoline per year) and lower maintenance costs.

For households considering replacing their existing vehicle with an e-bike or a transit pass, the Canadian Automobile Association provides an [on-line calculator](#) to estimate the costs associated with owning and operating a vehicle by make and model. For example, a paid-off 2016 Toyota Corolla that is only driven 10,000 kilometres per year for in-town trips has about \$5,000 in annual operating and maintenance costs:

- About \$2,000 for maintenance;
- About \$1,800 for insurance; and
- About \$1,200 for fuel.

Given that the average costs of a new e-bikes are about \$3,000 to \$5,000, replacing this vehicle with an e-bike would pay for themselves within one year. Cargo e-bikes capable of carrying groceries, with a cost range of \$5,000 to \$10,000 depending on the make and model, would pay for themselves within about two years.

Replacing this vehicle with a London Transit monthly pass, at \$1,140 per year, would save almost \$3,900 per year (over \$320 every month).

## Home Energy Retrofits

The costs and savings associated with home energy retrofits is largely dependent on the age, condition and size of the house, with older homes generally having greater potential for savings. Incentives of up to \$5,000 are available from both [Enbridge Gas](#) and the [Canada Greener Homes](#) program, but home owners are not able to use both programs for the same measure (e.g., cannot apply to both programs for draft-proofing). However, incentives for different measures can be combined between these programs to allow households to receive incentives up to \$10,000. Both programs require a home energy audit before the retrofits can take place.

Based on background market research that has been carried out in support of a proposed home energy retrofit program for London, the most common older housing stock in London are single-family homes build in the 1950s through to the 1970s. These homes typically are heated with high-efficiency gas furnaces already, so future retrofits would likely involve improving insulation, draft proofing (air sealing), and hybrid heating with air-sourced heat pumps paired with existing high-efficiency gas furnaces. Net-metered solar power may also be of interest to some households.

High-level costs and estimated payback time from lower utility bills for these measures are as follows, noting that these will vary significantly depending on the age, size, and current condition of any house:

- **Smart thermostat** – about \$350, with about a three-year payback currently. Enbridge Gas offers a \$75 incentive as well as a free thermostat for qualifying lower income households.
- **Draft-proofing (air sealing)** – about \$750, with about a three-year payback currently. Enbridge Gas offers a \$150 incentive or free draft-proofing for qualifying lower income households. Canada Greener Homes also provides incentives.
- **Basement insulation** – about \$3,000, with about a ten-year payback currently. Enbridge Gas offers a \$1,250 incentive or free insulation for qualifying lower income households. Canada Greener Homes also provides incentives.

- **Attic insulation** – about \$3,000, with about a 30-year payback currently. Enbridge Gas offers a \$750 incentive or free insulation for qualifying lower income households. Canada Greener Homes also provides incentives.
- **Wall insulation** – about \$7,500, with about a 25-year payback currently. Enbridge Gas offers a \$3,000 incentive. Free insulation for qualifying lower income households. Canada Greener Homes also provides incentives.
- **Air-sourced heat pump** – about \$4,000 premium over a new central air conditioning unit. Enbridge Gas is testing a new \$3,200 incentive that does not require a home energy audit as part of their pilot project. The Canada Greener Homes program also offers a \$4,000 incentive but requires a home energy audit. This measure is expected to break even, with more information expected once the pilot project has been completed.
- **Net-metered solar power** – about \$15,000 to \$17,500 for a 5-kilowatt system. The Canada Greener Homes program offers a \$5,000 incentive. Payback time is currently about 17 to 21 years.

For Londoners in rented homes, the measures above would need to be undertaken by property owners. However, some draft-proofing measures can be undertaken by tenants at a low cost (well under \$100), such as:

- Temporary window film for draft-proofing and insulation;
- Electrical outlet foam gaskets for exterior walls; and
- Draft-proofing tape for exterior doors.

## Emissions Offset and Green Energy Credits

Emissions offset credits are greenhouse gas emission reductions or carbon sequestration (e.g., CO<sub>2</sub> captured by trees) from larger-scale, project-based activities that are sold to compensate for emissions made elsewhere. Offset credits can be generated and sold in both regulatory (for large industrial emitters) and voluntary programs (including small businesses and households) to help finance these projects.

Emissions offset credits and similar green energy credits are available to Londoners today. Companies such as [Bullfrog Power](#) offer the purchase the green energy credits for renewable electricity generation, renewable natural gas, and green fuels to offset the emissions from the customer's use of electricity, natural gas, gasoline and/or diesel. Other companies such as [Less](#), [Planetair](#), and [Tentree](#) offer offsets for flights as well as homes. For example:

- **Renewable natural gas** – about \$41 per month for 220 cubic metres of gas (\$0.19/m<sup>3</sup>) in addition to what Enbridge Gas charges;



- **Renewable electricity** – about \$21 per month for 850 kilowatt-hours (2.5 cents per kWh) in addition to what London Hydro charges;
- **Green fuel** – about \$0.43 per litre (in addition to what local gas stations charge); and
- **Emissions offsets** - \$20 per tonne for Canadian Standards Association (CSA) Standard-Certified Canadian Offsets, or about \$18 per month for the average single-family household (in addition to the average household energy costs of about \$460 per month in 2019). This cost is likely to increase over time as demand increases.

It is important to note that there are challenges regarding the use of offsets within the local community level, specifically around accounting for community wide greenhouse gas emissions. At this time, the City of London does not have access to any data from offset providers on the total number of offsets purchased (or sold) on an annual basis by Londoners and London businesses. As a result, City staff are unable to account for their use and contribution towards local emission reductions currently.

Although verified offset credits have been used to date by businesses and corporations wishing to demonstrate climate leadership, further research into community-wide greenhouse gas emissions accounting methods (i.e., the need to avoid “double-counting” of reductions) and other issues is required to determine the overall value of emission offset credits and green energy credits as a greenhouse gas emission reduction measure at the household level.

## Food Waste Reduction (Avoidance)

Food waste reduction (avoidance) can be accomplished in many ways most of which will have only minor costs (e.g., reusable storage containers) and has the potential for significant savings (e.g., \$450 to \$600 per year for the average London household in 2019). Reducing the amount of uneaten food that goes to waste can be accomplished by meal planning prior to shopping to ensure only the needed amount of food is purchased and properly storing both perishable food and leftovers and consuming them before they go bad.

Londoners can reduce wasted food generated by retailers by purchasing “ugly” fruits and vegetables and taking advantage of deals on discounted fruits and vegetables for recipes that can accommodate them.

Looking for locally produced foods can reduce the amount of demand for foreign foods, which results in lowered transportation emissions, though sometimes locally-produced products may come with a cost premium. There are added benefits with supporting local agricultural producers through community supported agriculture programs as well, like getting to know your local farmers and learning to eat more seasonally (which has a lower carbon footprint).

## Home and Property Resiliency

As listed in Section 9.3, several actions can be taken at home on private property to prepare for and adapt to our changing climatic conditions. The following is a short list of measures including high level costs that a homeowner may consider. Since flooding has been identified as one of the highest risks in London caused by climate change, basement flooding preventative measures have been identified as a theme of many of the actions to prioritize.

- **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, and sewer backflow prevention devices.
  - Sump pump – about \$100 to \$300
  - Sump pit – about \$100 to \$200
  - Sump pump battery back-up – about \$200 to \$400
  - Back-flow preventor / backwater valve – about \$100 to \$150

Note: the labour costs for installation of the above listed basement flooding prevention equipment will require a qualified plumber which will add to these costs. City of London incentive programs provide for 90% cost recovery up to maximum funding limits for each item. For example, a sump pit and pump in the basement can access 90% funding to a maximum of \$2,500 through London's [basement flooding grant program](#).

- **Outdoor Surface Drainage Protection** – measures for your yard to prevent surface water from entering your home including basement window well covers, downspout extensions, downspout splash blocks, and landscaping to maintain or create surface swales. Increasing permeable surfaces may also benefit drainage.
  - Basement window well covers – about \$50 to \$100
  - Downspout extension – about \$15 to \$25
  - Downspout splash block – about \$25 to \$30
  - Drainage swale landscaping
    - Grass seed – about \$15 to \$20
    - Topsoil – about \$5 to \$10
    - Shovel – about \$20 to \$50

Note: the above measures do not typically require professional help to install, and the efforts required can normally be completed by the homeowner.

- **72 Hour Emergency Kit** – in the event of a power outage, neighbourhood disaster or any event that requires Londoners to shelter-in-place, these kits can help in the short term. Typical items contained in a 72-hour emergency kit include: bottled water, medications, food for 3 days, first aid kit, wind-up flashlight and radio, external battery pack or wind-up phone charger, dust mask and duct tape, whistle, personal sanitation items, important documents, cash in small bills

and coins, warm clothing, and blankets or sleeping bags. Pre-assembled kits range from about \$200 for a two-person kit and \$300 for a four-person kit, to about \$500 for a four-person deluxe kit.

- **Tree Planting** – planting native trees around you house will provide shade in the summer and can act as a wind break in the winter months reducing the home energy needed for both summer cooling and winter heating. They also absorb carbon dioxide and provide oxygen, therefore providing both climate adaptation and mitigation benefits in addition to absorbing water in their leaves and roots. Boulevard trees also provide the same benefits, and their planting in appropriate locations should be encouraged whenever feasible.
  - tree prices will vary with size, species, and local abundance,
  - wood chips, soil and compost are commonly sold in bags at the City of London’s Enviro Depots (\$5 per 30 litre bag) or commercially available in bags from many London businesses,
  - wooden stakes to support newly planted trees range from \$5 to \$10 for a dozen.

Note: tree planting initiatives and programs are often available by contacting City of London Urban Forestry, Upper Thames River Conservation Authority or ReForest London. Lists of appropriate native species type for London and planting advice are also available through these offices.

# 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.

## 11.6. Development of a Process to Receive and Review Ongoing Feedback and Ideas

Engaging community-wide is an essential part implementing the CEAP. Area of Focus 1, Engaging, Inspiring and Learning from People and the workplan lay out how this will be achieved. These actions align with Area of Focus 10, Measuring, Monitoring and Providing Feedback and how London will be kept informed on progress. Threaded throughout all workplans is the need for engagement, dialogue and understanding.

During the input and feedback phase for the draft Climate Emergency Action Plan (February to March 2022), it became clear that Londoners, businesses and employees want to have an ongoing voice; not just provide comments and feedback when documents and materials are available for review. This voice includes providing ideas, actions, solutions and experiences.

To address this, an action has been added to Area of Focus 1, Engaging, Inspiring and Learning from People to create ongoing opportunities to participate, comment and/or provide feedback in the CEAP. This will provide information to City staff, Council, community partners and/or stakeholders on a more frequent basis. It will also act as an input for the Area of Focus 9 Advancing Knowledge, Research and Innovation. It will also allow for participants to get engaged more frequently rather than wait until specific opportunities present themselves.

This can be achieved by using a combination of existing tools and techniques (e.g., use of the City of London Get Involved website, use of other websites, design charrettes, open space meetings, crowdsourcing) and creating opportunities for actions such as:

- Idea generation forums and community think tanks
- Focus groups and panels for idea testing

- Brainstorming and problem-solving sessions
- Community and social innovation approaches
- Community storytelling, sharing and replicating

Examples of the above approaches exist in London today through groups like Pillar Nonprofit Network and organizations outside London like the Tamarack Institute and the Centre for Social Innovation.

Key to this level of engagement is managing expectations. Not all ideas can be implemented, are practical or can be funded. Processes will need to be established to ensure participants understand how to engage and how the information will be used.

A working model with some similarities at the City of London is the Neighbourhood Decision Making Program. Residents submit their ideas and get to vote on which ideas they want to see come to life (i.e., the community decides). Neighbourhood Decision Making allows residents to be involved in making their neighbourhood a better place to live, while connecting with their neighbours and engaging with local government. Those ideas are screened by City staff to ensure they can be implemented in both a practical and financially responsible manner. Currently this program does accept ideas focused on the environment and climate change.

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

<b>Area of Focus 1</b>	<b>Engaging, Inspiring and Learning from People Workplan</b>
<b>Purpose of this Workplan</b>	<p>The Engaging, Inspiring and Learning from People Workplan has been developed based on details:</p> <ul style="list-style-type: none"> <li>• provided during the community engagement,</li> <li>• compiled or recommended from other municipalities, organizations, committees, and others specializing in climate change actions,</li> <li>• approved by Council, and/or</li> <li>• recommended by City staff.</li> </ul> <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"> <li>• 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.</li> <li>• 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.</li> </ul>

<b>Area of Focus 1</b>	<b>Engaging, Inspiring and Learning from People Workplan</b>
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• People-focused policy – working with Londoners, businesses and groups to ensure the community and employees are central to key policies and decision-making.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Climate Change Expected Results</b>	<p>This workplan has been designed to measure and report on progress towards all expected results:</p> <ul style="list-style-type: none"> <li>Walkable, Complete Neighbourhoods</li> <li>Increased Active Transportation and Transit</li> <li>More Zero Emission Vehicles</li> <li>More Net-zero Buildings</li> <li>Lower Carbon Construction</li> <li>More Resilient Buildings and Infrastructure</li> <li>More Carbon Capture</li> <li>Move Towards a Circular Economy</li> <li>Increased Community Resilience</li> <li>Increased Engagement on Climate Action</li> </ul>
<b>Why Does this Matter?</b>	<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"> <li>• Abacus Data; What do Canadians think about Climate Change and Climate Action survey <a href="https://abacusdata.ca/climate-change-cop26-canada/">https://abacusdata.ca/climate-change-cop26-canada/</a>: 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"> <li>• 66% - more emphasis</li> <li>• 19% - do nothing different from what is currently being done</li> <li>• 15% - less emphasis</li> </ul> </li> <li>• Leger; COP26 and the Future of Climate Change survey <a href="https://leger360.com/surveys/legers-north-american-tracker-november-9-2021/">https://leger360.com/surveys/legers-north-american-tracker-november-9-2021/</a>: 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"> <li>• 75% - I believe we still have time to put measures in place to stop climate change</li> <li>• 25% - I believe it is too late and that the changes are irreversible</li> </ul> </li> </ul>

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
<p><b>Background – How did we get here?</b></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"> <li>• 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.</li> <li>• 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</li> </ul>

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"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul> <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>
<p><b>What has been done recently?</b></p>	<p>Specific to the development of the CEAP, the City of London led many engagement initiatives including:</p> <ul style="list-style-type: none"> <li>• The Get Involved website for feedback, surveys, documents, and related links;</li> </ul>

Area of Focus 1	Engaging, Inspiring and Learning from People Workplan
	<ul style="list-style-type: none"> <li>• used Ethelo’s eDemocracy tool to provide Londoners with a Climate Action Plan simulator for both education and outreach; and</li> <li>• a range of videos for climate change education, including the ‘Trouble with Bubbles’ GHG emission visualization video.</li> </ul> <p>Summary data for the development of the Climate Emergency Action Plan indicates:</p> <ul style="list-style-type: none"> <li>• 2,700 individual, direct responses were received through engagement efforts;</li> <li>• Over 19,000 views/impressions (GetInvolved and eDemocracy site visits) occurred; and</li> <li>• Over 7,000 people attended live or viewed online recordings of City/LEN/London Public Library events in 2020-2021.</li> </ul> <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"> <li>• Published an environmental, climate change and/or sustainability commitment;</li> <li>• Committed to reducing greenhouse gas emissions;</li> <li>• Committed to a net-zero emissions target;</li> </ul>

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

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"> <li>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;</li> <li>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;</li> <li>d. Identify existing and historical engagement barriers as community connections are made, and form plans to remove/address them proactively; and</li> <li>e. Clearly define where each task lands on the <a href="#">spectrum of public participation</a> as presented by the International Association for Public Participation (<a href="#">IAP2 Equitable Engagement Best Practices</a>) and to ensure there is a mutual understanding between practitioners, decision makers and the community about how input and ideas will be used.</li> </ul> <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"> <li>a. creating the “business case for climate action;”</li> <li>b. supporting local business and the economy;</li> <li>c. increasing the percentage of energy expenditures in the local and regional economy; and</li> <li>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.</li> </ul> <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>



<b>Area of Focus 1</b>	<b>Engaging, Inspiring and Learning from People Workplan</b>
	<ol style="list-style-type: none"> <li>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.</li> <li>5. Work with community partners to develop means to recognize those Londoners and London businesses who are providing local leadership on climate action.</li> <li>6. Continue to provide Londoners with the latest information on local GHG emissions and the expected impacts of climate change.</li> <li>7. Facilitate the creation of partnerships with businesses, community organizations, non-profits and others to advance climate action in the community, where possible.</li> <li>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.</li> <li>9. Work with community partners to develop methods to receive input and feedback on a more frequent basis to capture new ideas, improved ideas, innovative ideas and solutions to reduce GHG emission and make London more resilient including any processes needed to support this action.</li> </ol>
<b>Examples of Measuring Progress</b>	<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"> <li>• Number of organizations engaged</li> <li>• Number of participants</li> <li>• Website view statistics</li> <li>• Social media statistics</li> <li>• Number of downloads by document</li> <li>• Number of communications to various media</li> <li>• Number of requests for information or invitations to speak</li> <li>• Number of new groups reached</li> <li>• Number of climate change champions</li> </ul>

<b>Area of Focus 1</b>	<b>Engaging, Inspiring and Learning from People Workplan</b>
	These measures are intended to evolve through the consultation and implementation process to ensure they are adding value to the progress of the CEAP.
<b>Resources</b>	<ul style="list-style-type: none"> <li>• CEAP Supporting Documents</li> <li>• Project Neutral carbon footprint calculator for households</li> <li>• International Association for Public Participation (<a href="#">IAP2</a>) <a href="#">Equitable Engagement Best Practices</a></li> </ul>

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

Area of Focus 2	Taking Action Now (Household Actions)
<p><b>Purpose of this Workplan</b></p>	<p>The Taking Action Now Workplan has been developed based on details:</p> <ul style="list-style-type: none"> <li>• provided during the community engagement;</li> <li>• compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions;</li> <li>• approved by Council; and/or</li> <li>• recommended by City staff.</li> </ul> <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>
<p><b>Climate Change Expected Results</b></p>	<p>This workplan has been designed to make progress toward the following expected results:</p> <ul style="list-style-type: none"> <li>Increased Active Transportation and Transit</li> <li>More Zero Emission Vehicles</li> <li>More Net-zero Buildings</li> <li>Move Towards a Circular Economy</li> <li>More Resilient Buildings and Infrastructure</li> <li>Increased Community Resilience</li> <li>Increased Engagement on Climate Action</li> </ul>
<p><b>Why Does this Matter?</b></p>	<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"> <li>• 50% vehicular gasoline emissions;</li> </ul>

<b>Area of Focus 2</b>	<b>Taking Action Now (Household Actions)</b>
	<ul style="list-style-type: none"> <li>• 40% natural gas burned for home heating and hot water supply;</li> <li>• 7% organic waste sent to the landfill; and</li> <li>• 2% electricity use, including air conditioning.</li> </ul> <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>
<b>Background – How did we get here?</b>	<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>

<b>Area of Focus 2</b>	<b>Taking Action Now (Household Actions)</b>
	<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>
<b>What has been done recently?</b>	<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"> <li>• The City of London provides grants for basement flooding protection measures;</li> <li>• 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;</li> <li>• The City of London used Ethelo’s eDemocracy tool to provide Londoners with a Climate Action Plan simulator for both education and outreach;</li> <li>• The City of London has used a range of videos for climate change education, including the ‘Trouble with Bubbles’ GHG emission visualization video;</li> <li>• 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;</li> <li>• 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;</li> <li>• 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);</li> <li>• The Independent Electricity System Operator provides incentives for home electricity conservation, including free home weatherization for qualifying households for homes heated with electricity;</li> <li>• 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);</li> </ul>

Area of Focus 2	Taking Action Now (Household Actions)
	<ul style="list-style-type: none"> <li>• 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;</li> <li>• The London Home Builders Association (LHBA) has previously offered energy efficiency training to renovators, as well as provides information for residents about green renovations;</li> <li>• The Government of Canada’s new Canada Greener Homes program provides incentives for home energy retrofits, including solar panels;</li> <li>• The Government of Canada provides incentives for purchasing new electric vehicles;</li> <li>• 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</li> <li>• Climate Action London has hosted a number of initiatives in recent years including climate marches, movie screenings and providing climate action grants.</li> </ul>
<b>Responsible City Service Area(s)</b>	<ul style="list-style-type: none"> <li>• Co-Led by Environment and Infrastructure, Enterprise Supports, Planning and Economic Development, Neighbourhood and Community-Wide Services, and Finance Supports</li> </ul>
<b>Key Community Partners and Stakeholders</b>	<ul style="list-style-type: none"> <li>• Federal and Provincial Government</li> <li>• Energy Utilities (Enbridge Gas, London Hydro, IESO)</li> <li>• Middlesex London Health Unit</li> <li>• Businesses, Institutions and Other Employers</li> <li>• 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)</li> <li>• Other Organizations (e.g., Middlesex-London Food Policy Council, London Community Foundation)</li> </ul>
<b>Key Actions (and Milestones)</b>	<ol style="list-style-type: none"> <li>1. <b>Home Energy Retrofits (Timeline: 2022 - 2024)</b> <ol style="list-style-type: none"> <li>a. Work with community partners to engage London homeowners on energy conservation, energy efficiency, and renewable energy climate actions</li> <li>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</li> </ol> </li> </ol>

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><b>2. Transportation and Mobility (Timeline: 2022 - 2024)</b></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><b>3. Zero Emission Vehicles and Equipment (Timeline: 2022 - 2024)</b></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><b>4. Addressing Energy Poverty (Timeline: 2022 - 2024)</b></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><b>5. Waste Reduction and Diversion (Timeline: 2022 - 2024)</b></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><b>6. Urban Agriculture (Timeline: 2022)</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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)</li> </ul> <p><b>7. Climate Resilience (Timeline: 2022 – 2024)</b></p> <ul style="list-style-type: none"> <li>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.)</li> <li>b. Review effectiveness of existing City sump pump &amp; sewer backflow valve incentive fund programs for homeowners.</li> <li>c. Promote climate resilience improvements for homeowners (e.g., hurricane clips, basement window well upgrades, grade adjustment for drainage, etc.)</li> <li>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.</li> <li>e. Increase public awareness of flood risk and evacuation protocols for properties within the floodplain or flood-prone areas to support emergency preparedness.</li> </ul> <p><b>8. Household Climate Change Action Information (Timeline: 2022 onward)</b></p> <ul style="list-style-type: none"> <li>a. Work with community and business partners to continue to develop and compile details and information that will help households make decisions on climate action and ensure this information is promoted and easily accessible.</li> </ul>
<b>Examples of Measuring Progress</b>	<p>Some of these progress measures are exclusive to this workplan and others are duplicated in other workplans.</p> <p><b>More Net-zero Buildings</b></p> <ul style="list-style-type: none"> <li>• Number of existing programs and activities</li> <li>• Number of new programs and activities</li> <li>• Average natural gas use per residential customer (m<sup>3</sup>/year)</li> <li>• Residential sector GHG emissions per person (tonnes/year)</li> </ul>



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

## Area of Focus 3 - Transforming Buildings and Development Workplan

Area of Focus 3	Transforming Buildings and Development Workplan
<p><b>Purpose of this Workplan</b></p>	<p>The Transforming Buildings and Development Workplan has been developed based on details:</p> <ul style="list-style-type: none"> <li>• provided during the community engagement;</li> <li>• compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions;</li> <li>• approved by Council; and/or</li> <li>• recommended by City staff.</li> </ul> <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><b>Climate Change Expected Results</b></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><b>Why Does this Matter?</b></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>

<b>Area of Focus 3</b>	<b>Transforming Buildings and Development Workplan</b>
	<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>
<b>Background – How did we get here?</b>	<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>

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	decades due mostly to the expected impacts of climate change on local weather and the escalating cost of carbon.
<b>What are some recent actions?</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Community Improvement Plans make funds available for energy efficiency retrofits in certain areas of London where they apply.</li> <li>• Work on the Masonville Secondary Plan embeds the principles of climate friendly development at the secondary plan level.</li> <li>• West 5, a Sifton Properties development, is one of Canada’s first and largest net-zero communities.</li> </ul>
<b>Responsible City Service Area(s)</b>	<ul style="list-style-type: none"> <li>• Led by Planning and Economic Development</li> <li>• Supported by Environment and Infrastructure, Finance Supports</li> </ul>
<b>Key Community Partners and Stakeholders</b>	<ul style="list-style-type: none"> <li>• Provincial and Federal Governments</li> <li>• London Development Institute (LDI) and developers not represented by LDI</li> <li>• London Home Builders Association (LHBA) and builders and contractors not represented by LHBA</li> <li>• London District Construction Association</li> <li>• Consultants/engineers supporting development and construction</li> <li>• London Chamber of Commerce</li> <li>• London Economic Development Corporation</li> <li>• Energy Utilities (London Hydro, Enbridge Gas, Enwave, Hydro One)</li> <li>• Community Groups (e.g., London Environmental Network, Urban League of London)</li> <li>• Conservation Authorities</li> </ul>
<b>Key Actions (and Milestones)</b>	<ol style="list-style-type: none"> <li>1. <b>Advancing Partnerships for Action with London’s Development Industry (Timeline: 2022 – 2025)</b> <ol style="list-style-type: none"> <li>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</li> <li>b. Collectively compile a list of hurdles and/or roadblocks preventing (or perceived to be preventing) more energy efficient and resilient development</li> </ol> </li> </ol>

Area of Focus 3	Transforming Buildings and Development Workplan
	<p>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</p> <p>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> <p><b>2. Addressing New Developments (Timeline: 2022 – 2025)</b></p> <p>a. Reduce or eliminate parking minimums within the Zoning by-law</p> <p>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</p> <p>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</p> <p>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</p> <p>e. Revise the Design Specifications and Requirements Manual to ensure climate change considerations are included</p> <p>f. Integrate climate change considerations into the Development Charges Background Study and associated growth infrastructure master plans</p> <p>g. Review options to encourage or mandate EV charging in new development</p> <p>h. Review and strengthen secure bike parking and storage in new development within the Zoning By-law</p> <p>i. Review and strengthen requirements for pedestrian, transit, and bike network access within the Zoning By-law</p> <p>j. Assist London Hydro as they continue to actively support GHG reduction projects such as new Net Zero communities</p> <p><b>3. Addressing Existing Buildings (Timeline: 2022 – 2025)</b></p> <p>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</p>

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	<ul style="list-style-type: none"> <li>b. Review and provide options for purpose-developed CIPs for energy upgrades for buildings</li> <li>c. Advocate for Federal and Provincial incentives for building retrofits</li> <li>d. Encourage uptake of energy utility conservation programs and incentives for building energy retrofits</li> <li>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</li> <li>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</li> <li>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</li> <li>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</li> </ul>
<p><b>Examples of Measuring Progress</b></p>	<p><b>Walkable, Complete Neighbourhoods</b></p> <ul style="list-style-type: none"> <li>• % of development applications reviewed with climate lens</li> <li>• % of Londoners living within a 15 minute walk/roll of their daily needs</li> </ul> <p><b>Increased Active Transportation and Transit</b></p> <ul style="list-style-type: none"> <li>• % of new developments incorporating secure bike parking and storage</li> <li>• Number of parking spaces per unit for new development</li> </ul> <p><b>More Zero Emission Vehicles</b></p> <ul style="list-style-type: none"> <li>• % of applicable building permits including EV charging stations</li> <li>• Number of EV charging stations installed on private property city-wide</li> </ul>

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



## Area of Focus 4 - Transforming Transportation and Mobility Workplan

Area of Focus 4	Transforming Transportation and Mobility Workplan
<p><b>Purpose of this Workplan</b></p>	<p>The Transforming Transportation and Mobility Workplan has been developed based on:</p> <ul style="list-style-type: none"> <li>• feedback obtained through the community engagement;</li> <li>• compiled or recommended from other municipalities, organizations; committees and others specializing in climate change actions;</li> <li>• direction from Council; and/or</li> <li>• input from various City staff.</li> </ul> <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><b>Climate Change Expected Results</b></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><b>Why Does this Matter?</b></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>

<b>Area of Focus 4</b>	<b>Transforming Transportation and Mobility Workplan</b>
	<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>
<b>Background – How did we get here?</b>	<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>
<b>What are some recent actions?</b>	<ul style="list-style-type: none"> <li>• 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"> <li>○ Direction #1 - Plan strategically for a prosperous city</li> <li>○ Direction #2 - Connect London to the Surrounding Region</li> <li>○ Direction #4 - Become one of the greenest cities in Canada</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>○ Direction #5 - Build a mixed-use compact city</li> <li>○ Direction #6 - Place a new emphasis on creating attractive mobility choices</li> <li>○ Direction #7 - Build Strong, healthy, and attractive neighbourhoods for everyone</li> <li>○ Direction #8 - Make wise planning decisions</li> <li>● 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.</li> <li>● The new Masonville Secondary Plan sets policies to create a “Transit Village” with improved cycling, pedestrian, and transit connections and infrastructure.</li> <li>● Three bridges built on the Thames Valley Parkway to improve the connectivity of mobility infrastructure.</li> <li>● 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.</li> <li>● 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.</li> <li>● Added a staff position dedicated to the implementation of active transportation infrastructure</li> <li>● Secure bike parking (bike lockers) has been provided in three locations in downtown London as part of a pilot project.</li> <li>● Electrically assisted bicycles (e-bikes) have been introduced to support the delivery of municipal services such as parking enforcement.</li> <li>● 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.</li> <li>● 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</li> <li>● 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</li> </ul>

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	<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"> <li>• Council refers a report from the Cycling Advisory Committee called Cycling Master Plan Review to Civic Administration (focus on greenhouse gas reduction from cycling)</li> <li>• Sections of Waterloo Street have been reconstructed with bioswales to improve stormwater management and minimize impacts on the environment.</li> </ul>
<b>Responsible City Service Area(s)</b>	<ul style="list-style-type: none"> <li>• Led by Environment and Infrastructure, Enterprise Supports, and City Manager’s Office</li> <li>• Supported by Planning and Economic Development, Neighbourhood and Community-Wide Services, Finance Supports, London Transit Commission</li> </ul>
<b>Key Community Partners and Stakeholders</b>	<ul style="list-style-type: none"> <li>• Provincial and Federal Governments</li> <li>• City of London Advisory Committees</li> <li>• London Economic Development Corporation</li> <li>• London Transit Commission</li> <li>• Energy Utilities (London Hydro, Enbridge Gas)</li> <li>• Middlesex London Health Unit</li> <li>• Business Associations (e.g., London Chamber of Commerce, Green Economy London)</li> <li>• Community Groups (e.g., London Environmental Network, London Cycle Link, London Electric Vehicle Association, Urban League)</li> </ul>
<b>Key Actions (and Milestones)</b>	<ol style="list-style-type: none"> <li><b>1. Mobility Master Plan (Timeline: 2021 - 2024)</b> <ol style="list-style-type: none"> <li>a. Update Committee and Council on direction for the Mobility Master Plan (MMP) (November/December 2021)</li> <li>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.</li> </ol> </li> <li><b>2. Additional Active Transportation Actions (Timeline: 2022 - 2024)</b> <ol style="list-style-type: none"> <li>a. Continue to implement active transportation infrastructure including sidewalks and cycling infrastructure in renewal, growth and standalone projects.</li> </ol> </li> </ol>

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	<ul style="list-style-type: none"> <li>b. Continue to seek funding from senior levels of government for new bike infrastructure</li> <li>c. Continue to support the Active and Safe Routes to School Program.</li> <li>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</li> <li>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.</li> <li>f. Review and determine types and appropriate level of support for micro-mobility (e.g., bike share) services</li> <li>g. Explore and test the use of time-specified car-free periods in high-volume pedestrian areas such as Dundas Place</li> <li>h. Finalize and implement a city-wide bike parking plan, including neighbourhood bike parking and secure bike parking services</li> <li>i. Use Cycling Performance Measures to track the progress and use of cycling infrastructure, supports and programs</li> <li>j. Assess options for “quick build” cycling infrastructure safety improvements to existing on-road cycling infrastructure (e.g., curb stops along bike lanes)</li> </ul> <p><b>3. Additional Transit Actions (Timeline: 2022 - 2024)</b></p> <ul style="list-style-type: none"> <li>a. Continue to implement priority rapid transit projects as per Council direction and Investing in Canada Infrastructure Program funding</li> <li>b. Continue to support the annual service improvements to the conventional and specialized transit services</li> <li>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</li> <li>d. Develop and promote programs to retain existing riders and attract new riders to public transit</li> <li>e. Support development of gateway parking and transit connection(s) (e.g., Park and Ride)</li> <li>f. Advocate for a regional transportation system that supports London as a regional transit hub and provides frequent and</li> </ul>

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	<p>reliable connections to the Greater Toronto Area, Waterloo Region and Windsor-Detroit</p> <p><b>4. Transportation Management Association (Timeline: 2022)</b></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><b>5. Encourage Zero Emission Vehicles (Timeline: 2022 - 2025)</b></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"> <li>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</li> <li>ii. Encourage and support the use of zero emission delivery services</li> <li>iii. Encourage and support the use of zero emission car-share services</li> <li>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</li> <li>v. Review and provide options for encouraging the adoption and use electrically assisted bicycles</li> <li>vi. Grow the network of public electric vehicle and e-bike charging stations at major community facilities</li> <li>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</li> </ul> <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>

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	<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><b>6. Expand By-law Enforcement Opportunities (Timeline: 2022 - 2023)</b></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><b>7. Low Impact Design (Timeline: 2022 - 2023)</b></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><b>8. Review Existing City Plans (Timeline: 2022 - 2023)</b></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><b>Walkable, Complete Neighbourhoods</b></p> <ul style="list-style-type: none"> <li>• % of Urban Growth Area streets without sidewalks</li> <li>• Number of street trees planted per kilometre of sidewalk</li> </ul> <p><b>Increased Active Transportation and Transit</b></p> <ul style="list-style-type: none"> <li>• % of in-town trips in London taken by active transportation and transit</li> <li>• % of trips to/from London taken by bus or rail</li> <li>• % of Londoners within 800 metres of a multi-use path or protected bike lane</li> <li>• Number of households within 400 metres of a regular service public transit stop</li> </ul>

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



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

<b>Area of Focus 5</b>	<b>Transforming Consumption and Waste as Part of the Circular Economy Workplan</b>
<b>Purpose of this Workplan</b>	<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"> <li>• provided during the community engagement;</li> <li>• compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions;</li> <li>• approved by Council; and/or</li> <li>• recommended by City staff.</li> </ul> <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>
<b>Climate Change Expected Results</b>	<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>
<b>Why Does this Matter?</b>	<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>

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	<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>

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	<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><b>Background – How did we get here?</b></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"> <li>• 1997 - Continuous Improvement System and Sustainable Waste Management;</li> <li>• 2007 - A Road Map to Maximize Waste Diversion in London;</li> <li>• 2013 - Road Map 2.0 – The Road to Increased Resource Recovery and Zero Waste; and</li> <li>• 2018 - 60% Waste Diversion Action Plan.</li> </ul> <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><b>What are some recent actions?</b></p>	<p><b>60% Waste Diversion Action Plan</b></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>

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	<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><b>London Waste to Resources Innovation Centre</b>  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"> <li>• build on the existing foundation of traditional and innovative projects to divert waste from landfill and create value added products;</li> <li>• create a focal point (location or locations) for the ongoing examination of innovative solutions;</li> <li>• establish partnerships and collaborations between government, academia and businesses including forward thinking on value chains and the circular economy; and</li> <li>• 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.</li> </ul> <p><b>Environmental Assessment for the Proposed W12A Landfill Site Expansion</b>  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><b>Green Economy London</b>            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><b>Circular Economy</b>            The Circular Economy has many definitions. The Resource Productivity and Recovery Authority (<a href="https://rpra.ca/">https://rpra.ca/</a>), 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><b>Long-term Resource Recovery Plan (in development)</b>            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>
<b>Responsible City Service Area(s)</b>	<ul style="list-style-type: none"> <li>• Led by Environment and Infrastructure, Enterprise Supports</li> <li>• Supported by Planning and Economic Development, Finance Supports</li> </ul>
<b>Key Community Partners and Stakeholders</b>	<ul style="list-style-type: none"> <li>• Provincial and Federal Governments</li> <li>• City of London Advisory Committees</li> <li>• London Economic Development Corporation</li> <li>• Business Associations (e.g., London Chamber of Commerce, Green Economy London)</li> <li>• Energy Utilities (Enbridge Gas)</li> </ul>

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

<p><b>Area of Focus 5</b></p>	<p><b>Transforming Consumption and Waste as Part of the Circular Economy Workplan</b></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><b>3. Long-term Resource Recovery Plan (2022-2023)</b></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><b>4. Active and Closed Landfill Management - Renewable Energy and Emissions (2022 – 2025)</b></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><b>Examples of Measuring Progress</b></p>	<p><b>More Net-zero Buildings</b></p> <ul style="list-style-type: none"> <li>• To be determined</li> </ul> <p><b>Lower Carbon Construction</b></p> <ul style="list-style-type: none"> <li>• To be determined</li> </ul>

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



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

<b>Area of Focus 6</b>	<b>Implementing Natural and Engineered Climate Solutions and Carbon Capture</b>
<b>Purpose of this Workplan</b>	<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"> <li>• provided during the community engagement;</li> <li>• compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions;</li> <li>• approved by Council; and/or</li> <li>• recommended by City staff.</li> </ul> <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>
<b>Climate Change Expected Results</b>	<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>
<b>Why Does this Matter?</b>	<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>

<b>Area of Focus 6</b>	<b>Implementing Natural and Engineered Climate Solutions and Carbon Capture</b>
	<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>
<b>Background – How did we get here?</b>	<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>

<b>Area of Focus 6</b>	<b>Implementing Natural and Engineered Climate Solutions and Carbon Capture</b>
	<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>
<b>What has been done recently?</b>	<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"> <li>• Urban Forest Strategy;</li> <li>• Million Tree Challenge;</li> <li>• Veteran Tree Incentive Program ;</li> <li>• Tree give-aways (e.g., TreeME Program);</li> <li>• Invasive Species Management Plan;</li> <li>• Prioritization of blue/green infrastructure such as the Dingman Creek Engineered Wetland Complex; and</li> <li>• Natural channel design for stormwater management (e.g., Dingman Creek / Skyway Industrial Development).</li> </ul> <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"> <li>• Community engagement;</li> <li>• Tree planting;</li> <li>• Rain garden promotion and planting;</li> <li>• Pollinator garden promotion and planting;</li> <li>• De-paving projects; and</li> <li>• Environmental advocacy and support for businesses and residents.</li> </ul>
<b>Responsible City Service Area(s)</b>	<p>Led by Environment and Infrastructure and Planning and Economic Development</p>
<b>Key Community</b>	<ul style="list-style-type: none"> <li>• City of London Advisory Committees</li> <li>• Conservation Authorities</li> <li>• Local First Nations and Urban Indigenous communities</li> </ul>

Area of Focus 6	Implementing Natural and Engineered Climate Solutions and Carbon Capture
<b>Partners and Stakeholders</b>	<ul style="list-style-type: none"> <li>• Community Groups (e.g., London Environment Network)</li> <li>• Middlesex London Food Policy Council</li> <li>• London Development Institute (LDI) and developers not represented by LDI</li> <li>• Ag and Agri Food Canada – London Research Facility</li> <li>• Energy Utilities (Enbridge Gas)</li> </ul>
<b>Key Actions (and Milestones)</b>	<ol style="list-style-type: none"> <li><b>1. Addressing Agricultural Potential (Timeline: 2022 – 2025)</b> <ol style="list-style-type: none"> <li>a. Assess London’s potential for carbon sequestration in soils with regenerative agriculture practices</li> <li>b. Establish program(s) in consultation with agricultural stakeholders to remove barriers and increase the adoption of regenerative agriculture practices</li> <li>c. Extend invitation to local Indigenous Communities to engage and explore potential collaboration on regenerative agricultural land stewardship</li> <li>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.</li> </ol> </li> <li><b>2. Advancing Tree Planting (Timeline: 2022 – 2025)</b> <ol style="list-style-type: none"> <li>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</li> <li>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</li> <li>c. Promote and engage with Londoners regarding planting trees on private lands as part of the Tree Planting Strategy</li> <li>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</li> </ol> </li> <li><b>3. Protect and Enhance Existing Natural Areas (Timeline: 2022 onward)</b> <ol style="list-style-type: none"> <li>a. Ensure the protection of natural heritage features and areas in the zoning by-law, Tree Protection by-law and Site Alteration by-law</li> <li>b. Complete and enforce revised Environmental Management Guidelines for new development</li> </ol> </li> </ol>

<p><b>Area of Focus 6</b></p>	<p><b>Implementing Natural and Engineered Climate Solutions and Carbon Capture</b></p>
	<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><b>4. Carbon Capture, Utilization, and Storage (Timeline: 2024 onward)</b></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><b>Examples of Measuring Progress</b></p>	<p><b>More Carbon Capture</b></p> <ul style="list-style-type: none"> <li>• % tree cover within the urban growth boundary</li> <li>• % tree cover outside the urban growth boundary</li> <li>• Area of agricultural lands utilizing regenerative agriculture methods (hectares)</li> <li>• % of agricultural lands utilizing regenerative agriculture methods</li> <li>• Number of trees planted per year</li> <li>• Estimated carbon sequestered per year (tonnes CO<sub>2</sub> per year)</li> <li>• Surface area (square metres) made permeable</li> <li>• Number of local carbon offset projects verified</li> </ul> <p><b>Move Towards a Circular Economy</b></p> <ul style="list-style-type: none"> <li>• Number of regenerative agriculture jobs created</li> <li>• Value of agricultural produce produced by regenerative agriculture</li> </ul> <p><b>Increased Engagement on Climate Action</b></p> <ul style="list-style-type: none"> <li>• Number of participants in regenerative agriculture awareness initiatives</li> </ul> <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>

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

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

<b>Area of Focus 7</b>	<b>Demonstrating Leadership in Municipal Processes and Collaborations</b>
<b>Purpose of this Workplan</b>	<p>The Demonstrating Leadership in Municipal Processes and Collaborations Workplan has been developed based on details:</p> <ul style="list-style-type: none"> <li>• provided during the community engagement;</li> <li>• compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions;</li> <li>• approved by Council; and/or</li> <li>• recommended by City staff.</li> </ul> <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>
<b>Climate Change Expected Results</b>	<p>This workplan has been designed to make progress toward the following expected results:</p> <ul style="list-style-type: none"> <li>More Zero Emission Vehicles</li> <li>More Net-zero Buildings</li> <li>Lower Carbon Construction</li> <li>Move Towards a Circular Economy</li> <li>More Carbon Capture</li> <li>Increased Engagement on Climate Action</li> </ul>
<b>Why Does this Matter?</b>	<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>

<b>Area of Focus 7</b>	<b>Demonstrating Leadership in Municipal Processes and Collaborations</b>
	<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>
<b>Background – How did we get here?</b>	<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>
<b>What has been done recently?</b>	<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"> <li>• 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;</li> <li>• Corporate Energy Conservation and Demand Management plans have been in place and driving energy efficiency and reduction in the Corporation since 2014;</li> <li>• 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;</li> <li>• 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 &amp; Design and Solid Waste);</li> <li>• 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;</li> </ul>



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	<ul style="list-style-type: none"> <li>• The 2022 annual budget update amendment process requires that any submitted business cases address relevant climate change considerations; and</li> <li>• 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.</li> </ul>
Responsible City Service Area(s)	<ul style="list-style-type: none"> <li>• Co-Led by Environment and Infrastructure and Finance Supports</li> <li>• Supported by all other Service Areas</li> </ul>
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"> <li>• Local First Nations and Urban Indigenous communities</li> <li>• Neighbouring Municipalities</li> </ul>
Key Actions (and Milestones)	<ol style="list-style-type: none"> <li><b>1. Utilizing the Climate Lens Process (Timeline: 2022 onward)</b> <ol style="list-style-type: none"> <li>a. Implement and monitor the use and effectiveness of the climate lens process in all Service Areas</li> <li>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.</li> <li>c. Include a section in all standing committee reports identifying climate considerations and how they have been addressed, where appropriate</li> <li>d. Provide annual updates on the use and utility of the Climate Lens Process</li> </ol> </li> <li><b>2. Engaging City of London Employees (Timeline: 2023-2025)</b> <ol style="list-style-type: none"> <li>a. Review City of London employee commuting and parking policies to incent reduced GHG emissions (e.g., address</li> </ol> </li> </ol>

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	<p>incentives to drive alone and facilitate other options with bus passes, bike share, etc.)</p> <ul style="list-style-type: none"> <li>b. Update employee engagement activities within the Corporate Energy Conservation and Demand Management Plan to align with the new corporate GHG emissions targets</li> <li>c. Review and strengthen anti-idling measures and enforcement for City vehicle use</li> </ul> <p><b>3. Engaging City of London Boards and Commissions (Timeline: 2022 and beyond)</b></p> <ul style="list-style-type: none"> <li>a. Obtain current status of policies and actions with respect to climate change including future direction</li> <li>b. Ensure that beneficial City details are shared (e.g., use of the Climate Lens Process, public reporting systems)</li> <li>c. Determine opportunities for collaboration</li> <li>d. Request the City of London Boards and Commissions to provide an annual update to Council on climate change actions and progress.</li> </ul> <p><b>4. Continuing Collaboration (Timeline: 2022 onward)</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>c. Collaborate with and receive knowledge from local First Nations on the implementation of climate change plans</li> </ul> <p><b>5. Wastewater Treatment Operations and Biosolids Management Master Plans (Timeline: 2022 – 2023)</b></p> <ul style="list-style-type: none"> <li>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.)</li> </ul>

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	<p><b>6. Updating Procurement, New City Buildings and Asset Management Processes (Timeline: 2023 – 2028)</b></p> <ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>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.</li> <li>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.</li> <li>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</li> <li>f. Incorporate potential climate change impact risks and vulnerabilities for assets in the Corporate Asset Management Plan</li> </ul> <p><b>7. Lower Carbon Construction for Infrastructure (Timeline: 2022 onward)</b></p> <ul style="list-style-type: none"> <li>a. Explore, evaluate, and incorporate lower-carbon construction materials into civic infrastructure projects where possible (e.g., low-carbon concrete, mass timber, recycled materials)</li> <li>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)</li> </ul>

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<p><b>8. Revising City of London Fleet Vehicle and Equipment Procurement Plans (Timeline: 2023-2025)</b></p> <ul style="list-style-type: none"> <li>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: <ul style="list-style-type: none"> <li>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</li> <li>ii. Requiring all new passenger vehicles (cars, vans, SUVs) procured to be electric vehicles or other zero emission vehicles as of 2025</li> <li>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</li> <li>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</li> <li>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</li> <li>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</li> </ul> </li> <li>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.</li> </ul> <p><b>9. Assessing and Potentially Establishing a Carbon Accounting/ Budgeting Framework (Timeline: 2022 – 2027)</b></p> <ul style="list-style-type: none"> <li>a. Undertake research on carbon accounting/budgeting frameworks for local governments</li> </ul>

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<ul style="list-style-type: none"> <li>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)</li> <li>c. Subject to successful completion of action 9b:               <ul style="list-style-type: none"> <li>i. Establish an annual corporate carbon budget to provide accountability and transparency on progress to meeting corporate emissions reduction targets;</li> <li>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</li> </ul> </li> </ul> <p><b>10. Investing and Borrowing Responsibly (Timeline: 2024 onward)</b></p> <ul style="list-style-type: none"> <li>a. Investigate options for responsible investment and borrowing to ensure City resources are working to advance corporate climate action goals</li> <li>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</li> <li>c. Explore green bonds, municipal impact investment funds and other existing and emerging financing strategies for more resilient, lower-emissions municipal infrastructure</li> </ul> <p><b>11. Establishing GHG Emissions Offsets Policy (Timeline: 2024-2025)</b></p> <ul style="list-style-type: none"> <li>a. Conduct review of the use of GHG emissions offsets to achieve corporate and/or community net-zero emissions by other Canadian municipalities</li> <li>b. Review and establish protocol requirements for offset quality and verification for use in achieving corporate and/or community net-zero emissions targets</li> <li>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.</li> </ul>

Area of Focus 7	Demonstrating Leadership in Municipal Processes and Collaborations
	<p><b>12. Address Climate Change Considerations in Affordable Housing (Timeline: 2022-2025)</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>
<p><b>Examples of Measuring Progress</b></p>	<p><b>More Zero Emission Vehicles</b></p> <ul style="list-style-type: none"> <li>• % of light duty fleet vehicles that are zero emission vehicles</li> <li>• % of medium-duty and heavy-duty vehicles that are ZEV or use zero emission fuels (hydrogen, renewable natural gas)</li> </ul> <p><b>More Net-zero Buildings</b></p> <ul style="list-style-type: none"> <li>• Number of net-zero ready, net-zero and/or passive house corporate buildings</li> </ul> <p><b>Lower Carbon Construction</b></p> <ul style="list-style-type: none"> <li>• % of new corporate facilities built to net-zero standard</li> <li>• % of capital infrastructure projects with concrete requirements including lower-carbon concrete</li> </ul> <p><b>Move Towards a Circular Economy</b></p> <ul style="list-style-type: none"> <li>• % by total value of corporate investments in low-carbon, sustainable vehicles/portfolios</li> <li>• % of procurement contracts adhering to sustainable purchasing requirements</li> </ul> <p><b>More Carbon Capture</b></p> <ul style="list-style-type: none"> <li>• % of community GHG inventory requiring offset (based on pending offset policy)</li> <li>• Surface area (square metres) made permeable as part of infrastructure renewal projects</li> </ul>

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

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

<b>Area of Focus 8</b>	<b>Adapting and Making London More Resilient</b>
<b>Purpose of this Workplan</b>	<p>The Adapting and Making London More Resilient Workplan has been developed based on details:</p> <ul style="list-style-type: none"> <li>• Provided during community engagement;</li> <li>• compiled or recommended from other municipalities, organizations, committees, and others specializing in climate change actions;</li> <li>• approved by Council; and/or</li> <li>• recommended by City staff.</li> </ul> <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>
<b>Climate Change Expected Results</b>	<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>
<b>Why Does this Matter?</b>	<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>
<b>Background – How did we get here?</b>	<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>



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	<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>
<b>What has been done recently?</b>	<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>

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	<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>

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	<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>

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

<b>Area of Focus 8</b>	<b>Adapting and Making London More Resilient</b>
	<p>4. Implement recommendations guided by the timelines established in the completed Adaptation Strategy (2022 onward)</p> <p>5. Monitor best management practises of other municipalities to take full advantage of new developments in adaptation methods (Timeline: 2022 onward)</p> <p>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</p> <p>7. Work with community partners to review the effectiveness of existing flooding event response programs, including access to current flood hazard mapping</p>
<b>Examples of Measuring Progress</b>	<p><b>More Resilient Buildings and Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Key projects and initiatives identified and completed (e.g., completion of the West London Dyke rehabilitation work)</li> <li>• Progress on decreasing the number of damage centres and related losses</li> <li>• % of combined sewers that have been separated</li> <li>• % of sidewalks with shade (by tree cover or physical structures)</li> </ul> <p><b>Increased Community Resilience</b></p> <ul style="list-style-type: none"> <li>• Number of people, groups and businesses reached with their own adaptation strategies</li> <li>• Number of people, groups and businesses that have made the recommended adaptation changes</li> <li>• Number of households provided with education materials about living in a floodplain or lot-level stormwater management best practices</li> </ul> <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>

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

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

<b>Area of Focus 9</b>	<b>Advancing Knowledge, Research and Innovation Workplan</b>
<b>Purpose of this Workplan</b>	<p>The Advancing Knowledge, Research and Innovation Workplan has been developed based on details:</p> <ul style="list-style-type: none"> <li>• provided during the community engagement;</li> <li>• compiled or recommended from other municipalities, academia; organizations, committees and others specializing in climate change actions;</li> <li>• approved by Council; and/or</li> <li>• recommended by City staff.</li> </ul> <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>
<b>Climate Change Expected Results</b>	<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>
<b>Why Does this Matter?</b>	<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>

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	<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>



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	<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>
<b>Background – How did we get here?</b>	<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>
<b>What has been done recently?</b>	<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"> <li>• 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"> <li>○ 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;</li> </ul> </li> </ul>

Area of Focus 9	Advancing Knowledge, Research and Innovation Workplan
	<ul style="list-style-type: none"> <li>○ 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</li> <li>○ 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.</li> </ul> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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"> <li>○ 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</li> </ul> </li> </ul>

<b>Area of Focus 9</b>	<b>Advancing Knowledge, Research and Innovation Workplan</b>
	<p>entrepreneurial spirit to real-world issues and challenges facing our community;</p> <ul style="list-style-type: none"> <li>○ 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;</li> <li>○ working with Western University’s Human Environments Analysis Laboratory on a number of projects related to transportation demand management;</li> <li>○ 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</li> <li>○ working with partners such as Project Neutral to develop lesson plans built around the use of Project Neutral’s carbon footprint calculator.</li> </ul> <ul style="list-style-type: none"> <li>● 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.</li> </ul>
<b>Responsible City Service Area(s)</b>	<ul style="list-style-type: none"> <li>● Led by Environment and Infrastructure, City Manager’s Office and Enterprise Supports, Planning and Economic Development</li> </ul>
<b>Key Community Partners and Stakeholders</b>	<ul style="list-style-type: none"> <li>● Provincial and Federal Governments</li> <li>● Western University</li> <li>● Fanshawe College</li> <li>● Thames Valley District School Board</li> <li>● London Catholic District Catholic School Board</li> <li>● London Chamber of Commerce</li> <li>● London Economic Development Corporation</li> <li>● Middlesex London Health Unit</li> <li>● Local First Nations and Urban Indigenous communities</li> <li>● Utilities (London Hydro, Enbridge, Enwave, Hydro One)</li> <li>● Conservation Authorities</li> <li>● Community groups</li> </ul>

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

<b>Area of Focus 9</b>	<b>Advancing Knowledge, Research and Innovation Workplan</b>
	<ul style="list-style-type: none"> <li>• # community climate change projects completed in collaboration with educational institutions</li> </ul> <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>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• CEAP Supporting Documents</li> <li>• <a href="#">Climate Science 2050: Advancing Science and Knowledge on Climate Change</a> (Environment and Climate Change Canada, 2020)</li> <li>• <a href="#">Council of Ontario Universities</a></li> <li>• <a href="#">Ontario Colleges</a></li> <li>• <a href="#">Learning for a Sustainable Future</a> (including Canada, Climate Change and Education survey, 2019)</li> <li>• <a href="#">Climate Change Learning and Action in Ontario's Certified EcoSchools</a></li> </ul>

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

Area of Focus 10	Measuring, Monitoring and Providing Feedback
<p><b>Purpose of this Workplan</b></p>	<p>The Measuring, Monitoring and Providing Feedback Workplan has been developed based on details:</p> <ul style="list-style-type: none"> <li>• provided during the community engagement,</li> <li>• compiled or recommended from other municipalities, organizations, committees and others specializing in climate change actions,</li> <li>• approved by Council, and/or</li> <li>• recommended by City staff.</li> </ul> <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>
<p><b>Climate Change Expected Results</b></p>	<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>
<p><b>Why Does this Matter?</b></p>	<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>

<b>Area of Focus 10</b>	<b>Measuring, Monitoring and Providing Feedback</b>
	<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>
<p><b>Background – How did we get here?</b></p>	<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>

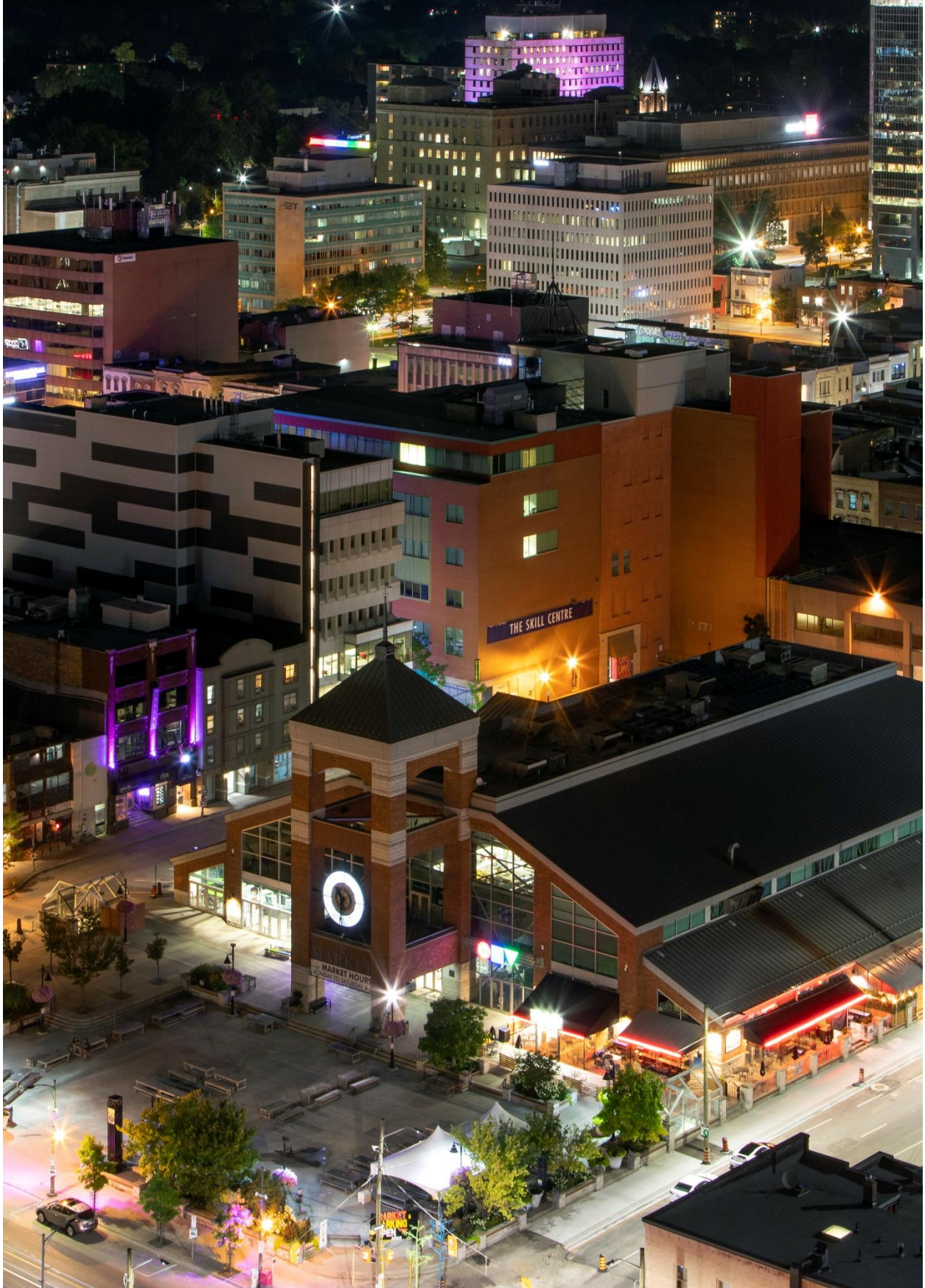
<b>Area of Focus 10</b>	<b>Measuring, Monitoring and Providing Feedback</b>
	<p>Routine infrastructure assessments (e.g., culverts, bridges) have been conducted for several years determining the condition, any weaknesses, and areas for remediation.</p> <p>Within London, many organizations and businesses currently report climate change and sustainability indicators.</p>
<b>What has been done recently?</b>	<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"> <li>• 2020 Community Energy Use and Greenhouse Gas Emissions Inventory report;</li> <li>• 2020 Corporate Energy Consumption and Activities Report;</li> <li>• ClimateSmart’s Business Energy and Emissions Profile (BEEP) tool for small to medium-sized businesses was developed for use by Green Economy London;</li> <li>• London was amongst the first group of Canadian cities included within Google’s Environmental Insights Explorer tool;</li> <li>• Additional stream flow gauges have been added to 3 tributary streams to better assess local flood prediction and impacts;</li> <li>• 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</li> <li>• 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.</li> </ul>
<b>Responsible City Service Area(s)</b>	<ul style="list-style-type: none"> <li>• Led by Environment and Infrastructure, Enterprise Supports</li> <li>• Supported by City Manager’s Office, Planning and Economic Development, Neighbourhood and Community-Wide Services, Finance Supports</li> </ul>
<b>Key Community Partners and Stakeholders</b>	<ul style="list-style-type: none"> <li>• Federal and Provincial Government</li> <li>• Energy Utilities (Enbridge Gas, London Hydro, Enwave, Hydro One, Independent Electricity System Operator)</li> <li>• Business Associations and other organizations (e.g., London Chamber of Commerce, London Economic Development Corporation, Green Economy London, London Community Foundation)</li> <li>• Local First Nations and Urban Indigenous communities</li> </ul>



Area of Focus 10	Measuring, Monitoring and Providing Feedback
	<ul style="list-style-type: none"> <li>• Conservation Authorities</li> <li>• Middlesex London Health Unit</li> <li>• Businesses, Institutions and Other Employers</li> <li>• Community Groups (e.g., Pillar Non-profit Network, London Environmental Network, Climate Action London, Urban League of London)</li> <li>• Other Organizations (e.g., Middlesex-London Food Policy Council, London Community Foundation)</li> <li>• Western University</li> <li>• Fanshawe College</li> <li>• London Transit Commission</li> </ul>
<p><b>Key Actions (and Milestones)</b></p>	<p>Many of the actions below are tied to and/or contained in other workplans</p> <p><b>1. Climate Change Mitigation (Timeline: 2022 onward)</b></p> <ol style="list-style-type: none"> <li>a. Continue to provide Londoners with the latest information on local greenhouse gas emissions and the expected impacts of climate change</li> <li>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.</li> <li>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</li> <li>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</li> <li>e. Work with London Hydro (Lead) to review London’s electricity distribution system to identify the capacity for additional renewable electricity generation</li> <li>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.</li> <li>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</li> </ol>

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"> <li>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</li> <li>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</li> <li>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</li> <li>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</li> </ul> <p><b>2. Climate Change Adaptation (Timeline: 2022 onward)</b></p> <ul style="list-style-type: none"> <li>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</li> <li>b. Assess through measurement the connectivity, ecosystem health, and area of the natural heritage system</li> <li>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)</li> <li>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</li> <li>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</li> </ul> <p><b>3. Progress Reporting (Timeline: 2022 onward)</b></p> <ul style="list-style-type: none"> <li>a. Confirm or establish the baseline data and 2030 objective for each Expected Result</li> </ul>

Area of Focus 10	Measuring, Monitoring and Providing Feedback
	<ul style="list-style-type: none"> <li>b. Provide Municipal Council with a report on Climate Emergency Action Plan implementation progress and performance on an annual basis</li> <li>c. Provide Municipal Council with a report on community-wide and corporate GHG emissions on an annual basis</li> <li>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</li> <li>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</li> <li>f. Report on municipal adaptation efforts through ICLEI Sustainable Cities - Building Adapting and Resilient Communities (BARC), CDP Cities, and the Global Covenant of Mayors</li> <li>g. Make community and corporate energy use and GHG emissions data accessible via the open data portal</li> </ul>
<p><b>Examples of Measuring Progress</b></p>	<p><b>Increased Engagement on Climate Action</b></p> <ul style="list-style-type: none"> <li>• Website view statistics by action</li> <li>• Social media statistics by action</li> <li>• Number of downloads by document</li> <li>• Number of new data collection exercises implemented</li> <li>• Number of Top 100 City Employers (by number of employees) reporting sustainability indicators</li> </ul> <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><b>Resources</b></p>	<ul style="list-style-type: none"> <li>• CEAP Supporting Documents</li> <li>• <a href="#">London's Business Energy and Emissions Profile (BEEP)</a></li> <li>• <a href="#">Google's Environmental Insights Explorer</a></li> <li>• <a href="#">UN Sustainable Development Goals</a></li> </ul>



**From:** G. Michael Bancroft  
**Sent:** Saturday, February 26, 2022 5:40 PM  
**To:** ppmclerks <[ppmclerks@london.ca](mailto:ppmclerks@london.ca)>

**Subject:** Comments on the CEAP for April 5 meeting

This plan is an excellent start to getting Londoners to move on Climate Change. There is a lot of excellent work and examples in this document. The City Staff should be congratulated.

This is a living document that undoubtedly will be modified, but time is of the essence. City Councillors must approve this plan at the earliest possible time- especially considering that this has taken over two years to get to this point, and there are only 8 years to get to 2030. The examples of the expected cuts for London households on Pages 39-44 are well crafted, but are incredibly challenging! I focus on the biggest emitter- households.

A couple of suggestions which I would like to present at the April 5 meeting:

- 1) This is a very long and detailed document that the vast majority of Londoners will not read. There **MUST** be an Executive Summary of no more than two pages that includes one example of what a typical household is expected to do (the second example on page 41 would be a good one). Londoners have to realize that they are expected to decrease their emissions by close to 50 +- 20% - not easily done!
- 2) There must be specific incentives for going green. Most of these will come from the province and feds, but surely the city and businesses can do a few things such as offering free parking for EVs. Gas guzzlers could be taxed to go downtown , as in London England
- 3) The expected actions have to be **WIDELY ADVERTISED**. I suggest that a summary go out to every London household- perhaps through London Hydro. **MANY** ads and articles in the London Free Press are also necessary. Even with those actions, probably less than 50% of Londoners will even read the summaries. Without widespread advertising, the woeful numbers of 12,190 and 1,263 of Londoners on page 5 of the CEAP show that less than 5% of Londoners will access the CEAP.

Sincerely, Mike Bancroft OC , Climate Action London

**From:** butler.chris

**Sent:** Sunday, March 27, 2022 10:53 AM

**To:** SPPC <sppc@london.ca>

**Cc:** Woolsey, Heather <hwoolsey@London.ca>

**Subject:** [EXTERNAL] SPPC - MTG - April 5 - Draft Climate Change Action Plan - Public Submission

Please accept the following as public feedback / added agenda with respect to this very preliminary ( draft ) Climate Change Action Plan ( CEAP) for review / input and consideration going forward at this 1<sup>st</sup> milestone.

Mayor Holder ( Chair ) / SPPC – Council Members / Director – Jay Stanford & team.

#### **MUNICIPAL CEAP PARTNERSHIPS / COST SHARING CONSIDERATION PLEASE**

- I get that applying our national climate change policy & directives will spawn unique challenges & application at the municipal levels of all Canadian cities , and the program development , management and administrative costs will be a huge burden on all municipal taxpayers as this process matures . Example – Both the City of Calgary & Ottawa have just green lighted the inception of their programs and are both each hiring 12 full time equivalent to start the process.
- Tax payers in all Municipalities would be better served in a far more cost effective manner with greater opportunities and options going forward if the City of London lobbied and partnered with 4 – 5 other Ontario Cities in sharing these costs and focusing on a unique London only staffing targeted at the components of this joint development that we select to move forward with at a later milestone. All municipal taxpayers will be challenged on CEAP costs going forward and options in reducing other services to pay for this .

#### **GREEN HOUSE GAS ( GHG) REDUCTION ACTION PLAN**

- My view is that the Federal Government’s every escalating Climate Change Initiatives Fees ( Carbon Tax ) & policy directives are driving the bus with private corporate , small business owners & home owners in where to best invest in GHG reduction opportunities , at what pace and are well supported by both Federal & Provincial funding & grants . This current LONDON plan is a challenging program overreach when applied to the private sector and may at various CEAP milestones be out of step/ harmony with the Federal level direction.
- The City of London should restrict its action plan role to that of a tour guide and coach on this bus as well as City of London metrics with respect to our private sector progress.
- I fully support most of the City of London’s action plans and priorities within this draft plan , when they are applied only to City of London , London Transit or London Hydro physical fixed or mobile assets .
- **I do not support** any further discussion of developing City of London CIP or CIP like programs to the private business sector or homeowners with “ Bank of London “ type grants or loans to address and support GHG reduction efforts. There are already numerous programs targeting these initiatives ( FED & Provincial ) across our relative annual income ranges and 75% of home owners can sit down with their Bank Managers / Loan officers and secure a HELOC or Line Of Credit in the \$ 50, 000 range in 10 minutes backed by their massive growth in house value to be used for green initiatives investments. CIP initiatives managed by the City of London usually cost \$1000 in administrative for each \$ 4000 - \$ 5000 distributed on any annual basis, very inefficient.
- I offer a caution to Council on moving forward with mandating only ZERO GHG emission new builds & retrofits after 2030 , as your taxpayers Energy Security Options are fast becoming a priority for many to consider as a back up. Ask Europe & UK , reversing this directive now.

#### **CLIMATE RESILIENCE PLANNING & ACTION PLAN**

I am generally supportive with the City of London moving forward with the majority of this portion of the CEAP here, as we mandate growing inward and upward adding to our climate change resilience risks. Please consider focusing on the following here;

- Protecting our City Of London , London Hydro , Water & Sewer , Emergency Response and Health Care Assets from reasonable future risks should be our # 1 priority ( wind / hail / flooding etc. ). Anyone should see this .
- I am very uncomfortable with partnering ONLY with our local Thames Valley Conservation Authority as a sole source for future flooding plain mapping and directives; as they are in a clear conflict of interest by gaining added annual management revenue & capital costs projects allocated by those new areas to be managed . I don't have an answer here ; but we need to find one.
- Our City of London streets and hardscape cover approximately 15 – 16 % of our current developed surface areas and are quickly becoming the conduits of both our storm water and heat sump Climate Change risks in numerous lower elevation areas ( Example – Old East ) and highly developed areas like downtown . We are still building new storm water sewers @ 5 year peak rain storm data and continue to invite privately owned hardscape on new and rebuilds to drain to these streets & conduits ( every driveway / most parking lots / new casinos ) . We really need to focus on our local building code & By Laws to move forward on this to encourage an “ Eat and Manage “ your own water and require porous surfaces / French – passive drainage with respect to private real estate builds and even our own streets. Why are they black – creating a huge heat sump? There are cheap reflective surfacing alternatives available now for existing streets.
- The City of London has long been one of the only Cities in Ontario where your neighbour can install a pool, coach house+ a secondary unit , back fill and hardscape their whole lot and drain their storm water on your – my lot and I have to sue them privately for flooding mitigation and damage issues. We are way behind the curve on By Law enforcement and permit approval here compared to other Ontario cities.

I would appreciate a bit of Council leadership to ask the CEAP leadership team to start to define and apply Rough Order of Adm & Capital Magnitude Costs ( \$ ROM ) to this action plan as we move forward to the next steps for improved clarity . Other cities are already doing this.

THXS – Chris Butler

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Strategic Priorities and Policy Committee  
City of London  
300 Dufferin Avenue  
London Ontario  
[sppc@london.ca](mailto:sppc@london.ca)

RE: Draft Climate Emergency Action Plan

Dear Mayor, Councilors and City Staff

We would like to thank staff for the comprehensive draft Climate Emergency Action Plan (CEAP), the many supporting reports and already completed community consultations. Even as recently as when the City of London first declared a Climate Emergency in April 2019 many on council or in the community perceived the impacts of Climate Change as some vaguely defined risk at some undefined time in the future. This is no longer the case. The real and devastating impacts on Climate Change are now evident in Canada.

On 28 February 2022 the Intergovernmental Panel on Climate Change (IPCC) released its latest report <sup>(1)</sup>, highlighting the causes, impacts, and possible solutions to climate change. The report suggests that the world must cut its total emissions by 45% by 2030 to avoid climate catastrophe. At current levels, global emissions will increase by almost 14% over this period. It is therefore critical we take urgent measures in the next 8-10 years rather than slowly progressing toward a far off 2050 goal as originally adopted by the council. We strongly support the inclusion and adoption of scientific based emission reduction milestone targets for 2030, 2035 and 2040 in the draft CEAP.

We live in one of the wealthiest nations on earth and historically are one of the greatest per capita emitters. We have a moral obligation and leadership responsibility to do more. This is not a task or obligation to be left to a future council or the next generation. We strongly urge the Mayor and council to adopt the draft CEAP without delay.

We look forward to being an active partner in progressing Climate Action in London forward toward a 2030 goal.



## Other Important Issues

The draft CEAP framework and supporting reports lay out a comprehensive approach to moving forward. Although by no means exhaustive below are a few additional items we wished to highlight

- **It is important that the information provided to the public start early** and be properly framed within the context of this changing marketplace. As the order of government closest to people's daily lives the City of London has an important role in setting in motion these changes and discussions. A critical element to the level of effort required by different household types (starting on page 39 of draft CEAP) are the changes to the built city and the marketplace that will occur prior to many households engaging in some of these efforts. Some of the changes that will occur prior to many Londoners making a change are listed within the draft CEAP "Things Londoners will notice by 2030" (page 33). There are many other required changes that are shared responsibility between the municipal, provincial and federal governments..
- **There are significant financial reasons to take climate action and to take that action early.** It is well documented that urban sprawl is the most costly form of growth and that sprawl is also a significant contributor to increased emissions. The draft CEAP includes projections that are based on population growth per the London Plan. Recent actual growth reported by the census suggests that actual population growth may in fact exceed those population growth projections. Under either scenario of population growth it is imperative that London immediately stop the historical pattern of urban sprawl and **start following the vision of the London Plan. Direction 5 within the London Plan strategy is to build a mixed use compact city.** Every new development of single family housing sprawl makes the cost of change that much larger and more challenging.
- Foundational Action 10 - Best Practices for Investment in Energy Efficiency and GHG Emission Reductions is critical for changing the way we think about and assess projects or initiatives. In the report it states "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.**" Creating a workable methodology for evaluating projects within this framework is needed although other key actions or projects should not be delayed while staff work on creating this methodology to be used in the future.

## References

- (1) Intergovernmental Panel on Climate Change February 28, 2022  
<https://www.ipcc.ch/report/sixth-assessment-report-working-group-ii/>

City of London, City Council  
300 Dufferin Ave, London, Ontario

March 9th, 2022

## **RE: London Environmental Network Support for the draft CEAP**

The London Environmental Network has reviewed this plan and **supports the approval** of the draft CEAP plan to be our pathway forward for the community to achieve net-zero by 2050 or earlier.

We consulted with our 47 environmental group members and have amalgamated their feedback into the following points:

### **KEY TAKEAWAYS**

- LEN Members generally agree to support the implementation of CEAP's from the community to ensure immediate and significant climate action.

### **POSITIVE FEEDBACK**

- All members appreciated the use of the climate lens screening tool to review recent infrastructure projects (ex. Wonderland Road widening), and would like to see this consistently and continually applied in other departments and developments.
- Members supported the City's coordination effort to ensure that many implementation plans are progressing in tandem, so that we can address many interconnected local issues at the same time.
- Many members identified areas where their group's work aligns with and can directly impact the 10 areas of focus (and their respective work plans).

### **LEN'S RECOMMENDATIONS TO COUNCIL**

**We encourage Council to approve the draft CEAP as soon as possible and start taking action, and at the same time direct City Staff on the following next steps:**

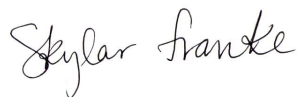
- **Accountability** - We suggest that the CEAP implementation is tied to 4 year Council terms or the budget cycle to ensure that key stakeholders are held accountable for delivering on targets.
- **Specific & Immediate Priorities in 2022-2024** - The CEAP contains a lot of information across many sectors. Across all the work plans, it is not clearly stated in one document what the immediate steps are that will help us reach the first emissions target (55% emissions reduction by 2030). We need to see an emphasis on the immediate, short-term priorities and how these projects will be implemented in the next 2-3 years to meet emissions targets.
- **Budget for Immediate Projects** - We understand staff wanting to tie the funding requests for the CEAP to the multi-year budget process, which will start internally at the City in Spring 2023. Until then, at minimum, we would like to see a budget for immediate short-term projects tied to the CEAP, including funds for new staff allocation and emissions reduction projects.

**We believe in our community. We believe it is possible to change how we live, work, commute and play, because it has happened before (most recently being during COVID).** These changes are something to be excited about, making our communities more livable and walkable, connecting with our neighbours more and moving our bodies more freely. We believe Londoners can be excited about these changes if communicated effectively and supported through the transition to a low-carbon city. That's what this plan is about.

An emergency implies immediate action to be taken to avert a crisis, and the most recent IPCC report reiterates that we need **immediate and significant action**. **We are very eager to see Council move forward quickly on this climate plan given the time sensitive nature of addressing climate change and mitigating its impact on our community and future generations.**

Thank you for your time and commitment to investing in climate action in London. If you would like to follow up on these recommendations, please connect with me at 226-700-6945 or email [skylar@londonenvironment.net](mailto:skylar@londonenvironment.net)

Sincerely,



Skylar Franke, Executive Director,  
London Environmental Network

### **More about the London Environmental Network**

The London Environmental Network helps to protect our environment and build a more sustainable community by building participation, collaboration, and capacity in our community to co-create positive environmental change. *Our vision is for London to be known as one of the greenest and most resilient cities in Canada.*

We connect with over 15,000 Londoners each year through our programs, events and communications. We support 47 environmental nonprofits with a combined reach of 56,000 Londoners (email lists, social media followers, volunteers etc.). We also support 45 businesses, who total have set over 20 reduction targets in the areas of emissions, waste, water and becoming environmental stewards<sup>1</sup>. We run a variety of programs in different areas; including home energy, green infrastructure, green economy, community engagement and Indigenous clean energy, more of which you can learn about on [our website](#).

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<sup>1</sup> [Annual Report, Page 13](#)

## Climate Action Plan Needs Improvements

### Urban planning – communities

For the last 30 years, as an environmental activist, my number one point to make has always been urban planning... something the City of London has not done a good job with since the 60's! In 2014, I ran for Mayor (knowing I wasn't going to win) for the sole purpose of getting people to realize our need for swift and unprecedented action to secure a future for humanity. I created a series of videos to share my ideas. This 8 minute video shares the history of urban planning in London, as well as our need to begin a new way of moving forward....

<https://www.youtube.com/watch?v=Md6zMBxTuK8> I believe this video has many points of value and I highly recommend the time to watch it.

It is completely evident that the housing developments that have happened throughout London over the last 40 years are only creating environmental problems. 100% of residents needs are out of range of walking or cycling, so more cars on the roads. The City needs to begin creating communities... it's about that simple!

And let's not be fooled by what's happening in West 5. There sure is a lot of talk and high fiving going on with this development and sadly... there is so little about this development worthy of applause! The problem is that people think we need to do things differently... and while this is the case... we can do things differently by embracing community planning concepts from our past. We need to create small urban centres similar to London's own downtown core or the Wortley village... but we need to create these developments to be carbon neutral. This brings us to energy...

### Energy excess in new developments to feed inner city core

Once it has been recognized that community development NEEDS to become the way the city moves forward, we will need to address our energy needs to sustain these developments. By making each new home, community centres, schools, workplaces, etc. sustainable by incorporating solar, wind and geothermal, an excess of energy will result. A new way of moving this energy needs to be developed to take the excess energy so it can feed the needs of older developments and inner city core regions. By doing this, we can say goodbye to nuclear energy! It's about that simple!

Here's a great example of geothermal in use - <https://orkustofnun.is/gogn/unu-gtp-report/UNU-GTP-2003-01-06.pdf>

We need to stop thinking about creating large power generating stations and begin to realize the potential is creating energy in smaller scaled ways that will combine to be even more effective than large scale plants! This same philosophy needs to be embraced when it comes to waste management and how waste management can generate energy for our city...

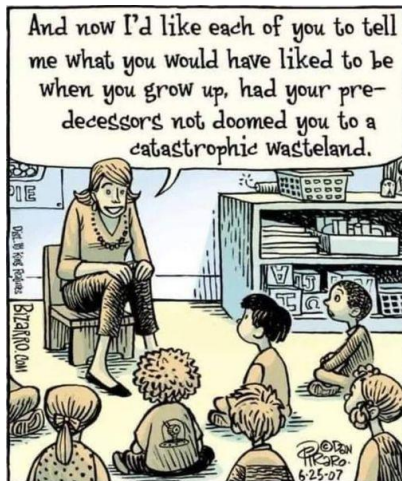
Instead of one large anaerobic digestive plant like what we see in the south part of London, the city needs to embrace smaller community installations... for several reasons!

Here's a great video that shows how anaerobic systems can benefit any community - <https://www.youtube.com/watch?v=IHyl41grGUo>

### Contract and legalities

It's sad when I speak to city councilors and they tell me that the current housing developments cannot be stopped due to legal processes! Considering all that we are up against, it is imperative that this system needs to change immediately. We can't continue to build unsustainable developments furthering our dependencies on fossil

fuels for this reason... that's just insane! It has also been brought to my attention that it actually is possible to break existing contracts with developers! Can you imagine our children asking us why they are living in misery without clean water and food and we tell them that a piece of paper is to blame! If the declaration of a climate emergency has any weight at all, it is for this purpose... to immediately halt any continuation of unsustainable developments! It's about that simple!



Time to quite passing the buck

I've had many conversations with city councilors who reply to my communications by saying 'this is a provincial matter... we can't do anything about it.' and this needs to stop. Very clearly, on the first page of the first climate action plan documents produced by the City is states very clearly that working together will all levels of government will be needed! I guess this statement was overlooked!

If the City feels it is necessary to change provincial building code standards in order to mitigate our extinction.... the City had better take the steps to make these changes, instead of sitting around waiting for higher levels of government to take action!

Case in point... many years ago, I inquired about the City taking action against single use plastics. The response I got said that the City won't do anything about this issue as the Federal government would be taking action... and even though there are plans to deal with this plastics issue by the end of this year, we would have been so much further ahead if the City had taken its own action and been accountable on the municipal level many years ago! Will the feds bring their plan into place this year, as they said they would??? Can we afford to wait for trickle down politics to do what is right? It's time for the City to do what is right and inspire other communities to do the same. We are running out of time! It's about that simple!

Food security

We are seeing more and more high quality farmland disappearing as unsustainable housing developments continue to grow! There are so many examples about how community planning can also help to solve the issues around food security! It's time to take action!!

[https://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Parks/Documents/Growing-in-the-City/Growing%20Food%20and%20Gardening%20Final\\_e.pdf](https://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Parks/Documents/Growing-in-the-City/Growing%20Food%20and%20Gardening%20Final_e.pdf)

Education

Last summer, my 9 year old son had some friends over. It was lunch time. I got out bowls and shovels and assigned tasks. Some were on bean and tomato detail. Some were on lettuce and herb detail and the last group was on potato detail. Then I showed them how to make a lunch with all we had picked from my garden. All of the kids had

never done this before and this is absolutely frightening! If children are not taught how to grow food and create gardens that include veggies, berries, fruit trees as well as native pollinator flower gardens, future generations will see their chances of survival dwindle! It is imperative that our education system needs to change so that kids will grow to become parents who know how to provide for their families! It's about that simple!

**From:** Carla Kuijpers

**Sent:** Sunday, March 27, 2022 10:13 PM

**To:** SPPC <sppc@london.ca>

**Subject:** [EXTERNAL] Speech on the public agenda - April 5, City Hall, Zoom

I consent to have the following letter/speech added to the public agenda:

Hello, my name is Carla Kuijpers.

I would like to commend and thank our hardworking City Council.

Today's scientific reports are warning us that animal agriculture is THE leading cause of climate change, creating more greenhouse gases than ALL transportation combined. While studying all 136 pages of the CEAP report, I was very disappointed to find no recommendations by City Council to change our diet to plant-based food while decreasing animal-based food, except for mention in one point, 2.6 b to be exact, and I quote: "*Encourage Climate-friendly diets and food choices*", followed by "(e.g. *buying foods grown and produced locally*)", as an example in brackets.

Even though buying and growing food locally DOES save fossil fuels, IT IS NOT AS EFFECTIVE AS FOLLOWING A PLANT-BASED DIET; it is of the UTMOST importance that London residents are informed that ONLY plant-based diets are truly climate-friendly. Meat, eggs, and dairy are NOT climate-friendly. Londoners need to hear this from their leaders at Council.

Why is there so much resistance by our leaders to recommend a plant-based diet, even though it is the easiest change EVERYONE can make IMMEDIATELY?

The London public needs to understand that animal agriculture is THE leading cause of climate change due to the billions of farm animals in meat, dairy, and egg industries. We need to be well-informed and convinced, in order to cooperate with the CEAP. A report from the United Nations states that "*meat production makes more greenhouse gases than all the planes, trains, and cars in the world*". Let's explain to Londoners why this is so. Ruminant animals, like cows and sheep, burp methane, which is 28 times more potent than CO<sub>2</sub>. Their feces release nitrous oxide, a greenhouse gas 156 times more potent than CO<sub>2</sub>. All of the deforestation for grazing land decreases the number of trees removing CO<sub>2</sub> from the atmosphere. Farm animals take in huge amounts of water and food, while their fecal matter pollutes soil and water. Londoners might be surprised to know that AS MUCH drinkable water goes into making ONE hamburger, as taking 60 showers.

The Canada Food Guide, revised in 2019, clearly recommends making fruits and vegetables HALF of our daily food intake. The other two quarters are whole grains and protein foods, such as tofu or beans. Teaching our children in elementary school about the new Food Guide is not enough to entice them to eat veggies and fruits; parents need to learn to make good food choices at home. How do we teach them? Libraries could offer cooking classes to make exciting plant-based dishes, while newspapers could distribute daily recipes. Lunchrooms and kitchens at high schools and universities could offer veggie burgers and dogs, beans, tofu wraps, and greens, while students take courses about climate-change prevention. We need to make our children understand. Our hospitals can provide fresh fruits and tasty veggie dishes, whereas churches and community centers could arrange plant-based potlucks. Buses could carry ads depicting "Soya Sundays", "Meatless Mondays" or "Tofu Tuesdays". Fast food restaurants will continue to add veggie dishes to compete with vegan restaurants.

The science is here: our forests will be gone within 20 years and our drinking water within 30. How long will we continue to have fresh air? London Climate Save recently invited City Council to the screening of "Eating Our Way to Extinction". Please watch this movie; there is little time left. Our Council needs to take a powerful stand against climate change; a change in diet is the easiest, most efficient, and most immediate one to make.

Thank you

**From:** Michael Luce  
**Sent:** Sunday, March 27, 2022 8:04 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] CEAP submission ('Climate Emergency Action Plan')

If you really and truly want to make good on Workplan Action #7 'Demonstrating Leadership in Municipal Processes' in your CEAP then without further delay you need to recommend to Council (who have been laissez-fair on this matter) that the practice of allowing backyard or outdoor burning has to be stopped in London without further delay.

London has (give or take) 100,000 residential backyards.  
If conservatively only 1 in 20 residential backyards burns wood fires, that's 5,000 fire pits, chimneas etc.  
It is reasonable to assume that each of the 5,000 "pits" is used 4 times a year.  
(note: if my memory serves me correctly, former Coun. Phil Squire (while advocating against a ban on backyard fires) told council back in 2016 that he was having about 10 such fires a year).  
So a very reasonable estimate (using the 4 per year model) is that we have 20,000 fires per year in London.

Since the average fire consumes 10 lbs. of wood per hour and lasts on average 3 hours, then each fire consumes 30 lbs. of wood or 13.63 kg. of wood.

Each kilo. of burned wood on average produces 3.67 kg. of carbon.  
So each of London's 20,000 fires produces 3.67 kg. of carbon times 13.63 kg. of wood equalling 50.02 kg. of carbon per backyard fire.

Our 20,000 fires collectively produce 20,000 times 50.02 kg. of carbon equalling 1,000,040 kg. of carbon annually.

**That is 1,102.31 tons of carbon that London could reduce annually, just by banning outdoor (backyard) burning!**

Now please don't say that eliminating 1102 tons of carbon annually is insignificant, or not worth doing.

Otherwise, your utter hypocrisy will be on full display.

After all, the City of London's 2021-2022 'Waste Reduction & Conservation Calendar' (while failing year after year to say a single word about woodsmoke pollution) does on page 24 under "City-led actions" tout reducing the city's footprint by "800 tonnes a year - the same as taking 200 cars off the road".

Furthermore, Mayor Holder appeared in and touted the same annual 800 tonne reduction of carbon in a 'YouTube' video entitled 'London's Organic Rankine Cycle System...'.  
While I certainly applaud the 800 tonne reduction in annual carbon (and future cost savings) it did take a \$4.65 million federal grant to achieve.

Banning backyard burning should be at very worst revenue neutral since the LFD would reduce it's workload by about 5% (a tax saving?) since it would be no longer being required to answer complaints from people not being able to breathe because of a neighbour's woodsmoke.

Instead, as Waterloo did back in 2012 when they banned backyard burning, that task (reacting to complaints) was dramatically and immediately reduced ie. as soon as people understood they could no longer burn wood (or whatever) in their backyards, period.

Waterloo, subsequently facing very few related complaints after implementing such a ban were then easily able to handle the residual with a bylaw officer. If repeat offenders were found, a fine was issued.

Forget about the improved air quality and pollution reduction - which is an even greater issue that has been brushed aside by London council.

Simply look at it in the context of the climate emergency and the existential threat to the planet that we all find ourselves in.



And then ask yourself "why on earth would London choose not reduce our carbon footprint by 1,102 tons annually?"

Then the mayor could top himself by making a new 'YouTube' video touting the carbon reduction from simply banning all backyard burning. Heck, he could then proudly say "that is like taking 275 cars off the road".

If everyone can get over the politics and simply see the greater good, banning outdoor burning could be one of your low hanging fruit items. An easy box to check.

This ban on backyard burning doesn't have to involve rocket science or a dragged out process.

I'm sure Waterloo, Toronto, Guelph or Windsor would be happy to share their "no backyard burning" bylaw, if you need a model to move with speed.

People everywhere are waking up exponentially as to just how dangerous being involuntarily exposed to wood smoke pollution is.

Council will have to deal with this issue sooner or later - whether it is the carbon issue, or the environmental pollution or the health issues or all three. Why keep procrastinating, or pretending London doesn't have a problem that can easily be fixed?

thank you for reading and finally promptly acting,

Michael Luce  
London

# City of London Climate Action Plan

## Dan Mailer- submission outline- April 5, 2022

Introduction - Who am I? - a lawyer with an interest in history, politics, science

### Good work!

-I want to start by applauding the city on its work so far on this issue, I have looked at many of the materials and the work and efforts are quite impressive and speak to the quality of council and staff that have been working on this issue. A cleaner city is a better city. Everyone is in favour of a greener, healthier and cleaner environment.

### Historical perspective- What happened to the coming Ice Age?

You must forgive me however for being someone who very well remembers the scientific alarmism of the 1970s when in high school, we were being warned about the coming ice age and frankly it was distressing and false. It was however, the best guestimate that science had to offer at the time. Climate prediction is not an exact science. Even the US National Oceanic and Atmospheric Administration admits that a 10 day weather forecast is inaccurate 50% of the time. How much more so, a 10 or 20 or 30 year forecast?

### A few key and important facts concerning progress and science to date

- All Londoners are in favour of a cleaner environment including me
- climate change on earth is real ( for past billion years or more)
- Ontario is doing well overall with 80-90% of our electricity generated by either hydro, nuclear or renewables
- Canada produces just 1.6% of greenhouse gases, primarily CO2
- China in 20 days emits what Canada emits in an entire year
- CO2 is a naturally produced gas that can't be seen, smelled, or tasted and currently measures 400 PPM (yes, thats per million) in the atmosphere
- CO2 is an essential element for photosynthesis, ie plant food (growers routinely pump CO2 into their greenhouses to maximize yields)- ie the more CO2 the better as far as plants are concerned

### Growing skepticism among experts on the issue of man made climate change

- on the issue of manmade climate change and how best to react to it, we should follow the science and the science is currently and increasingly inconclusive and “unsettled” according to a growing number of scientists and authors including Steven Koonin, President Obama’s Undersecretary for science in the US Dept of Energy - see his new book “Unsettled”

-others in this camp include the co-founder of Greenpeace Patrick Moore ( see his book “Fake invisible catastrophes and threats of doom”),

Michael Shellenberger (“Apocalypse Never”),

Bjorn Lomborg (“False Alarm”)

-Highly respected author Niall Ferguson in his recent book (“Doom-the politics of catastrophe”) reviewing the history of doom and gloom scenarios, more or less describes the manmade climate change doom and gloom scenario as the doom fad of the moment (and this too will one day pass)

### However, on the assumption that man made Climate Change is real

#### A reminder that Council Priorities are Local in nature

Councillors were elected by citizens of the City of London and their local needs and issues ought to be the priority of Council- a safe and affordable lifestyle.

Lawyer George Rust-D’Eye in his legal textbook “ Councillors” Handbook for Municipal writes on page 35:

“Members of municipal councils are expected to represent their constituents, work at keeping the municipality running, make individual decisions and participate in the collective decision making of the council”

Constituents are the priority...always and I know that Council believes this and understands it. Any steps taken by Council to address climate change must ensure that growth is not suppressed and costs are affordable to local constituents. Continued prosperity creates the wealth allowing us to adapt.

#### “Net Zero” an expensive utopian pipedream ?

Many believe that getting to “net zero” while perhaps being a worthy goal, is a utopian pipe dream. Ross McKittrick, Professor of Economics at the University of Guelph, opines that there is no way to get to “net zero” without experiencing ruinous economic hardship. If council intends to go too far down that road, they must ensure there is transparency about the costs to taxpayers and that those costs are kept to a minimum and don’t suppress economic growth and prosperity. New technology is key.

Climate change concerns are in pith and substance a federal and provincial concern

The priority of council ought to be the nuts and bolts issues that Londoners care about most, ie. roads and bridges, services, taxes, promoting an healthy environment for large and small business, well stocked libraries, affordable living and a more attractive downtown etc

Issues that are in the mandate or jurisdiction of the provincial or federal or global powers, such as concerns about global climate change, I say respectfully, ought to be left to those other levels of government

-An overemphasis on an issue like climate change at the municipal level, can distract and divert attention and resources from the practical or essential local issues that Londoners care most about

Use the strength of persuasion rather than taking a punitive approach

-If council feels compelled to act on this issue, at the very least it should take a soft “dangle a carrot” approach of persuasion and suggestion as opposed to a “the bully stick” approach of strict and punitive enforcement

Overview and final thoughts: Adopt a cautious and measured approach and don't kill the patient to cure the disease

Author Johan Norberg in his study on the history of human progress in his book simply titled : “Progress” identifies wealth and affluence as the greatest antidote to tackling pollution and environmental issues. That is historically proven and beyond debate. He warns not to kill the patient to cure the disease. On page 120 of his book “Progress”, he writes that drastic and far reaching efforts to limit carbon dioxide emissions might be counter productive. He writes “It is not necessarily true that the best way forward is to limit emissions to such an extent as to prevent climate change. What is important is that our climate policies don't hurt our ability to create more wealth and better technologies and to bring power to the world's poor. The biggest problems in the world are ...poverty and traditional environmental hazards (polluted air and water). Forcing too many restraints and costs on today's global population might make life more difficult ....” in the long run.

Thank you

Submitted by Daniel Mailer



March 28, 2022

Dear Councilors,

I am writing to you today regarding the draft Climate Emergency Action Plan (CEAP), a document that has been written in response to the real and present climate emergency, and more specifically to support Council's declaration of a climate emergency, approved April 23, 2019.

That declaration states in part that, "Whereas recent international research has indicated a need for massive reduction in carbon emissions in the next 44 (*now 8*) years to avoid further and devastating economic, ecological, and societal loss...Therefore, a climate emergency BE DECLARED by the City of London for the purposes of naming, framing, and deepening our commitment to protecting our economy, our eco systems, and our community from climate change."

The emergency remains. The plan has been drafted. It is incumbent upon you as a council to pass the plan and to run with it. This is necessary in order to mitigate the damage, adapt to changing climate conditions, and do so equitably (i.e. not leave vulnerable people behind).

I have read the draft CEAP in full, and support it. At London Cycle Link, we have already begun to use it as a guide and reference point in our work.

London Cycle Link is particularly interested in seeing bold action to address the most significant sources of emissions, personal vehicles. Cycling and active transportation need to be priorities in this effort.

We would like to see: four-year targets, aligned to council terms, added to the plan; a directive for the Climate Emergency Screening Tool to be used as part of every project; and independent metrics used for active transportation vs. public transit.

Most importantly though, we would like to see the draft CEAP passed, for the benefit of all.

Sincerely,  
Molly Miksa  
Executive Director, London Cycle Link

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London Cycle Link  
8-809 Dundas Street  
London, ON N5W 5P6

[www.londoncyclelink.ca](http://www.londoncyclelink.ca)  
[info@londoncyclelink.ca](mailto:info@londoncyclelink.ca)

Strategic Priorities and Policy Committee  
City of London  
300 Dufferin Avenue  
London Ontario  
[sppc@london.ca](mailto:sppc@london.ca)

RE: Draft Climate Emergency Action Plan

Dear Mayor and Councilors

I would urge Council to immediately accept the draft Climate Emergency Action Plan (CEAP) and not delay on addressing the Climate Emergency. The framework of the plan is comprehensive and there has been considerable consultation with stakeholders. The need for immediate action is well documented including in the most recent Intergovernmental Panel on Climate Change report released in February 2022. It emphasizes not some far off 2050 goal but rather suggests that the world must cut its total emissions by 45% by 2030 to avoid climate catastrophe. We cannot continue to push off the environmental and financial burdens onto future generations or in the case of municipal governments to future councils. I would like to add some further reasons why council should immediately accept the CEAP;

- Being an active partner with other cities and starting to take action now allows the City to be in a better position to receive funding from provincial or federal governments. Piecemealing submissions together at the last minute before funding will expire will likely lead to overall less funding and less effective governance.
- Being an active partner with other Ontario cities will allow London to leverage purchasing power and provide greater political leverage to get province to fund initiatives
- Many climate actions come with annual cost savings (waste water energy) and co-benefits. Thoughtful planning can use climate action funding from provincial and federal governments to address existing infrastructure gaps and other city priorities
- Key priority items of leadership can be the impetus for change for the community at large. If completed on a timely basis it will make future efforts easier and less costly.
- As noted in the Staff Report to the SPPC on February 8, 2022 almost 90% of the energy expenditures made leaves the local economy. The sooner that projects such as large scale solar projects are undertaken then the more money stays within the local economy. Although developing a detailed Climate Change Investment and Implementation Plan for all initiatives is welcome, completion of this larger plan should not preclude taking action on some projects.

Bob Morrison  
Grosvenor Street  
London ON  
N6A 1Y2

From: Carolyn Murray  
Sent: Thursday, March 24, 2022 3:19 PM  
To: SPPC <sppc@london.ca>  
Subject: [EXTERNAL] CEAP public participation meeting

Dear Members of Strategic Priorities and Policy Committee, I am writing to ask you to expeditiously vote to accept the CEAP plan this evening. The CEAP Plan and supporting documents are comprehensive and have involved considerable community engagement. The report is a living document that can be revised and adapted as the city and community moves forward. Council declared a Climate Emergency in April 2019. And there has been very limited action to back up the pledge. An emergency implies immediate action to be taken to avert a crisis and the most recent IPCC report reiterates that we need immediate and significant action. It's well past time to show some leadership and take this climate emergency seriously. Please vote to accept this plan and make sure there are sufficient funds in future budgets to implement some of the key items.

Thank you for your attention and commitment to go forward with implementing this most important, crucial plan for the future of London and it's citizens as we face the challenges of climate change. I would like for this email to be on the public agenda for the meeting. Thank you.

Sincerely,  
Carolyn Murray  
Victor St. London, N6C1B9  
Ward 11

**From:** Stefanie Pereira

**Sent:** Sunday, March 27, 2022 7:26 PM

**To:** SPPC <sppc@london.ca>

**Subject:** [EXTERNAL] Public Participation Meeting- Strategic Priorities and Policy Committee

I wanted to submit written feedback for the Public Participation Meeting- Strategic Priorities and Policy Committee on April 5th. I consent to having my feedback on the public agenda.

I wanted to express my support for the Climate Emergency Action Plan (CEAP) and my support for the City of London to take the necessary and extreme action needed. I also wanted to request that there is a vote on April 5th to accept the CEAP.

Stefanie Pereira



Dr. Gabor Sass  
Forward Ave.  
London, Ontario  
N6H 1B8

March 24, 2022

Re. Climate Emergency Action Plan

Dear Mayor Holder, Councillors and City of London Senior Management team,

I am writing to you from the future. As of 2022, our family of four has transitioned to a nearly zero carbon lifestyle. We are living close to the 2050 target levels that the CEAP report suggests. Currently we produce a net of 2 tons of CO<sub>2</sub> equivalent per person (including Scope 3 emissions) and could easily bring that down to net zero by buying carbon credits.

Despite big changes to our lifestyle, I have to tell you that life is good! We are still enjoying most of the amenities and technologies of modern life (except for a car, TV, and dishwasher). More importantly we are enjoying premium co-benefits like super low utilities bills, great health and an amazing community life. Transitioning did not happen overnight though; it took hard work and large investments in this low emissions lifestyle. Can other Londoners do this? Absolutely! Will it be as easy as just adopting some new technologies and not suffer any loss of standard of living? Absolutely not! Correction, our standard of living has gone down (compared to a status quo Canadian family) but quality of life actually increased!

In the attached report I make my observations about the CEAP report and what I think Council should be focusing on the most in order to meet the targets and conceptual goals of the report.

Here are my main recommendations for Council:

- Create walkable communities of high density but low skyline development with mixed land-use
- Facilitate the creation of local, circular (and just!) economies with heavy focus on local food and energy production
- Support locally made appropriate technology and other consumer products
- Encourage holistic and spiritually based decision making

Please see my detailed observations and recommendations attached.

Sincerely,

Dr. Gabor Sass

Dr. Gabor Sass’s observations regarding the CEAP report and follow-up recommendations for municipal council.

Observations ..... 3

- 1. It’s not just about the climate..... 3
- 2. Peak fossil fuel. .... 4
- 3. Jeavons paradox..... 5
- 4. Scope 3 emissions. .... 6
- 5. Too much technology. .... 7
- 6. High-density- but low skyline development with intense mixed use. .... 8
- 7. Open space for more than just trees and grass..... 9
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- 10. Spiritual awakening..... 12

Recommendations: ..... 13

- 1. Create walkable and mix-use communities with a height limit and minimum density requirement  
13
- 2. Build local, circular (and just!) economies ..... 13
- 3. Support appropriate technology..... 14
- 4. Enliven holistic, spiritual decision making and thinking ..... 14

## Observations

1. [It's not just about the climate](#). The problem we face is so much bigger than climate change alone. I really appreciate how the CEAP report acknowledges this on page 1 by underlying that the bigger problem is the connections that we have lost with nature (and frankly with other humans). *Homo sapiens* is lost in its dream focusing only on technological progress reaching for the stars. Unfortunately, that dream is turning into a nightmare as over the past hundred years we have progressively been destroying the life support systems of our planet, pushing back the rest of nature into smaller and smaller pockets, driving many species to the brink of extinction, and also jeopardizing our own continued existence on Earth. The biggest question for humanity in the 21<sup>st</sup> century is: How does *Homo sapiens* fit into the web of life without destroying the web and itself?

Translating this question for London, we could ask: How does London and its inhabitants fit into this landscape of southern Ontario under a changing climate? How do we keep on creating an urban life far into the future, without the use of fossil fuels? What will our future relationship be with respect to resource use in general and not just fossil fuels? How will we coax back species from the brink of extinction?

While a climate emergency

document can't possibly have an

answer to all these questions, planning for climate change needs to consider the

interacting effects of [energy, economy and environment](#) in a lot more holistic version.

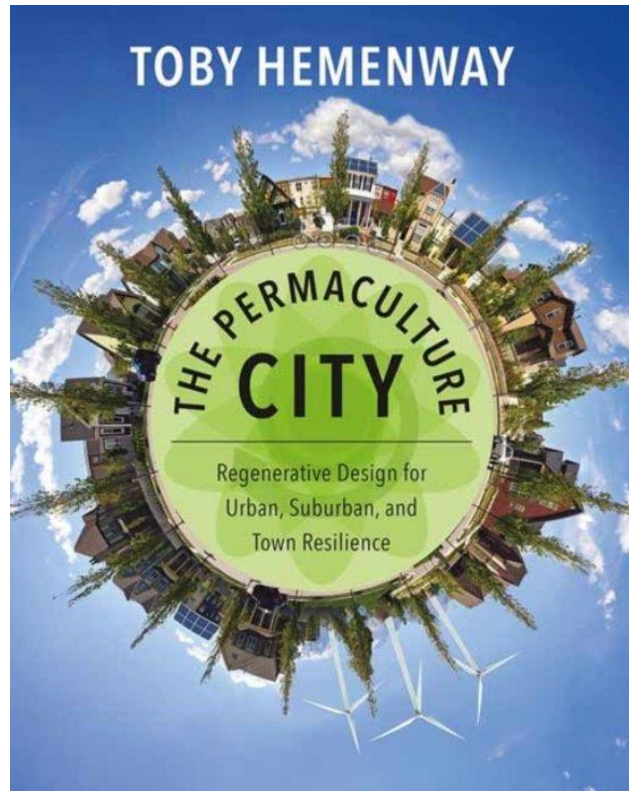


Figure 1: A holistic view of cities in the age of great transformations. This book is highly recommended for every Londoner.

2. **Peak fossil fuel.** There was no mention in the report of the fact that just as London intends to put the CEAP into action we are beginning our long way down the other side of the global production curve of oil, natural gas and soon enough, coal.

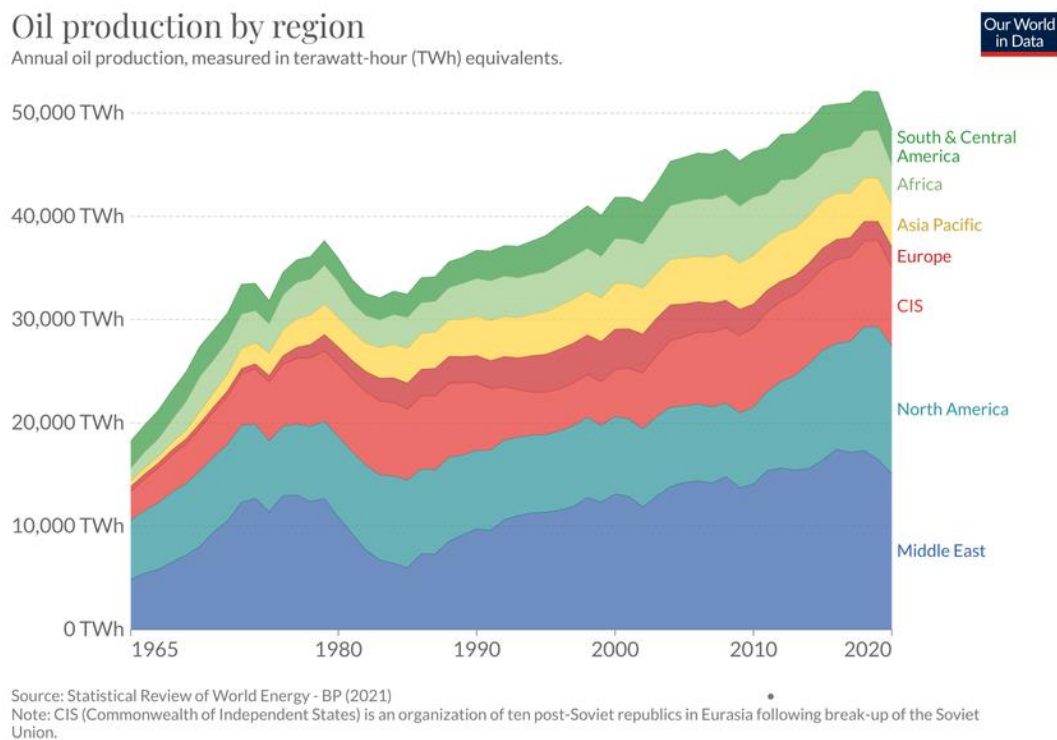


Figure 2: Could 2018 have been the all-time peak of oil production? <https://ourworldindata.org/grapher/oil-production-by-region>

Depending on how we look at it, peak fossil fuel is a blessing or a threat. In terms of a climate blessing, peak fossil fuels could curtail the worst of the predicted climate calamities since the dwindling supplies of fossil fuels would naturally mean less overall emissions. The climate curse is that there would still be enough supplies of fossil fuels left over to wreck the climate but at the same not provide the energy to build out the renewable energies we envision. At the local level here in London, what this means is that energy supply shocks (first in oil, later natural gas and finally in coal) are just around the corner (with or without other external factors like the war in the Ukraine) with huge spikes in prices and even shortages a daily concern. Therefore, building a climate resilient city with its emphasis on low energy solutions and local, circular economies will also shield us from the worst of the energy and material shortages.

3. **Jevons paradox.** There is no mention of this unexpected result of resource use in the report. The paradox is that the more efficient a process becomes in relation to the use of any resource, the overall consumption of that resource increases and not decreases. Jevons observed this with coal use in England in the 1800's, the more efficient the motors or the pumps became, the more coal ended up being used in the aggregate.

Translating it to London for the 21<sup>st</sup> century, the more efficient we become with our resource use of fossil fuels, the more of it we will end up using. So let's say, we all get the EVs and air-sourced heat pumps the report is recommending us to do. What will Londoners experience? Lots of savings because of lower energy use. What will

Londoners do with that saved cash? Use it to buy goods and services. And if they are goods and services, coming from far away places (resulting in Scope 3 emissions), the current plan won't even register it, because we are not measuring Scope 3 emissions in the current CEAP. A paradox doesn't have simple solutions. Encouraging people towards purchasing services with minimal emissions could be one strategy. However, the problem goes much deeper.

Let's say Londoners follow the report's recommendations to a T and we reach zero carbon, let's even say that we bring our Scope 3 emissions under control and we really reach net zero carbon by 2050. Unless every other city is doing the same as London, all of the emissions that London has saved will be burnt by another city, perhaps in USA, perhaps in China. So, we can only have meaningful action if London becomes part of a global network of cities aiming towards the same goal (it was nice to read that London is part of ICLEI). Clearly, the answer to climate action is more than just becoming more efficient with our resources.

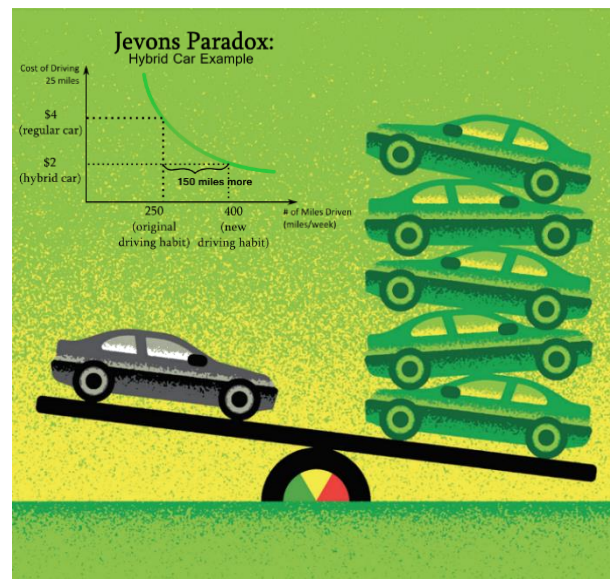
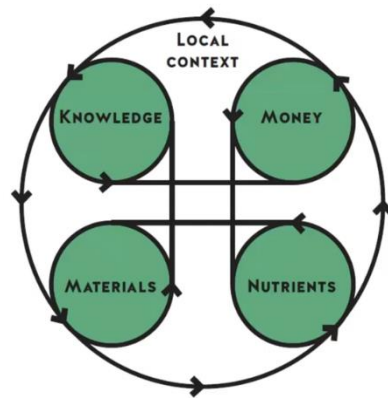
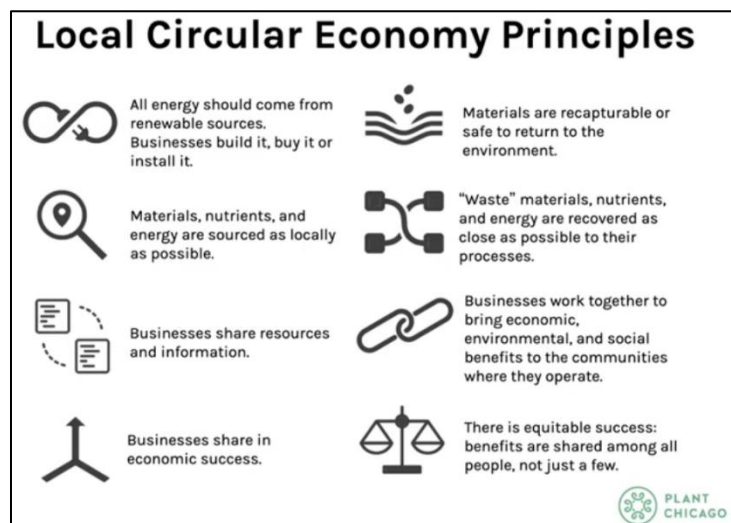


Figure 3. More efficient cars but more of them.

4. **Scope 3 emissions.** Thankfully, the report does mention Scope 3 emissions and even presents the stark truth that Scope 3 emissions (~8 tons per person) are double Scope 1 emissions (~4 tons per person) which the report is focusing on. Meat consumption, vacations, consumerism, even our ever-growing digital life has huge emission repercussions. For example, the server farms of our emission laden distant ‘cloud’ (which many people erroneously assume to have little emissions) are literally overheating from their sheer size as many are now put underwater. If Scope 3 emissions are not tackled head on, will our Scope 1 reductions mean any progress? I recognize that Scope 3 emissions are very difficult to track because of the diffuse nature of global supply chains but perhaps that is the problem, our economy has become too global. And the solution is re-localizing production and substantially decreasing consumption. Food and energy, could easily be 75-90% locally/regionally produced. The CEAP report does mention the importance of circular economies which is very good but these economies have to be mostly local and based on appropriate technologies that themselves can be produced and serviced with local talent and facilities. The emphasis needs to re-localized circular (and just!) economies. This will be huge not only for climate emissions, but it will also invigorate local economies and bring jobs back that have been off-shored by the forces of globalization. Furthermore, we will not have to worry as much about wobbly supply chains in our key ingredients of a sustainable life.



5. **Too much technology.** The CEAP is based too much on technologies as the way we get out of the ‘problem’ of climate change. Based on recommendations at the back of the report, the main household level changes sought are the swapping of internal combustion engines for EVs and the swapping of natural gas furnaces for air-source heat pump technologies. Essentially, the report is saying: “Everyone, do the techno swaps, perhaps throw in some composting, the city will install two BRT routes maybe throw in a couple of extra separated bike lanes and we are good to go.” What if the money is just not there to buy our new gizmos (because of war, pandemics, stock market crashes)? Plus, have the writers of the report considered that every other CEAP writer around the world is saying pretty much the same things, governments at all levels pushing techno-fixes? The truth is that EVs still require huge amounts of fossil fuels to make, plus they themselves require

resources that will have their own constraints (e.g. lithium for batteries). The point is that we will not have the resources for everyone around the world to swap into fancy new EVs. Perhaps there is a similar story for heat



*Figure 4: Three generations of the Sass family riding the Yuba bike. Sustainable living with appropriate technology can be a lot of fun!*  
[https://en.wikipedia.org/wiki/Appropriate\\_technology](https://en.wikipedia.org/wiki/Appropriate_technology)

pumps. Instead of technological solutions our focus should be on planning walkable communities where most people will not need a car and one where communities can share resources including local energy production as well as food production. I don’t get a sense that London is moving towards this type of future. The sad truth is that the London plan is still aiming at 60% low density sprawl development. My point is not against the use of technology, we will always use technology, but city reports like this one should lead residents toward appropriate technologies, like bicycles instead of EV cars. And of course, bicycles only make sense in a denser city.

6. High-density- but low skyline development with intense mixed use. The CEAP report does mention active transportation and walkable communities but there doesn't seem to be a concrete plan of how we get from here to there. We will not get there if our planning target is still 60% single family homes. And the rest of the 40% is mostly building 40-story monstrosities in the city's core. [How can city leadership square that with the goal of creating walkable communities?](#) European cities have a historical legacy of legal ordinances about building too high and fortunately for them, they have kept these laws on the books to a large extent so that most new developments in European cities are less than 6 stories tall and at the same time very little of it is single-family homes. This results in human scale, yet dense developments. Because of the density, it is easy for families to live without cars and it is just as easy to have neighbourhood scale energy systems enjoyed by multiple households (geothermal and PV all become a lot more economical as district systems). Public amenities like squares, parks, areas for urban agriculture can still be incorporated into high density landscapes in many different forms. The high quality of public transit in leading sustainable cities around the world is due in part to the fact that the cities are built at high densities. That should be our standard. Sifton's W5 development is step in the right direction but unfortunately, it is at the edge of the city gobbling up more prime ag land and doesn't seem to be planned with the intent of being integrating it into the rest of the city.



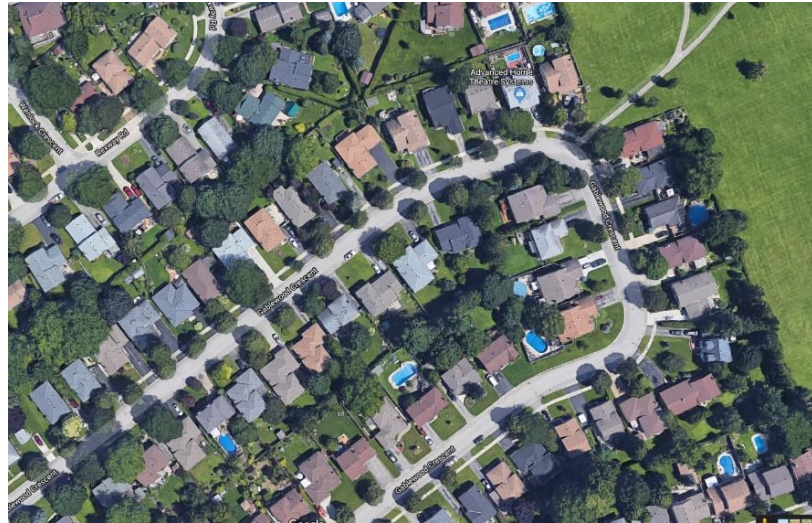
Figure 5. Quartier Vauban in Freiburg, Germany. The gold standard for infill development creating a walkable community.

<https://d1trxack2kykus.cloudfront.net/uploads/2017/10/Vauban..pdf>



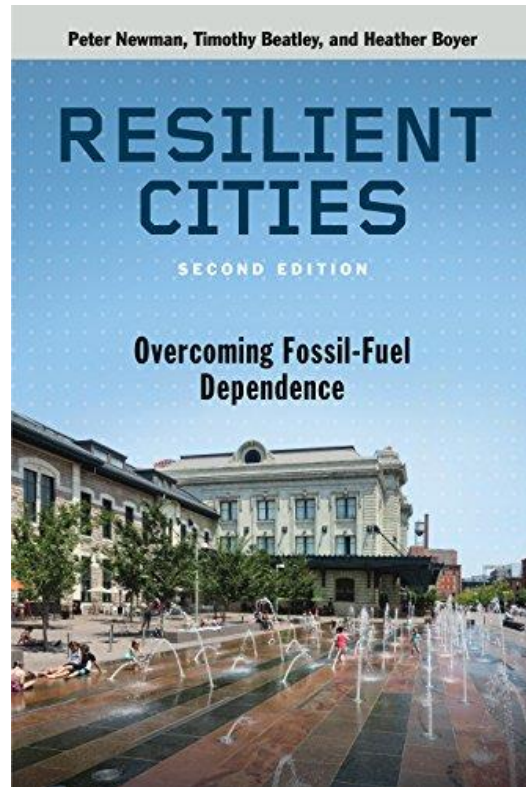
7. [Open space for more than just trees and grass](#). London is a vast, sprawling city, and it has gobbled up prime agricultural land over its growth and is aiming to do more of the same over the course of the next 30 years. Of course, this needs to be addressed and the London Plan, in concept, tries to tackle this. The silver lining to a sprawling city like ours is the fact that there is so much open space around the city including residential, commercial, and institutional building types. A quick scan of Google Maps reveals how

much of our city is open space, mostly in the form of manicured lawns. Collectively, we spend millions of dollars on our lawns and spew thousands of tons of CO<sub>2</sub> into the air to keep them that way.



The opportunity is there to convert these lawns into productive ecosystems. District geothermal installations can be placed underground like in [Okotoks, Alberta](#) and the space above used for other purposes. Aboveground, the possibilities are endless. Lawns can be not only converted to pollinator gardens, biodiversity gardens, native meadows and forests but also to [edible landscapes consisting of vegetable gardens, food forests, orchards and fruit trees lining boulevards](#). [Urban agriculture food hubs can be the focal point of every neighbourhood in London](#), bringing together residents of all stripes under the universal common denominator of healthy, fresh food. Urban ecosystems can become productive not just for other species but for humans as well, producing food, fibre and fuel. They could act as carbon storage sites, counteracting our emissions. The open farmland outside of the urban growth boundary but still within city limits could be turned into significant carbon sinks with proper carbon farming techniques, helping reaching London reach its net zero carbon goal so much sooner.

8. **Governance for resilience.** By-laws and regulations are important tools for governments to provide orderly use of common-pool resources. But during times of emergencies, excess regulations are a hindrance and prevent us from reaching calmer waters. We need less regulations around what we can do in and around our households and around our neighbourhoods. When people are empowered to act, they are the best at figuring out what works and what doesn't. This type of action could come on many forms. For example, CoL is already trying to make it easier to grow food in London by identifying the by-laws that are in the way (for example not being able to sell produce from the end of the driveway). This type of lifting of regulatory barriers should be applied to energy generation (especially if people want to form co-ops for local scale district energy set-ups), small-scale production of goods and services that people would want to conduct on their properties. We will only be able to create walkable communities if mixed use is embraced with respect to all areas of life. When rules and regulations are relaxed, within limits of course, innovation and creativity flow.



The other aspect of governance that needs to be trialed is networked governance. As opposed to having a central authority, municipal council and staff, that has the responsibility to make decisions about everything, responsibility can be devolved to non-governmental actors like grass-roots groups, non-for-profits, charities and other community actors. For things like environmental action, the outcome can be superior when the decision-making structure is shared between a network of actors. [Could community associations, for example, be allowed to co-manage parks with city staff?](#)

9. **Walkie-talkie.** Real climate action starts at the top. Senior leadership at City Hall, but also in academia, business and other local institutions needs to lead in climate action. Many people in power seem to be surprised that there is not more uptake by the ‘average’ person in climate action. I think the answer is simple. When residents see that their leaders in academia, politics, finance, and government are just talking about change without implementing it in their own lives, it is not surprising that they just yawn and turn to something else to do. Climate scientists and government officials make stark pronouncements about the future but the following day they get onto

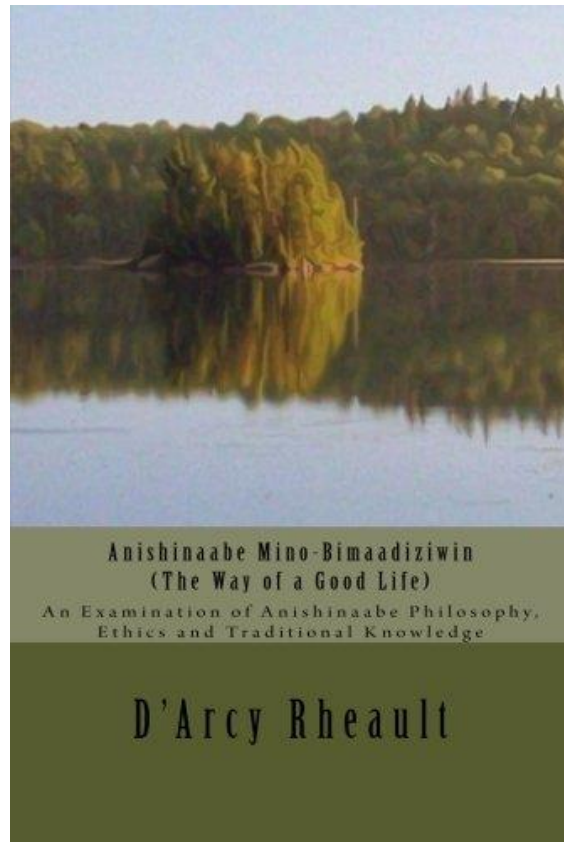
airplanes and fly to yet another climate conference. The message seems to be from the top: “We want everybody else to do the changes except for us”. If London really wants to get cracking on this plan, the citizenry will be watching for city hall and other civic leaders to be personally invested in climate action like walking, biking and taking transit to work. They’ll also be looking for clues that the leaders have themselves invested in the renewable technologies the CEAP report is recommending.

I believe that this type of action-oriented leadership will be important at all levels of society and not just for leaders who can be readily identified by the public. We need people to lead within faith communities, neighbourhood groups and families.



*Figure 6: Jane Bigelow, former mayor of London. “I support the cyclists; give them some space and some safety for riding their bikes and doing their chores and going to work,”*

10. **Spiritual awakening.** I am reluctant to bring this up, but I am convinced that without a new heart we will not realize our goal. Spiritual thinking and being doesn't necessarily require people to believe in a transcendental being but it does require us to put our selves into a much larger cosmic dance of particles, forces, species and perhaps other types of beings. Spiritual thinking and being address our deep connection to all of life and in fact all of the universe. Astronomer Carl Sagan said, "The cosmos is within us, we are all made of star-stuff", and he is right, our atoms in our bodies are all coming from the explosion of star that was here before ours formed. And how about our connection to the rest of life? All humans share an ancient grandmother and grandfather and going back further, we are actually connected to all other lifeforms in the tree of life.



Indigenous people around the world always speak of the important connections and reverence towards the rest of life including mother earth, father sky, grandmother moon and grandfather sun but also all of the ancestors that have walked before us. Success of the CEAP depends on Londoners grasping these interconnections and inter-dependencies. Awakening to a spiritual life happens slowly and it begins in our hearts and not our heads, eventually leading to life-long committed environmental action, including the ones the CEAP has dutifully laid out for all Londoners.

## Recommendations:

1. Create walkable and mix-use communities with a height limit and minimum density requirement
  - Create density but not height. Cap all buildings at 6-story limit to any new development and set minimum density requirements for every part of the city.
  - Improve mixed uses in zoning (encourage in-house businesses, end of drive-way store booths, mix light industry with institutional and even residential)
  - Allow the construction of tiny homes
  - Create a dense network of protected bicycle lanes. Use existing traffic lanes if necessary.
  - Bring in mechanisms that allow neighbourhood associations to co-manage (along with the city and other groups) common assets like parks and other right-of-way areas but also to set up district energy systems
  - Use 8/80 principles in planning for new development and the reimagination of older neighbourhoods.
2. Build local, circular (and just!) economies
  - Focus City of London procurement guidelines towards the local. There are so many amazing local companies making renewable technology and other great carbon emissions minimizing products.
  - Relax by-laws about growing food, creating greenhouse structures and other buildings. Allow commercial and institutional zones to install greenhouses, etc.
  - Open up people's eyes about the potential of the open space in the city. It could be used for so much good. Trees are great but there are so many other creative ways to use open space including pollinator gardens, food forests, biodiversity gardens, and urban agriculture sites like community gardens, urban farms and food hubs. Open spaces could also be the sites of underground geothermal system and aboveground PV and wind installations.

- Support the creation of community food hubs for every neighbourhood (urban farm/community composting facility/tool sharing/community kitchen/community celebration)
- Create financial incentives for people to renovate and innovate towards climate action (bring in a PACE program).

### 3. Support appropriate technology

- Instead of air source heat pumps encourage Londoners to install ground sourced heat pumps (individual or district energy systems).
- Instead of EVs, emphasize bicycles and e-bikes.
- Preferred technologies of the CEAP should embody long-term use, low embodied energy and materials.
- Require farmers in London to all use carbon farming techniques

### 4. Enliven holistic, spiritual decision making and thinking

- Create a 14<sup>th</sup> council seat for an indigenous leader or elder from the First Nations near London.
- Raise climate education and awareness by focusing on the amazing co-benefits of climate action.
- Help the community to create a School of Sustainability by offering a municipal building for this purpose. SoS could offer courses to Londoners on climate action, resilient and sustainable living.
- Make available resources for people to learn about sustainability at every turn.
- Create nature-based programming for all (8/80) in the city's parks. Use Japanese examples to introduce people to Shinrin Yoku or forest bathing.

## Links:

Franke, S., S. Lewkowitz and G. Sass. 2018. Building Resilient Communities: Relationships, Resources, and Re-imagination, Public Sector Digest. <https://www.resilience.org/stories/2018-12-19/building-resilient-communities-relationships-resources-and-re-imagination/>

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Toderian, B. 2019. The Five Crises of Canadian City Building. <https://www.youtube.com/watch?v=kFeul0r5vZY&t=3924s>

**From:**

**Sent:** Monday, March 28, 2022 8:45 AM

**To:** SPPC <[sppc@london.ca](mailto:sppc@london.ca)>

**Subject:** [EXTERNAL] Comments Re: Climate Emergency Action Plan

**Please consider the following changes to the Climate Emergency Action Plan.**

- Place a *maximum* parking limit of one parking space per unit for multi-family residential;
- In conjunction with the parking maximum, increase and/or enforce the Landscaped Open Space By-law (Zoning By-Law Z.-1-97465).

In Near Campus Neighbourhoods and over-intensified neighbourhoods, backyards have been eroded, converted or cleared for excessive parking and enforcement, despite registered complaints, does not enforce the Landscaped Open Space By-law.

By setting a maximum parking limit, open green space will be better preserved.

This is necessary to expand the city's green infrastructure. **The urban forest is London's largest asset in mitigating the negative impacts of climate change and the continuous interior blocks of neighbourhoods offers the best opportunity to expand the tree canopy away from roads and road salt.** Helping the urban forest to adapt and be resilient in the face of a changing climate, as this is difficult to do, should be a greater part of this workplan and should be fully staffed and fully funded.

- Introduce a strong tree by-law on private property because the vast majority of land in any city is privately owned. The City cannot achieve its Urban Forestry Strategy goals without considering private land.
- Adopt a series of milestones to occur every four years, rather than every five to ten, such that every single City Council, from here through to 2050, will be responsible for ensuring London achieves its climate change mitigation and adaptation goals.
- **Timber construction should be removed from the report - Workplan 3:**  
Transforming Buildings and Development

**Forests regulate climate systems on a global scale and cannot be destroyed.** The argument that old growth forests expel carbon while only fast growing trees absorb carbon and therefore should be encouraged - is a false argument and singularly focuses on an arbitrary measurement that fails to understand the biodiversity value of old growth forests. Many species of the Boreal Forest such as interior song birds, Woodland Caribou and the Marten are all facing extinction because of the logging of Boreal Old Growth Forests.

- Assisted migration - in real terms – accelerates the impacts of climate change by introducing species that do not originate from regional ecozones. Assisted Migration is based on a premise that as the climate warms new tree species are introduced that will thrive in those conditions. This would displace native species and could have irreversible consequences such as the introduction of genetically modified (GMOs) species. The focus should be in identifying which locally native species are adapting and preservation. The idea of Assisted Migration is very controversial. It originates from a forestry management perspective but not from an ecological perspective. This idea should not be adopted without scientific study. Currently it is only a theory but alarmingly it is already begin practiced. This practice needs to stop because it begins to alter the very fabric of the landscape. It remains unknown how it impacts wildlife species depended on regionally native trees. All related species are uniquely adapted to its local region.
- In addition to local action, the focus should also include systematic change. The city must communicate to developers that plan approvals must require – Low Impact Development designs, green energy designs especially for medium and high-density buildings where large surface areas can accommodate solar and wind technologies, tree preservation plans to preserve existing canopies and a tree planting strategy.

There should be a focus of floodplain preservation as floodplains naturally prevent flooding up and down waterways because they act as overspill areas, slow rushing water and create seasonal wetlands that are ecologically unique.

- Stop widening roads such as Highbury Avenue.
- Include a section that addresses meat consumption as meat production contributes significantly to the climate crisis.
- Increase wildlife corridors as part of the planning process in support of green infrastructure. These concepts were originally included in the London Plan but were negotiated away on Appeal with the London Development Institute as were many other hard fought, hard won environmental protection measures. All negotiated away on Appeal. They should be reintroduced now in the Climate Emergency Action Plan.

AnnaMaria Valastro



**From:** Laura Wall  
**Sent:** Wednesday, March 16, 2022 12:51 PM  
**To:** Turner, Stephen <[sturner@london.ca](mailto:sturner@london.ca)>  
**Cc:** ppmclerks <[ppmclerks@london.ca](mailto:ppmclerks@london.ca)>  
**Subject:** [EXTERNAL] London's Climate Emergency Action Plan

Dear Councillor Turner,

Thank you for your service on Council, as well as listening to the community's feedback on the City's Climate Emergency Action Plan, which is why I'm emailing you today.

Council declared a Climate Emergency in April 2019, and there has been very limited action to back up this pledge. An emergency implies immediate action to be taken to avert a crisis, and the most recent IPCC report reiterates that we need **immediate and significant action**. **I am very eager to see Council move forward quickly on this climate plan given the time sensitive nature of addressing climate change and mitigating its impact on our community and future generations.**

I really liked the following items which were included in the Plan:

- Updated science based targets of 55 per cent reduction in GHG emissions by 2030, 65 per cent reduction by 2035, 75 per cent by 2040, and net zero by 2050
- The focus on action from the community, including individuals, businesses, organizations, institutions and the various levels of government
- The recognition that the Ontario government needs to phase out fossil fuels from our electricity grid in order for London's targets to be feasible to achieve
- Importance of bringing everyone along

I would love to see the following added to the Plan:

- Four year targets aligned to Council terms (ie. targets for 2025, 2029, 2033) to ensure Council is on track to meet the 10 year targets.
- Some immediate projects that can be implemented to demonstrate quick wins
- A funding proposal for the 2023 multi-year budget (which can be requested from staff for 2023)
- Tactics for engaging the preventative health care and fitness sectors to support people making the transition to how they move

I also strongly encourage Council to request that all City Staff use the Climate Emergency Screening Tool on all their reports submitted to Council. As seen with the Wonderland Road and Adelaide St North infrastructure projects this tool can provide valuable insight for council when making climate related decisions.

I would like my letter to be included in the submissions for the April 5 PPM. Thank you for your time and consideration.

Sincerely,

Laura Wall  
Ward 11

**From:** Rohan Kumar Jain  
**Sent:** Monday, March 28, 2022 12:04 AM  
**To:** Morgan, Josh <[joshmorgan@london.ca](mailto:joshmorgan@london.ca)>  
**Cc:** ppmclerks <[ppmclerks@london.ca](mailto:ppmclerks@london.ca)>  
**Subject:** [EXTERNAL] Climate emergency feedback (please add to public agenda)

Dear Councillor Morgan

Thank you for your service on Council, as well as listening to the community's feedback on the City's Climate Emergency Action Plan, which is why I'm emailing you today.

Council declared a Climate Emergency in April 2019, and there has been very limited action to back up this pledge. An emergency implies immediate action to be taken to avert a crisis, and the most recent IPCC report reiterates that we need **immediate and significant action**. **I am very eager to see Council move forward quickly on this climate plan given the time sensitive nature of addressing climate change and mitigating its impact on our community and future generations.**

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- The focus on action from the community, including individuals, businesses, organizations, institutions and the various levels of government
- The recognition that the Ontario government needs to phase out fossil fuels from our electricity grid in order for London's targets to be feasible to achieve
- The waste diversion and repurposing plans such as biofuel conversions

I would love to see the following added to the Plan:

- Four year targets aligned to Council terms (ie. targets for 2025, 2029, 2033) to ensure Council is on track to meet the 10 year targets.
- Some immediate projects that can be implemented to demonstrate quick wins
- A funding proposal for the 2023 multi-year budget (which can be requested from staff for 2023)
- Mandate Extended Producer Responsibility for Big Businesses. Taxpayers should not be subsidizing such businesses for a very basic environmental principle (i.e. recycling).
- Do not make home recycling optional. Giving people the option to go green will not work in the long run. Giving people an excuse to opt out will not make stewardship part of the city culture.

I also strongly encourage Council to request that all City Staff use the Climate Emergency Screening Tool on all their reports submitted to Council. As seen with the Wonderland Road and Adelaide St North infrastructure projects this tool can provide valuable insight for council when making climate related decisions.

Thank you for your time and consideration. I hope you keep well.

Sincerely,

Rohan Jain  
Ward 7

Sent from my iPhone

**From:** Hannah Elias  
**Sent:** Wednesday, March 30, 2022 8:24 AM  
**To:** Fyfe-Millar, John <[jfmillar@london.ca](mailto:jfmillar@london.ca)>  
**Cc:** ppmclerks <[ppmclerks@london.ca](mailto:ppmclerks@london.ca)>  
**Subject:** [EXTERNAL] London's Climate Emergency Action Plan (CEAP)

Dear Councillor Fyfe-Millar,

Thank you for your service on Council and for listening to the community's feedback on London's Climate Emergency Action Plan, which is why I'm emailing you today.

City Council declared a Climate Emergency in April 2019, and there has been very limited action to back up this pledge. An emergency implies immediate action to be taken to avert a crisis, and **the most recent IPCC report reiterates that we need immediate and significant action**. I am very eager to see Council move forward quickly on this climate plan given the time-sensitive nature of addressing climate change and mitigating its impact on our community and future generations.

I really liked the following items which were included in the Plan:

- Updated science-based targets of 55 percent reduction in GHG emissions by 2030, 65 percent reduction by 2035, 75 percent by 2040, and net-zero by 2050.
- The focus on action from the community, including individuals, businesses, organizations, institutions, and the various levels of government.
- The recognition that the Ontario government needs to phase out fossil fuels from our electricity grid in order for London's targets to be feasible to achieve

I would love to see the following added to the Plan:

- Four-year targets aligned to Council terms (ie. targets for 2025, 2029, 2033) to ensure Council is on track to meet the 10-year targets.
- Some immediate smaller projects that can be implemented to demonstrate quick wins
- A funding proposal for the 2023 multi-year budget (which can be requested from staff for 2023)

I also strongly encourage Council to request that all City Staff use the Climate Emergency Screening Tool on all their reports submitted to Council. As seen with the Wonderland Road and Adelaide St. North infrastructure projects, this tool can provide valuable insight for City Council when making climate-related decisions.

Thank you for your time and consideration.

Kind regards,

Hannah Elias  
Ward 13

**From:** ANDREA JOHNSON  
**Sent:** Wednesday, March 30, 2022 8:56 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] London Climate Action Plan

I live beside a 24 hour gas station. When I purchased my property, this was a used car lot that sold a small amount of gas, open 8 hours a day, 6 days a week. This lot was sold and renovated, and now I am stuck with an unpleasant and carcinogenic neighbour.

The vent pipes for the underground gas storage tank were relocated during the renovation. They are now 4' from the property line. During a tanker fill - which happens at least twice a week, uncombusted gas vapours are discharged from these vent pipes, and depending on the wind direction, these vapours are blown onto my property, including into my open windows.

Yet the City of London does not have a bylaw concerning airborne pollutants at all ! You can't smoke within 9m from the doorway of a City owned building - but it is legal for my gas station neighbour to chronically poison my air and soil.

There are PROFOUND negative effects from chronic exposure to these vapours, including cardiovascular, neurological, and renal issues, and a greatly magnified risk of Acute Myeloid Leukemia, particularly for children living within 100M of a gas station.

<https://www.sciencedaily.com/releases/2018/10/181004110021.htm?fbclid=IwAR2r9DQcEHfpesr7H8z9kMOI-6DeKWQNmgO4wD36nbzGeEm7JVzh1Q-RV-0>

Has the City of London considered the VOLUME and intensity of air pollution that occur from gas stations within the City Limits ? Many of these stations would be considered unsuitable under current Site Plan Guidelines, yet were grandfathered in with no City oversight whatsoever.

Gas stations also contaminate the soil from the drips from every tank fill up, which leach through the cement and contaminate groundwater and soil.

The City of London should be safe for all residents. It's time for the City to take a critical look at the many gas stations which directly abut residences within the City of London. The east end has an astonishing amount of gas stations, a good 75% which abut residences. It's time to grandfather OUT the gas stations which are poisoning area residents.

<https://www.gastationneighbors.org>

Andrea Johnson  
Pegler Street  
N5Z 2B5

## **CLIMATE EMERGENCY ACTION PLAN**

### **Feedback from Trees & Forests Advisory Committee**

**Date:** Mar. 22, 2022

The Trees & Forests Advisory Committee strongly supports the adoption of the Climate Emergency Action Plan. Climate change will be one of, if not the, greatest challenges of our time, and it is imperative that we see swift and unprecedented action by all levels of government to combat it.

#### **General Feedback:**

- 1) The proposed first milestone of 2030 is far too late and setting targets for someone else to achieve can hardly be called leadership.

We recommend, first and foremost, that Council adopts a series of milestones to occur every four years, rather than every five to ten, such that *every* single City Council, from here through to 2050, will be responsible for ensuring London achieves its climate change mitigation and adaptation goals.

- 2) The urban forest is London's largest piece of "green infrastructure". Helping the urban forest to adapt and be resilient in the face of a changing climate, as this is difficult to do, should be a greater part of this workplan and should be fully staffed and fully funded. The Veteran Tree Incentive Program is an example where the City funded a successful urban forest program focused on preserving current urban forest in private property.
- 3) If you were to take only the CEAP as a guide, this is apparently the (very!) rare sort of emergency in which no one will actually die, and which taking action could only make us better off than business as usual.

The language is so focused on "opportunity" that one does not come away with any sense that there is a *real* emergency here at all, or the incredible devastation climate change will wrought.

This cheery optimism in the face of what is, without question, an existential threat to countries, communities, lives and livelihood around the world – quite arguably, the most challenging threat to humanity since the dawn of recorded history – was off-putting. If the CEAP hopes to inspire widespread public participation, it will need to effectively convince the public of the severity of the crisis, and not sugar-coat things so much.

The constant refocusing of crises in terms of economics rather than human life and moral imperatives is also disheartening.

- 4) One of the biggest challenges of the climate emergency – the challenge of scale – isn't really reflected well in the CEAP. A lot of focus is on the *diversity* of programs and initiatives currently on offer but doesn't communicate much about the level of ramping up that is going to be required. The focus should also include systematic change in areas such as development plans, roads, transit and green space.

It is not enough to visit a few hundred homes or change a few thousand people's driving habits, and many of these initiatives would take upwards of 100+ years to reach all Londoners at their current rate. That sense of aggressive focus on scale is needed, both in the flavor of the text, the proposed metrics, and, we would recommend, program-specific targets for each initiative.

For example, the city must communicate to developers that plan approvals must require – Low Impact Development designs, green energy designs especially for medium and high-density buildings, tree preservation plans to preserve existing canopies and a tree planting strategy.

- 5) Governments set goals for specific programs, and when they don't get achieved for any number of reasons, they don't tend to adjust sufficiently to compensate. We simply cannot afford failure when it comes to climate change, so part of the plan must include strategies for how the City will compensate when one or more of its programs do not achieve what was planned. The CEAP needs to be designed to be fool-proof.
- 6) Some parts of the plan emphasize community leaders and volunteers (see Section 11.4: "How the People Should Lead"). We need plans that don't depend on the altruism of saints or volunteers, but rather involve the population as a whole. Communities develop and depend on "community leaders" only when government isn't doing its job. We've seen widespread failure of environmental efforts not because of a lack of "community leaders" (there are many in the environmental sector!), but because government consistently fails to step up to the level required to address environmental issues. "The people" shouldn't have to lead critical environmental action, the government should: exactly the same as government does with urban planning, health care, education, defense, and so on. *We elect governments to be our leaders. Please, lead.*
- 7) Similarly, we'd like to see the City maximize what it does within the legal space available to it, and not wait for the provincial or federal government to undertake programs first when it would be allowed to pursue them itself.
- 8) Discussion about London businesses seems to conflate goal setting with actual action. It is odd that the list of "actions" taken by local businesses is described almost entirely in terms of goal-setting. This may speak to a need for a way to track actual action by businesses.
- 9) CEAP seems to have entirely depended on non-randomized surveying, which is academically fairly indefensible. (Page A-7). Understanding what a few thousand Londoners who care about the environment enough to participate in surveys, etc. think tells you nothing about what the rest of the population thinks, and since the majority of these programs (and indeed, the whole of Work Plan 2) depends on creating behaviour change among the majority of the population, a randomized sampling method should have been used. This doesn't mean the City's ultimate course of action should be different (climate action is still needed whether people understand that or not), but the view of our "starting point" with the general public is almost certainly unduly optimistic. Random sampling should be used from now on.

## **WORKPLAN-SPECIFIC FEEDBACK**

### **WORKPLAN 1: Engaging, Inspiring and Learning from People**

- 1) "Purpose of the Workplan" section: "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."

Given the current zeitgeist and opportunities being created by society's collective experience during the pandemic, we recommend remote work needs to be in this list. In fact, "remote work" as a proven strategy for reducing emissions felt missing from much of the CEAP.

- 2) There are far too many items in this work plan focus in on “working with” and not enough about scaling what’s already being done. (I.e., it again seems to be emphasizing the diversity of potential initiatives, partnerships, etc., rather than how to leverage those opportunities to achieve the scale of transformation that climate change requires).

## **WORKPLAN 2: Taking Action Now (Household Actions)**

- 1) Again on the topic of scale: the metrics in Work Plan 2 focus too much on “Number of.....” as opposed to percentage of total households. We recommend a refocusing on percentages.
- 2) Will there be targets given for each initiative or metric at some point? The CEAP doesn’t seem to present any thresholds for what will constitute success / failure. How will the City know if, for instance, 10% of households taking some particular action is “enough”?
- 3) We would recommend adding a public outreach campaign to eat less meat. Meat production and its impacts on the climate cannot be ignored.

Homeowners should be encouraged to reduce the size of their mowed lawns and encourage plantings that assist in climate change mitigation and adaptation such as growing their own food, planting pollinator gardens, trees, etc. And strengthening and enforcing the Landscaped Open Space by-law (Zoning By-Law Z.-1-97465) to prevent the clearing, erosion and conversion of backyards to unauthorized parking spaces especially in Near Campus Neighbourhoods and/or over-intensified neighbourhoods often located the Core. This would assist in the 'greening' of Core residential areas.

## **WORKPLAN 3: Transforming Buildings and Development**

- 1) We strongly support reducing or eliminating parking minimums as a way of reducing GHG emissions, (Workplan 3 – Transforming Buildings and Development Workplan - Item 2A).

We recommend this be taken a step further by pursuing opportunities to reduce parking in existing developments for example pursuing de-paving projects, strengthening the Landscaped Open Space By-law which would prevent backyards being used as parking. We need to protect ‘interior block’ green space as this presents the best opportunities for continuous tree planting away from roads and road salt.

- 2) We strongly support 2B: “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”. We would also like to see the development of community-oriented, mixed-use and walkable Net-Zero neighbourhoods within London.
- 3) For Item 2D: “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”, we recommend adding minimum requirements or incentives for tree planting in new residential yards during the development process. There already are requirements for tree loss and replacement but it is a flawed approach. It should really be about building around existing trees.
- 4) For Item 2I: “Review and strengthen requirements for pedestrian, transit, and bike network access within the Zoning By-law” we recommend going beyond ensuring mere “access” to actually setting quantitative standards for pedestrian and cyclist network connectivity, continuity, and modal separation.

Similarly, we recommend exploring encouraging “greenway” developments (e.g. Wildwood Park in Winnipeg, Radburn) as a way of creating better active transportation networks and preserving wildlife corridors.

See: [https://en.wikipedia.org/wiki/Wildwood\\_Park,\\_Winnipeg](https://en.wikipedia.org/wiki/Wildwood_Park,_Winnipeg) and <https://web.archive.org/web/20150310231933/http://www.greenwayneighborhoods.net/>

- 5) We recommend banning drive-thrus in residential areas through zoning and relegate them to major corridors.
- 6) We recommend the City actively explore how to retrofit neighbourhoods with the poorest-connectivity active transportation networks (e.g. sidewalks and trails) so that improvements aren't main solely in new developments alone, even if this means gradually securing easements or even properties for creating cut-throughs over time.
- 7) Trees regulate climate systems on a global scale and biodiversity. The pros and cons of different construction materials with respect to climate change adaption and mitigation must be carefully considered.

#### **WORKPLAN 4: Transforming Transportation and Mobility**

- 1) We reiterate the need for promoting remote work to be a part of the CEAP's transportation plans. People who only have to make a work trip twice a week are likely to be far more willing to forego the convenience of a car than someone who has to go in five times a week.
- 2) By far one of the biggest correlates of car travel is car ownership – i.e., once a person has paid the fixed cost of owning a car and the monthly insurance on it, they can only reduce their per km cost by driving it. So reducing the need for car ownership in the first place is key, and needs to be more explicitly present as a goal within the CEAP.

We also recommend adding support for, or creation of, carshares to the list of actions needed to support active transportation. People are less likely to feel the need to own a car if it is easy to borrow one when they really need it.

- 3) It is not clear if Item 5.C.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 “would apply to carshares. If so, we would recommend *against* actions that favour EVs over convincing people not to buy a car in the first place. (I.e., if regular people can own gas vehicles, carshares should be allowed to as well so as to reduce the cost of the share and thereby help eliminate car trips). In lieu of regulation, additional incentives for carshares to adopt EV technology is recommended.
- 4) We strongly support 7A: “Continue to review and provide options for alternative road designs that preserve existing mature street trees when roadway reconstruction projects are initiated “as well as 7B “Prioritize the importance of street trees in providing shade for pedestrians.”

We reiterate an earlier recommendation made to PEC that London formally adopt a Shade Policy to help ensure active transportation networks and play areas have sufficient shade, something which will only become more important as temperatures increase.

We also reiterate the need for London to explore burying more of its electrical lines so as to allow the planting of taller tree species offering more shade, at



least on one side of each road. Many of the species being planted under hydrolines today are simply too small to offer much by way of shade.

- 5) We recommend adding as a metric the % reduction in number of in-town trips taken as a result of remote work
- 6) As with workplan 3, we recommend setting quantitative minimum standards for pedestrian and cyclist network connectivity, continuity, and modal separation.
- 7) With respect to the expected result of “Increased Active Transportation and Transit”, we would like to see “reduced trips” as a part of that result. The implication of the “expected result” as it is currently stated is that *modal shifting* is going to be everything, but it doesn’t have to be. And if anything, experience over the last couple of years – where remote work has been a huge success while shifting folks to transit has largely failed for decades – says it shouldn’t be. Remote work *works*, and it is much easier to sell people on working from home than adding an extra 30+ minutes a day to their commute by choosing to travel by bus or foot.
- 8) We recommend a moratorium on road expansions, except where the road is being expanded to allow for more public transit.
- 9) We recommend the enforcement of the Idling Control By-law to reduce emissions.

#### **WORKPLAN 5: Transforming Consumption and Waste as Part of the Circular Economy**

- 1) We recommend that the idea of “right to repair” be discussed within the context of the circular economy. There are great opportunities for job creation and waste reduction if we can make this kind of cultural shift.

#### **WORKPLAN 6: Implementing Natural and Engineered Climate Solutions and Carbon Capture**

- 1) The overview of the workplan should acknowledge the fact that our existing natural heritage system faces severe impacts from a changing climate itself: changes that nature, and especially trees, by and large, are far less well-equipped to deal with than humans. Trees will be one of the principal victims of climate change.

For instance, there are species like tulip-tree which are currently at the northern limit of their range in London today. By 2070 or so, under high emissions scenarios (RCP 8.5), their “preferred” range will have moved up to Labrador... but the trees will not. Every tree on the planet is very shortly going to be trying to grow in a climate it is not adapted to, with devastating impacts.

Meanwhile, other kinds of species that are mobile, such as insects, will be more easily able to adapt to changes in range. This has been seen in B.C., where the mountain pine beetle was able to start surviving through the warmer winters and so dramatically expanded its range. As a result, around 57% of all of B.C.s pine trees have died... the main cause of its “tinderbox” conditions these past several years.

As such, it is recommended that:

- i) The City be estimating and factoring in climate impacts on London’s tree cover (longer growing season, but more droughts: risk of major pests decimating things)

- ii) The City actively but carefully pursue a system of assisted migration for newly planted trees, incorporating individuals of trees from the northern States which are genetically better adapted to the climate we will have in the decades ahead.
- 2) We strongly support all of Item 2 (“Advancing Tree Planting”)
  - 3) We recommend the City explore programs and marketing campaigns aimed at helping people to see their yards as a space where they can help to mitigate climate change
  - 4) We recommend setting a target for carbon sequestration by the landscape and updating policies, targets within the municipal Tree Planting Strategy, etc. in order to meet it – with the appropriate funding
  - 5) We would suggest adding the Tree Planting Strategy to list of resources for Work Plan 6.
  - 6) With respect to carbon capture & storage, the committee feels that carbon storage is not a solution to the climate crisis and creates and complicates the further problem of storage, while failing to address the root of the problem, which is dependence on fossil fuels. Eventually fossil fuel supply will be exhausted and therefore it is imperative that the focus remains on a fossil fuel free future. All mandates and plans should be focused on this end goal while using sustainable and long lasting practices such as 'greening' to offset immediate impacts.
  - 7) It is recommended that the City further strengthen the private tree protection by-law, and, in particular, the protections accorded to small woodlands.

#### **WORKPLAN 7: Demonstrating Leadership in Municipal Processes and Collaborations**

- 1) We strongly support the “Master Accommodation Plan for Alternative Work Strategies” on page 109, however we recommend the City make remote work by London employers (not just the municipality!) a more “front and centre” part of their plan to reduce automotive trips. This idea should be packaged, branded, and actively promoted to London employers as a way they can help our community achieve its climate change mitigation goals.

The City should then work to encourage other levels of government and other municipalities (perhaps through the Federation of Canadian Municipalities) to explore doing the same.

If an aggressive “work from home” program proves to have an impact on the amount of leasable space required within London for office or other work, then we would recommend a program to convert that excess space into much-needed affordable housing, effectively killing two birds with one stone.

- 2) We support the push for carbon accounting process to be implemented (item 9)
- 3) We note that “increased engagement” items in this workplan focus on engagement with other municipalities and First Nations: we recommend there be plans for active lobbying of the province and federal government to support local needs as well.

#### **WORKPLAN 8: Adapting and Making London More Resilient**

- 1) With respect to reviewing ways for City of London employees to reduce GHG emissions from their commute (item 2), we would recommend the City explore

hosting its own car share for employees so as to again reduce the feeling among employees that they need to own a car in the first place.

- 2) We strongly support item 3C (“Explore potential for striving to achieve ‘no net loss’ carbon sequestration capacity requirements for greenfield development”)
- 3) We support 3D (“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))
- 4) We wish to add that there is far more space left for planting in private yards than in London’s open space network, and so tree planting in yards, as well as the creation of other features aimed at natural heritage protection (e.g. pollinator gardens) needs to be a part of the plan as well.
- 5) With respect to the remaining plantable space within the open space network, we strongly recommend a clear directive to city staff to maximize planting within the network. Any space that is not actively being used for another purpose (e.g. sportsfields, playgrounds, stormwater ponds, etc.) should be planted with trees.
- 6) The plan should also stress minimizing removals of mature trees from parks and around SWMs (see recent case of the extensive removals at Mornington SWM).
- 7) We would like to see food security addressed as a resiliency measure by enhancing opportunities for backyard vegetable gardens and mandating open green space in new development to include communal gardens and community food projects (e.g. Seattle Inner City Orchards, youth planting projects).
- 8) With respect to academic research, the sciences have already made many of the impacts of climate change clear. It is time to act and while there is merit in developing academic learned programs on the subject of climate change it should not be a priority for the City of London itself. Other institutions can contribute this way. Public outreach is far more important than university courses on climate change and the city should focus on talking to its residents.

**From:** Michael Jutte  
**Sent:** Friday, April 1, 2022 12:59 AM  
**To:** Lehman, Steve <[slehman@london.ca](mailto:slehman@london.ca)>  
**Cc:** ppmclerks <[ppmclerks@london.ca](mailto:ppmclerks@london.ca)>  
**Subject:** [EXTERNAL] Climate Emergency Plan Consideration

Dear Councillor Lehman,

Thank you for your service on Council, as well as listening to the community's feedback on the City's Climate Emergency Action Plan, which is why I'm emailing you today.

Council declared a Climate Emergency in April 2019, and there has been very limited action to back up this pledge. An emergency implies immediate action to be taken to avert a crisis, and the most recent IPCC report reiterates that we need **immediate and significant action**. **I am very eager to see Council move forward quickly on this climate plan given the time sensitive nature of addressing climate change and mitigating its impact on our community and future generations.**

I really liked the following items which were included in the Plan:

- Updated science based targets of 55 per cent reduction in GHG emissions by 2030, 65 per cent reduction by 2035, 75 per cent by 2040, and net zero by 2050
- The focus on action from the community, including individuals, businesses, organizations, institutions and the various levels of government
- The recognition that the Ontario government needs to phase out fossil fuels from our electricity grid in order for London's targets to be feasible to achieve

I would love to see the following added to the Plan:

- Four year targets aligned to Council terms (ie. targets for 2025, 2029, 2033) to ensure Council is on track to meet the 10 year targets.
- Some immediate projects that can be implemented to demonstrate quick wins
- A funding proposal for the 2023 multi-year budget (which can be requested from staff for 2023)

I also strongly encourage Council to request that all City Staff use the Climate Emergency Screening Tool on all their reports submitted to Council. As seen with the Wonderland Road and Adelaide St North infrastructure projects this tool can provide valuable insight for council when making climate related decisions.

Thank you for your time and consideration. I hope you keep well.

Sincerely,

Michael Jutte

Your Ward 8

# Friends of Urban Agriculture London

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March 31, 2022

Re: City of London Climate Emergency Action Plan

Strategic Priorities and Policy Committee:

Friends of Urban Agriculture London (FUAL) would like to thank all the individuals, organizations and agencies that collaborated to produce London's draft Climate Emergency Action Plan. Without a plan to mitigate the effects of climate change; our health, welfare and food security will suffer negative effects.

Plans and strategies to eliminate organics from the waste stream will help to eliminate a concentrated source of one of the most volatile greenhouse gasses, methane. Instead, turning these organics into resources through composting, the use of technologies, and the circular economy, will create jobs and reduce odours around landfills.

Food production and distribution is a very important part of any Emergency Action Plan. We are pleased to see that increasing resources for Food Production and Distribution is recognized as an action that can be undertaken, now, through the Urban Agriculture Strategy, "to help Londoners grow their own food through community gardens or at-home gardening programs."<sup>1</sup> To provide locally grown food for a culturally diverse, densely populated and rapidly growing City such as London; all resources and opportunities must be employed.

The omission of the Extreme Climate Mitigation effects and growing potential of Green-roofs and Green-walls is a notably missing component in this Climate Emergency Action Plan. The heat island effect created by the dark asphalt and grey concrete infrastructure of cities cause serious illness and negative health effects for many city residents ranging from heat rash and cramps to cardiovascular diseases, respiratory diseases, and may lead to stroke<sup>2</sup>. Green-roofs and Green-walls have a recognized benefit in reducing the heat island effect of cities. Green-roofs provide an insulating effect to cool buildings in the summer and contain heat in the winter that reduce energy usage, clean urban air, enhance stormwater management, increase biodiversity<sup>3</sup> and improve quality of life.<sup>4</sup> When designed and built properly, green-roofs are potential urban gardens or urban farms compatible with solar PV systems, that will allow more residents grow food close to home, provide locally sourced food for institutions and create jobs to feed more people. Green-walls can add another benefit by breaking down the wind tunnel effect



**FUAL**  
Friends of Urban  
Agriculture London

created amongst tall buildings.<sup>5</sup> Implementing Green infrastructure such as Green-walls and Green-roofs provides an environmental benefit<sup>6</sup> to the whole city.

Friends of Urban Agriculture London urges the Strategic Priorities and Policy Committee to recognize the beneficial use of green-roofs and green-walls in urban infrastructure and prioritize its specific inclusion in the Climate Emergency Action Plan. We further urge the committees and City Council to implement a Green-roof bylaw. “The Planning Act provides for municipalities to mandate sustainable urban design through site plan approvals.”<sup>7</sup> “Municipalities cannot rely solely on Ontario’s Building Codes minimum requirements in order to achieve their environmental goals and build better communities.”<sup>8</sup> “The Building Code Act establishes minimum standards and technical requirements for building construction.”<sup>7</sup> “Municipalities have authority beyond the OBC when it comes to shaping their communities.”<sup>8</sup>

Munich was the world’s first city to implement a green-roof bylaw in 1996.<sup>9</sup> Toronto followed suit in 2009 and since then, other cities such as San Francisco and Copenhagen have passed laws mandating Green-roofs.<sup>10</sup> London does offer density bonusing or other zoning incentives to developers who pursue green roof projects. There appears to be little to no buy-in when a developer is getting an extra hi-rise story for each bachelor apartment rented at 80% of market rate. A City of London by-law would not prohibit the City from offering Green infrastructure incentives such as reduced stormwater fees, tax abatements or grant programs.<sup>10</sup>

Considering that ten tons of space dust fall to earth each day<sup>11</sup>, we expect that new technologies will be designed and deployed with a holistic view of the complete life-cycle within a circular economy. Remember, it was technology that got us here.

Sincerely,

*Stephen Harrott*

Stephen Harrott; Executive Committee Chairperson, Friends of Urban Agriculture London, ONT

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- <sup>1</sup> <https://getinvolved.london.ca/12452/widgets/49288/documents/74319>
  - <sup>2</sup> <https://www.canada.ca/en/services/health/publications/healthy-living/reducing-urban-heat-islands-protect-health-canada.html>
  - <sup>3</sup> <https://news.uoguelph.ca/2011/04/green-roofs-require-special-plants-gardening-techniques/>
  - <sup>4</sup> [https://19january2017snapshot.epa.gov/heat-islands/using-green-roofs-reduce-heat-islands\\_.html](https://19january2017snapshot.epa.gov/heat-islands/using-green-roofs-reduce-heat-islands_.html)
  - <sup>5</sup> <https://www.purple-roof.com/post/how-green-roofs-mitigate-heat-island-effects>
  - <sup>6</sup> <https://www.biophiliccities.org/torontos-green-roof-bylaws/>
  - <sup>7</sup> [Briefing Note - Municipal Green Development Standards](#) (Clean Air Partnership)
  - <sup>8</sup> [Towards Low Carbon Communities: Creating Municipal Green Development Standards](#) (Clean Air Partnership and Federation of Canadian Municipalities)
  - <sup>9</sup> <https://www.cityscape-intelligence.com/architecture/why-cities-across-world-are-incorporating-green-roofs-their-bylaws>
  - <sup>10</sup> <https://guarinicenter.org/a-review-of-green-roof-laws-policies/>
  - <sup>11</sup> Coffee Times, South Lampton Edition, March 30 to April 5, 2022; Dunlop Marketing, Dresden, On. <https://news.uoguelph.ca/2011/09/researchers-develop-green-roofs-for-canadian-climates/>  
<https://livingroofs.org/argentina-san-francisco-bylaw/>
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# 2021 Council Compensation Review Task Force Final Report

March 2022

## 1. Task Force Composition and Duties

The Municipal Council directed the City Clerk to invite the members of the 2016 Council Compensation Review Task Force to undertake the 2021 update based on the approved Terms of Reference. The City Clerk was asked to invite members from the 2016 Council Compensation Review Task Force to serve on the 2021 Task Force. The only returning member was Dan Ross. The City Clerk recommended individuals with varying and well-rounded experience and background in academic, human resources, non-profit, public policy, business, and public office sectors. The Municipal Council ratified the appointments on October 26, 2021. It should be noted that members of the Civic Administration are not eligible to serve as members of the Task Force.

### Voting Members

Dan Ross (Chair) – retired lawyer and local business owner

Don Bryant – retired Partner of the law firm McKenzie Lake, Lawyers LLP

Joe Lyons – assistant professor and Director of the Local Government Program in the Department of Political Science at Western University

Christene Scrimgeour – is a managing partner of Scrimgeour & Company CPA, Professional Corporation

Jeff Tudhope – graduate of the Master of Industrial Relations program at Queen's University and has over 10 years of experience as a Human Resources and Labour Relations professional.

### Task Force Clerk

Sarah Corman – Deputy City Clerk

Cathy Saunders – City Clerk (retired)

### Additional Staff Resources

Anastasia Bush – Administrative Assistant II

Ian Collins – Director, Financial Services

Glynis Tucker – Communications Specialist

### Duties

The Council Compensation Review Task Force ("Task Force") reports to the Municipal Council, through the Strategic Priorities and Policy Committee ("SPPC").

As directed by Council, the Task Force was responsible for reviewing and providing recommendations with respect to the Councillors' compensation, including:

- a) the review of the most recent median full-time employment income data for Londoners;
- b) review, consider and continue work on the recommendations of any previous Council Compensation Review Task Force that the Task Force feels are relevant;
- c) making recommendations regarding implementation of any changes in compensation, which may include phasing in and indexing.

The Terms of Reference for the 2021 Council Compensation Review Task Force are attached as Appendix 'A'. It should be noted that it is the position of the Task Force



that the review of the Councillors' benefit package, staff support model and expense accounts do not fall within the Terms of Reference of the Council Compensation Review Task Force. Particular note should be given to the Guiding Principles provided by Council:

1. No Councillor should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
2. The system of remuneration must be transparent, open and easily understandable.
3. Remuneration needs to be sensitive to local market conditions, recognizing that the role of Councillor is neither a full-time nor part-time role, but rather a unique role.
4. Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor.

## **2. Activities and Research**

The Task Force held seven (7) meetings from November 12, 2021 until March 31, 2022, including one Public Participation Meeting ("PPM") held on March 9, 2022, in which members of the public could participate in person or electronically.

### **Compensation Research Activities**

The approach for the 2021 Task Force review was scoped based on the Terms of Reference. The Task Force reviewed current information with respect to pertinent legislation related to the legislated role of Council Members. The following is the information the Task Force reviewed:

- Final Report of the 2016 Council Compensation Review Task Force (Appendix "B")
- Median Full-Time Employment Income Data for Londoners (Appendix "C")
- A by-law to eliminate the "one-third tax free" allowance for Elected Officials (Appendix "D")
- Remuneration Chart (Appendix "E")
- Remuneration for Elected Officials and Appointed Citizen (Appendix "F")
- Appointment of Deputy Mayor Policy (Appendix "G")
- Municipal Act, 2001 (Appendix "H")
- Staff Report - Implementation Modernizing Ontario's Municipal Legislation Act 2017 (Appendix "I")
- Staff Report - Council Procedure By-law (Appendix "J")

### **Input from the Public**

The Task Force engaged the public through two methods: a public survey and a public participation meeting. The public survey was hosted on 'Get Involved' and promoted online through social media platforms such as Facebook and Twitter. The survey and 'Get Involved' webpage included information for participants with respect to the role of Councillors, the current ward Councillors' compensation, the median full-time employment income, and the scoped nature of the review being undertaken by the 2021 Task Force.

The survey contained five (5) questions both closed and open-ended in nature. The survey was posted between January 5, 2022 and January 16, 2022 with 154 people visiting the survey and participating in one or more questions. Included as Appendix "K" are the results of the public survey.

The Task Force also hosted a Public Participation Meeting on March 9, 2022. Attached as Appendix "L" is the presentation provided in advance of the meeting. The presentation outlines the process and direction of the Task Force. This meeting was advertised in the Londoner for two weeks and promoted online through social media platforms such as Facebook and Twitter. The attendance at the Public Participation Meeting was not high with three members of the public attending. A summary of the comments made during that meeting are provided below:

- recognition of the unique role of Councillor as neither a full-time or part time role and that it is not easily fit into standard human resources schemes in terms of compensation;
- concern with the lack of transparency with the automatic annual adjustment;
- public benefit of having report through Council annually; and
- the need for more accountability of Councillors.

### **Input from Council Members**

The Task Force surveyed Council Members to seek their input on matters within the limited scope of the 2021 Task Force. The identity of the individual respondents was not disclosed to the Task Force to avoid any perception of bias and to also encourage thoughtful and honest feedback from the survey participants. Included as Appendix “M” are the results of the Council Members survey.

## **3. General Considerations and Observations**

There were four general considerations that defined the research activities of the Task Force and the input from public and Council Members:

- expense accounts, benefits, and staff support are not included in the mandate or scope of review of the Task Force;
- the concepts of full-time or part time Councillors are not within the mandate or scope of review of the Task Force;
- both an hourly wage and pay for performance have too many variables to be considered within the scope of review of the Task Force; and
- the sample size of the survey and participation in the public meeting was very limited and concern was shared by Task Force members over how reflective they actually might be of the opinions of the residents of London.

In terms of general observations, the following were noted:

- support for the current methodology i.e., median full-time employment income for Londoners to determine annual compensation for Councillors, noting a portion of respondents indicated they felt Councillors were underpaid;
- considerable mention of the need for full-time Councillors and compensation reflecting full-time employment;
- considerable mention of pay for performance and hourly wage;
- some mention, but with lesser support, for increased pay for Councillors equating their function to an “executive” function within the Corporation;
- mention of comparison to other municipalities, but the support remained for a local London solution;
- the public shared a good understanding of the proposal to set an annual adjustment of compensation over the four-year term of Council based on the average annual increase in median full-time employment income for Londoners taken from the most recently available census data; and
- the public survey expressed overall support for the general direction of the Task Force with respect to annual adjustment and an adjustment mechanism that would be “automatic” and not require that Council revisit the issue annually. Support for the automatic increase was confirmed at the public participation meeting, but with a requirement that it be subsequently reported in open meetings of Committee and Council to ensure transparency.

## 4. Recommendations

The Terms of Reference (Appendix “A”) details the scoped stipend review undertaken by the 2021 Task Force. As noted earlier, support for Councillors, such as benefits, staff support, and expense accounts are considered out of scope. As such the Task Force is not making any recommendations regarding those matters.

### (a) Compensation

**RECOMMENDATION #1:** Consistent with current practice, and effective with the commencement of the next term of Council, the annual compensation for serving as a Ward Councillor BE SET at the 2020 median full-time employment income for Londoners as determined from the 2021 Census data, it being noted that while 2021 data will not be available until July 2022, it will be available well prior to the effective date of adjustment.

**Rationale:** The Task Force felt that much of the rationale shared in the 2016 Report remained applicable, including the following:

*Effective Date* – The Task Force believes that by setting an effective date beyond the term of the Council approving the adjustment in compensation, it creates an additional degree of separation between the Council that approves an adjustment and the Council that is impacted by the adjustment. It is further believed that compensation for future Councils should be set well enough in advance of the nomination period to depoliticize the determination of compensation and to ensure potential candidates understand what compensation will be available to them, should they be elected to Council. Public feedback also suggested that the current Council should set the compensation for the next Council. It is important that Council Members serving for the next Council term are appropriately compensated for the duration of their term, in order to enable them to carry out their duties to the best of their ability throughout their entire term of office, and to mitigate any income barriers to running for office.

*Rate of Compensation* – The Task Force recognized that the role of a Councillor is unique and, for the purposes of determining compensation, did not consider it necessary to define it as “full-time” or “part time” in its deliberations. Rather, it sought to fully understand the time commitment, content and responsibility of the role and what level of compensation was necessary to enable effectiveness and efficiency so that Council Members could perform their duties to the highest level of their ability. There was a clear desire by the public to have a simple, “made in London” solution that considered local influences and was easy to understand.

While the Task Force saw the role of a Council Member as one of public service, it felt strongly that just because the role was regarded as one of “public service” it did not mean that individuals in that role should not be compensated. The Task Force was also of the opinion that the foundation for determining an appropriate level of compensation was, by its very nature, different than an hourly wage job. One should take into consideration the type of duties, comparable roles in other municipalities, London’s own economy, public expectations, legislative expectations, complexity of the role, time commitment, personal liability, as well as the resources required to effectively fulfill the associated duties in order to arrive at a reasonable level of compensation. Ultimately the Council Member role does not constitute an employment relationship, but compensation needs to be set at a level so that it is not a primary motivator to run for office, yet allows someone who runs for public office to serve in that role as effectively as possible, and ensure that income is not a barrier to running for office. While there is often the inclination to default to “pay for performance”, the lens for reviewing compensation should more appropriately be one of “enablement”, noting that performance assessment will come with each municipal election.

**RECOMMENDATION #2:** That the current formula for adjusting Council compensation on annual basis BE AMENDED to be based on the average annual variation in median full-time employment income determined from published Census data over the most recent census period (2021 Census data) as opposed to the Labour Index or CPI.

**Rationale:** The Task Force sought a method of annual adjustment that would be transparent, easily determined, and fairly reflective of London’s economic position based upon the most recent Census data. The most recent Census data becomes the single point of reference for adjustment of compensation at the beginning of a Council term and annually thereafter.

**Comparison Between Current and Proposed Methods**

**Current Method (Labour index / CPI)**

Year	Compensation	Percentage %	Amount \$
2018	\$51,181	start	start
2019	52,358	2.30%	\$1,117
2020	52,358	0.00%	0
2021	52,725	0.70%	367
<b>TOTAL</b>			<b>\$1,544</b>

**Proposed Method (Variations to the Median)**

Year	Compensation	Percentage %	Amount \$
2018	\$51,181	start	start
2019	51,884	1.374%	\$703
2020	52,597	1.374%	713
2021	53,320	1.374%	723
<b>TOTAL</b>			<b>\$2,139</b>

**RECOMMENDATION #3:** That the annual adjustment in Councillor compensation BE AUTOMATIC and administered by the Civic Administration.

**Rationale:** While annual adjustment should be transparent and reported to Committee and Council in open session, it should be determined independently of Council, and implemented by the Civic Administration. It is noted that Council compensation is currently published annually by Civic Administration.

**(b) Future Reviews**

The Task Force endorsed the recommendation of the 2016 Task Force.

**RECOMMENDATION #4:** That a review of Council Compensation BE UNDERTAKEN by an independent body, once per Council term, subject to the following:

- (a) the review should be completed no later than six months in advance of the date that nominations are accepted for the next municipal election;
- (b) any adjustments should be effective on the first day of the next Council term;
- (c) the Task Force should, as much as possible, reflect the diversity of the community and ideally the participants should have knowledge in the areas of municipal government, research, statistics, public engagement and compensation;
- (d) the Task Force should be limited to no more than five individuals;
- (e) the review should include a review of the major supports required for Council Members to efficiently and effectively carry out their role to the best of their ability as the availability of these supports helps to inform compensation;

- (f) the review should consider if median full-time income remains an appropriate benchmark for Council Member compensation;
- (g) the review should consider if the current formula for interim adjustments remains appropriate; and
- (h) public engagement should continue to be a component of the review process and that engagement should be undertaken in a manner which recognizes community preferences and needs.

**Rationale:** The Task Force believes that a comprehensive review of Council compensation is not required more frequently than once per Council term to ensure it remains appropriate. By utilizing an independent body to conduct the review and make its recommendations, the Council effectively distances itself from influencing the recommendations and is able to take advantage of outside expertise.

The Municipal Council can create a further degree of separation by adopting the approach that any increases recommended by a Task Force would not be in effect until the next Council takes office. It is, however, important to have compensation decisions completed sufficiently in advance of the opening of nominations for the next municipal election. While the Task Force stands by the opinion that being a Council Member is a public service and not a “job”, compensation does have a bearing on a person’s ability to effectively and efficiently serve as an elected official. Individuals who are considering running for office should have that information to help them decide if they will run for office or not.

Any Task Force should be reflective of the community it represents, and therefore the diversity of membership is important. Furthermore, there are certain skill sets that are helpful to a review of Council compensation, with some key areas of knowledge being municipal government, research, statistics, public engagement and compensation. In terms of numbers, while it is desirable to have sufficient numbers in order to be able to broaden the diversity and knowledge base of the Task Force, too many participants can negatively impede the progress of the Task Force’s work. Different perspectives and information can be obtained through the public engagement process, without unnecessarily impeding oversight of the review process itself.

While a major review of compensation once every four years is sufficient, the Task Force believes that a policy for annual adjustments is necessary in order to ensure there is an independent mechanism for making interim adjustments that are in keeping with local economic data. That policy should be reviewed by each Task Force to ensure it remains relevant.

While the proposed Task Force composition should be diverse and draw upon a varied knowledge base, this does not preclude the importance of seeking public input and, therefore, public engagement should remain a component of any Task Force’s activities. The manner in which that engagement is done should be in keeping with the best practices of the day.

For the reasons expressed in this report, the Task Force feels strongly that median full-time employment income is an appropriate benchmark for Council compensation and recommends that subsequent Task Forces consider if it remains an appropriate benchmark for Council Member compensation.

### **(c) Other Recommendations**

There were some common themes that came up during the consultation and research activities of the Task Force which highlighted two matters that did not necessarily fall directly within the mandate and scope of review of the Task Force. However, the Task Force felt that those areas did have a correlation to compensation and were important enough to warrant bringing them to the attention of the Municipal Council. Those matters included:

- (a) the need for transparency in informing the public, in an effective and timely manner, of annual adjustment to Councillor compensation; and
- (b) the Task Force heard strong arguments from a few members of the public urging consideration of performance-based compensation, which warrants reference in this report.

**RECOMMENDATION #5:** That the following activities related to public engagement and notice BE TAKEN:

- (a) That opportunities BE EXPLORED to determine what online public spaces (webpages, social media, etc.) might be available in order to ensure that the system of remuneration for Council, including annual adjustment, is transparent, open, and easily accessible and understandable to the public; and
- (b) That annual adjustments to Council compensation BE REPORTED to Committee and Council and recorded in the minutes of Committee and Council.

**Rationale:** An educated and informed public and public participation are integral elements of effective Council compensation review.

**RECOMMENDATION #6:** That NO ACTION BE TAKEN with respect to the consideration of a system of performance-based compensation for Council Members.

**Rationale:** The Task Force heard again strong arguments from a few members of the public urging consideration of performance-based compensation for Council Members. The Task Force does not consider this appropriate given the nature and performance of a Council Members' duties, the vast differences in experience and approach (quantity versus quality) and the very unique and different demands from constituency to constituency. Accommodation of the above factors would, in the opinion of the Task Force, make it very difficult to create and enforce a system of performance-based compensation in an equitable manner. Performance will inevitably be measured every four years by the voting public.

## 5. Acknowledgements

The members of the 2021 Council Compensation Review Task Force would like to acknowledge and thank the following for their contribution to the work of this Task Force.

- Members of the public who took the time to fill in the public Council Compensation Survey online and participated in the Public Participation Meeting.
- Council Members who provided responses to the anonymous survey.
- Local media who provided coverage of the activities of the Task Force.
- City of London staff that supported the work of the Task Force throughout the process.

Respectfully submitted:

Dan Ross, Chair

On behalf of the 2021 Council Compensation Review Task Force

## **Appendix “A”**

### **TERMS OF REFERENCE**

#### **2021 COUNCIL COMPENSATION REVIEW TASK FORCE**

##### **COMPOSITION**

Voting Members: Five members to be chosen by the City Clerk of the City of London and subject to ratification by Municipal Council.

##### **TERM OF OFFICE**

The Council Compensation Review Task Force shall commence its work as soon as possible and be disbanded upon submission of its Final Report to the Strategic Priorities and Policy Committee by no later than March 31, 2022.

##### **QUALIFICATIONS**

Members of the Task Force will be chosen by the City Clerk and ratified by Municipal Council using all appropriate Council policies and procedures, and be reflective of the relevant principles contained within the Strategic Plan. Within these parameters, the Clerk will have full discretion over the selection process, subject to ratification by Municipal Council, including the determination and assessment of candidate qualifications. Members of the Civic Administration are not eligible to serve as members of the Task Force.

The Chair and Vice-Chair are elected by the Task Force from among its Members, at its first meeting

##### **MEETINGS**

The first meeting shall be called by the City Clerk. Subsequent meetings shall be at the call of the Chair, in consultation with the Task Force Clerk.

##### **DUTIES**

The Council Compensation Review Task Force reports to the Municipal Council, through the Strategic Priorities and Policy Committee.

The Task Force shall be responsible for reviewing and providing recommendations with respect to the Councillors' compensation, including:

- a) the review of the most recent median full time employment income data for Londoners;
- b) review, consider and continue work on the recommendations of any previous Council Compensation Review Task Force that the Task Force feels are relevant;
- c) making recommendations regarding implementation of any changes in compensation, which may include phasing in and indexing.

##### **GUIDING PRINCIPLES**

1. No Councillor should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
2. The system of remuneration must be transparent, open and easily understandable.
3. Remuneration needs to be sensitive to local market conditions, recognizing that the role of Councillor is neither a full-time nor part-time role, but rather a unique role.

## **Appendix “A”**

4. Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor.

### **VACANCIES**

The same procedure is followed as for the initial appointment of members to the Council Compensation Review Task Force.

### **REMUNERATION**

No remuneration is paid to the Council Compensation Review Task Force members.





# FINAL REPORT OF THE 2016 COUNCIL COMPENSATION REVIEW TASK FORCE

JULY 2017

# 1. TASK FORCE COMPOSITION AND DUTIES

The Municipal Council chose a different approach to populating the 2016 Council Compensation Review Task Force. The City Clerk was asked to choose the Members for the Task Force, for ratification by Municipal Council, using all appropriate Council policies and procedures. The membership was to be reflective of the relevant principles contained within the City of London's Strategic Plan. Within these parameters, the City Clerk determined appropriate candidate qualifications and undertook a targeted selection process to seek out a well-rounded group of qualified and independently-minded individuals. Members of the Civic Administration were not eligible to serve as members of the Task Force.

## Voting Members

*Dan Ross (Chair)* – Retired lawyer and local business owner

*Martin Horak* – Associate Professor & Director, Local Government Program, Western University

*Mike Moffatt* – Assistant Professor, Business, Economics and Public Policy, Richard Ivey School of Business\*

*Phyllis Retty* – Retired Finance and Human Resources Leader

*Greg Watterton* – Retired Senior Municipal Administrator – Finance

\*was unable to complete his term due to other obligations

## Task Force Secretary

*Linda Rowe* – Deputy City Clerk

## Additional Staff Resources

*Cathy Saunders* – City Clerk

*Tara Thomas* – Manager of Engagement

*Meagan Geudens* – Communications Specialist

*Jen Carter* – Manager, Policy & Strategic Issues (Facilitator – Focus Group Session)

*Karen Oldham* – Manager I – Community Development (Facilitator – Focus Group Session)

*Josh Machesney* – Co-op Student (research – other municipal jurisdictions)

*Emily Feduk* – Co-op Student (research – other municipal jurisdictions)

## Duties

The duties of the Task Force, as established by Council, were to review and provide recommendations with respect to:

- (a) Councillors' and Deputy Mayors' annual stipend including implementation of any changes in compensation, which may include phasing in and indexing; and
- (b) the process and timeline for future reviews of Council compensation.

## 2. ACTIVITIES AND RESEARCH

The Task Force held 14 meetings from March 2016 to present. That number does not include an additional Focus Group Session and an Open House Session that were conducted as part of the community engagement process.

### Compensation Research Activities

The Task Force collected and analyzed research materials from 16 other municipal jurisdictions. While the Task Force felt it was important to look at municipalities within Ontario, it also believed that there was merit in looking at municipalities of a similar size across Canada, understanding that no two municipalities are entirely the same. A summary of the data that was gathered is provided in Appendix A.

In addition to the above research data, the Task Force also considered the following:

- the allocated responsibilities of the Deputy Mayor selected by the Mayor (Appendix B)
- the legislated role of a Council Member, together with the legislated role of the Head of Council and Municipal Administration, for contextual purposes (Appendix C)
- the current compensation (Appendix D)
- the current policy applicable to compensation adjustments (Appendix E)
- the guiding principles established by the Municipal Council for the Task Force's review (Appendix F)

The Task Force also reviewed the Final Reports of the 2010 Council Compensation Review Task Force and the 2013 Council Compensation Review Task Force in order to gain a better understanding of the analyses, observations and recommendations that arose from prior reviews of Council compensation.

### Seeking Input from Council Members

The Task Force surveyed Council Members to seek their perspective on matters within the scope of the Task Force. The identity of the individual respondents was not disclosed to the Task Force in order to avoid any perception of bias and to also encourage thoughtful and honest feedback from the survey participants. A summary of the Council Members' feedback is presented in Appendix G. There was a high response rate by the Council Members.

### Seeking Input from the Public

As noted above, the 2016 Task Force engaged the public in two new ways: a Focus Group Session and an Open House. This was in addition to conducting a public survey, which was an outreach initiative that had been undertaken by previous Task Forces.

The Focus Group Session allowed the Task Force to reach out to specific sectors in London, enabling a broader and more diverse perspective on Council compensation. (Appendix H) Participants in the Focus Group Session included the following, though others had been invited but were unable to participate for various reasons:

- Age Friendly London Network
- Argyle Business Improvement Area
- Downtown London Business Improvement Area
- Fanshawe Student Union
- London Arts Council
- London Chamber of Commerce
- London Health Sciences Centre
- London Middlesex Local Immigration Partnership
- London Youth Advisory Council
- Old East Village Business Improvement Area
- Pillar Non-Profit
- St. Josephs Health Care London

- Urban League of London
- Western USC

The Open House offered a less structured forum for providing information directly to interested members of the public, answering questions from the public, hearing comments from the public and an opportunity for members of the public to fill out a hard copy survey if they wished to do so. The Task Force believed that this format would be less intimidating for the public and would hopefully result in higher participation. While the attendance numbers at the Open House were not high, they were almost double the number experienced at the last public participation meeting held on Council compensation.

The survey was developed in such a way as to focus questions on areas upon which the 2016 Task Force wanted public input, without it being an onerous task for the public to complete. The Compensation Survey was available for public input from March 20th to April 3rd, both online and in hard copy. Hard copy survey results were combined with online results to provide a consolidated set of results, included as Appendix I.

In addition to the above, comments were also received via social media, email and hard copy. Those comments are summarized in Appendix J.

## General Considerations and Observations

There were three related developments that arose and were considered during the Task Force's review:

- the Municipal Council reduced the number of Deputy Mayor positions from two to one;
- the Federal Government announced that it is considering removing the tax exemption for non-accountable expense allowances to certain municipal office-holders (often referred to as the "1/3 tax free allowance"); and
- the permanent support staff complement in the Councillors' Office was changed from one Executive Assistant position, two Administrative Assistant II positions, one Administrative Assistant I position, and two Co-Op Student positions to one Executive Assistant Position, 4 Administrative Assistant II positions and 1 Co-Op Student, noting that Ward Councillors remain able to engage private contract assistance through their annual expense allocation, as was previously the case.

In terms of general observations as a result of the Task Force's outreach and research initiatives, the following was noted:

- while a review of comparative municipalities is informative, there is a clear desire by the public to have a "made in London" solution that considers local influences;
- the role is one of public service...it is not a career;
- the primary functions of a Council Member are as a strategic manager and as a respondent to constituents;
- there is a general view that a significant number of hours are required to fulfill the role of a Council Member and, while not precluded from other employment, a Council Member's main focus should be fulfilling that role;
- the data results have to be interpreted understanding that the respondents represent a very low percentage of the population;
- consideration needs to be given as to what level of compensation will allow elected individuals to carry out their Council duties to the highest level of their ability;
- while London appears to have a reputation for being static, in reality it has increased its size by 25% since the early 90s and has experienced a shift in demographics and industry;
- there have been regulatory changes which have increased the fiduciary responsibility and personal liability of each individual Council Member; and
- the Internet, email, social media and other emerging technologies have created a substantial change in expected access to Council Members.

Additionally, the Municipal Council set the following guidelines for the Task Force:

- (a) No Councillor should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
- (b) The system of remuneration must be transparent, open and easily understandable.
- (c) Remuneration needs to be sensitive to local market conditions and to compensation levels in comparable municipalities.
- (d) Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor and Deputy Mayor.

### 3. RECOMMENDATIONS

The Task Force's terms of reference explicitly excluded the Mayor's compensation and the benefits (health coverage, life insurance, etc.) for Council Members. As such the Task Force is not making any recommendations regarding those matters.

#### a) COMPENSATION

**RECOMMENDATION #1:** That effective with the commencement of the next term of Council, the annual compensation for serving as a Ward Councillor BE SET at the 2016 median full time employment income for Londoners; it being noted that while 2016 data will not be available until the Fall of 2017, based upon the 2011 National Household Survey data, about 35% of Londoners ages 15 years and over worked full year, full time with employment income in 2010 and had a median employment income of \$47,805 and an average employment income of \$57,112.

#### **Rationale:**

*Effective Date* – The Task Force believes that by setting an effective date beyond the term of the Council approving the adjustment to the Ward Councillor compensation, it would create an additional degree of separation between the Council that approves an adjustment and the Council that is impacted by the adjustment. It is further believed that compensation for future Councils should be set well enough in advance of the nomination period to depoliticize the determination of compensation and to ensure potential candidates understand what compensation will be available to them, should they be elected to Council. It is acknowledged that the current compensation for Ward Councillors has not been adjusted since 2013, prior to the current Council holding office, but in light of the comments above, it was felt that it would be most appropriate to apply any compensation increase to the next term of Council. Public feedback also suggested that the current Council should set the compensation for the next Council.

The Task Force considered phasing the increase in over a period of time, but is specifically not recommending that the increase be phased. It is important that Council Members serving for the next Council term are appropriately compensated for the duration of their term, in order to enable them to carry out their duties to the best of their ability throughout their entire term of office, and to mitigate any income barriers to running for office.

*Rate of Compensation* – The Task Force recognized that the role of a Councillor is unique and, for the purposes of determining compensation, did not consider it necessary to define it as “full time” or “part time” in its deliberations. Rather, it sought to fully understand the time commitment, content and responsibility of the role and what level of compensation was necessary to enable effectiveness and efficiency so that Council Members could perform their duties to the highest level of their ability. While the Task Force's review of comparative municipalities was informative, the public engagement component of the review revealed that there was a clear desire by the public to have a simple, “made in London” solution that considered local influences and was easy to understand.

The Task Force came to the conclusion that the median full time income of Londoners would serve as a reasonable and practical benchmark for the rate of compensation for a Council Member, while being reflective of local economic conditions. Other local

factors would not be as useful for benchmark purposes. As an example, the housing market is notoriously fickle and therefore would not be a solid factor on which to base compensation.

The Task Force gathered information through its public engagement process (see Appendices H – Council Compensation Focus Group Session, I – Public Survey and J – Other Public Comments). Those findings revealed that;

- a) the public often expects Council Members to be available a significant number of hours of the week, recognizing there are ebbs and flows with their workload, and that the Council work should be a priority;
- b) the statutory and discretionary duties are important factors in setting compensation, as is the level of other supports;
- c) the local economy should have a significant bearing on compensation (i.e. “made in London” solution);
- d) compensation should not be an incentive or disincentive; and
- e) other municipalities’ compensation rates should not dictate compensation levels for London’s Council Members.

The Task Force also gathered information through an anonymous survey of Council Members. (see Appendix G). Those findings revealed that:

- a) more time is spent on constituency-related work than meetings;
- b) constituents are communicated with via various means (in-person, e-mail, telephone, written correspondence, social media, etc.)
- c) hours of work tend to be evenings and weekends and fluctuate based upon constituent and meeting demand, as well as each Council Member’s other obligations;
- d) there is a shortage of resources;
- e) it is challenging to balance personal, business and Council demands; and
- f) Council duties are not just conducted at City Hall.

In addition to the above, the Task Force considered the legislated duties of a Council Member (see Appendix C), as well as the many pieces of legislation that Council Members must have varying degrees of familiarity with (e.g. *Municipal Act, 2001*, *Planning Act*, *Canada Anti-Spam Legislation*, *Municipal Freedom of Information and Protection of Privacy Act*, *Accessibility for Ontarians with Disabilities Act*, *Business Corporations Act*, *Environmental Assessment Act*, *Municipal Conflict of Interest Act*, etc.) which, in some instances, carry some personal penalties with them, as well as the broad range of issues that face the local community (e.g. economic, climactic, infrastructure, housing, social services, development, funding, etc.). Those legislative requirements have increased the complexity of a Council Member’s role, in addition to the many challenges associated with a city the size of London.

While the Task Force saw the role of a Council Member as one of public service, it felt strongly that just because the role was regarded as one of “public service” it did not mean that individuals in that role should not be compensated. The Task Force was also of the opinion that the foundation for determining an appropriate level of compensation was, by its very nature, different than an hourly wage job. One should take into consideration the type of duties, comparable roles in other municipalities, London’s own economy, public expectations, legislative expectations, complexity of the role, time commitment, personal liability, as well as the resources required to effectively fulfill the associated duties in order to arrive at a reasonable level of compensation. Ultimately the Council Member role does not constitute an employment relationship, but compensation needs to be set at a level so that it is not a primary motivator to run for office, yet allows someone who runs for public office to serve in that role as effectively as possible, and ensure that income is not a barrier to running for office. While there is often the inclination to default to “pay for performance”, the lens for reviewing compensation should more appropriately be one

of “enablement”, noting that performance assessment will come with each municipal election.

It was very clear that constituents seek the assistance of their Council Member with various day to day concerns such as pot holes and other nuisances in their neighbourhoods, and expect a prompt response on those matters. They also have an expectation that their Council Member will represent the interests of the ward they serve and will keep their constituents advised of any major issues affecting their ward. Findings by this Task Force, and from previous Task Forces, substantiate that the work of a Council Member requires a significant number of hours a week. Furthermore, it appears that the public does not regard this as a 9 AM to 5 PM, Monday to Friday, role. Rather, they expect that Council Members will be available all times of the day, all days of the week. While this expectation may be considered, at times, unrealistic, it does demonstrate that there is a significant time commitment expected of Council Members by the constituents they serve and that Council Members should be visible in the community.

Another observation made by the Task Force was that there was a significant gap in the rate of compensation between the Mayor and a Council Member in the City of London, versus the gap between those roles in other municipalities. The Task Force has made the assumption that the gap in London is reflective of historical expectations of that role, rather than the current reality of how the role has evolved in terms of public expectation, the size and complexity of the City of London, and other legislative influences. The recommended compensation will help reduce that gap.

**RECOMMENDATION #2:** That NO ACTION BE TAKEN at this time with respect to the provision of additional compensation for the role of Deputy Mayor; it being noted that the level of compensation for this role should be reassessed once the role is more clearly defined and is not reliant on the discretion of each mayor.

**Rationale:** The current Municipal Council approved a new governance model which put in place two Deputy Mayors: one selected by the Mayor and one selected by the Municipal Council. Part way through the current Council term, the Municipal Council further refined the governance model by eliminating the Deputy Mayor position selected by the Municipal Council.

The current policy regarding the appointment of the Deputy Mayor states “The Mayor shall be solely responsible for determining which of their powers and duties are to be allocated to the Deputy Mayor and may adjust that allocation from time to time, at their discretion.” Primarily due to the ambiguity of the duties of the Deputy Mayor, and considering that the role has been established for a relatively short period of time, the Task Force felt that no action should be taken at this time with respect to additional compensation for this role. However, the Task Force notes that compensation for the Deputy Mayor should be reassessed by Council once the role becomes more clearly defined and there is experience on which to base a recommendation.

**Recommendation #3:** That NO ACTION BE TAKEN with respect to the provision of additional compensation for Ward Councillors serving as the Chair of a Standing Committee and all Council Members BE ENCOURAGED to serve as Chair throughout the course of their term of office.

**Rationale:** The Task Force believes that every Council Member should take on the role of Chair at some point through their term of office as a matter of course and, therefore, there should be no monetary incentive or disincentive to assume that role or not.

**Recommendation #4:** That the current formula for adjusting Council compensation on annual basis BE CONTINUED.

**Rationale:**

The current policy for the annual adjustment of Council compensation is as follows:

**5(32) Remuneration for Elected Officials and Appointed Citizen Members**

*That a policy be established to adjust the salaries and honorariums of the elected officials and appointed citizen members of local boards and commissions where stipends are paid annually on January 1st by the percentage increase reflected in the Labour Index (monthly Index, Table 3), on the understanding that if such an index reflects a negative percentage, the annual adjustment to the salaries of elected officials and appointed citizen members will be 0%; and on the further understanding that if the Labour Index (monthly Index, Table 3) has increased by a percentage greater than the Consumer Price Index, Ontario, the annual percentage increase in the salaries and honorariums of the elected officials and appointed citizen members will be no greater than the increase in the Consumer Price Index, Ontario. It shall also be understood that in those years where non-union staff wages are frozen, no increase shall be applied.*

Having considered the above policy, the Task Force is of the opinion that it remains effective and objective, and continues to ensure that compensation remains reasonable and respectful of local economic conditions. Therefore the Task Force sees no reason to change or discontinue the current policy for annual adjustments.

**Recommendation #5:** That, notwithstanding that there will be a minor budgetary impact by doing so, the City Clerk BE DIRECTED to bring forward the necessary by-law to eliminate the “1/3 tax free” allowance for Council Members, effective for the next Council term.

**Rationale:**

As part of its 2017 Budget, the Federal Government has suggested that some tax measures lack strong policy rationale and therefore require adjustment. One of those measures is the 1/3 tax free allowance available to certain municipal office-holders, and others. The Federal Government is proposing that this exemption be discontinued, though this tax policy change has not yet been made. Many Ontario municipalities have already discontinued utilization of the 1/3 tax free allowance on their own initiative, in the spirit of transparency, however London has not yet done so on the basis that removal of the allowance would have a negative, albeit very minor, impact on the local budget.

Unless the Federal Government makes the above-noted tax policy change prior to the next term of Council, which would negate the need for a by-law to eliminate the allowance, the Task Force believes that the time has come for London’s City Council to elect to discontinue the 1/3 tax free allowance and that this change should take effect with the next term of Council. This will help create greater transparency and position the City of London for expected changes to federal tax policy. This change also recognizes the fact that the original purpose of the exemption (i.e. to assist Council Members with any out-of-pocket expenses they incurred in carrying out their duties as a Council Member) has been mitigated over time through the provision of a separate expense allocation for Council Members. If City Council elects to discontinue the 1/3 tax free allowance prior to implementation of the recommended adjustment to compensation, it may wish to consider if an offsetting adjustment to compensation would be in order.

**b) FUTURE REVIEWS**

**Recommendation #6:** That a review of Council Compensation BE UNDERTAKEN by an independent body, once per Council term, subject to the following:

- i) the review should be completed no later than six months in advance of the date that nominations are accepted for the next municipal election;
- ii) any adjustments should be effective on the first day of the next Council term;



- iii) the Task Force should, as much as possible, reflect the diversity of the community and ideally the participants should have knowledge in the areas of municipal government, research, statistics, public engagement and compensation;
- iv) the Task Force should be limited to no more than five individuals;
- v) the review should include a review of the major supports required for Council Members to efficiently and effectively carry out their role to the best of their ability as the availability of these supports helps to inform compensation;
- vi) the review should consider if median full time income remains an appropriate benchmark for Council Member compensation;
- vii) the review should consider if the current formula for interim adjustments remains appropriate; and
- viii) public engagement should continue to be a component of the review process and that engagement should be undertaken in a manner which recognizes community preferences and needs.

**Rationale:**

The Task Force believes that a comprehensive review of Council compensation is not required more frequently than once per Council term to ensure it remains appropriate. Any minor adjustments that may be necessary in the interim would be addressed through the application of a pre-established Council Policy pertaining to annual adjustments. By utilizing an independent body to conduct the review and make its recommendations, the Council effectively distances itself from influencing the recommendations and is able to take advantage of outside expertise.

The Municipal Council can create a further degree of separation by adopting the approach that any increases recommended by a Task Force would not be in effect until the next Council takes office. It is, however, important to have compensation decisions completed sufficiently in advance of the opening of nominations for the next municipal election. While the Task Force stands by the opinion that being a Council Member is a public service and not a “job”, compensation does have a bearing on a person’s ability to effectively and efficiently serve as an elected official. Individuals who are considering running for office should have that information to help them decide if they will run for office or not.

Any Task Force should be reflective of the community it represents, and therefore the diversity of membership is important. Furthermore, there are certain skill sets that are helpful to a review of Council compensation, with some key areas of knowledge being municipal government, research, statistics, public engagement and compensation. In terms of numbers, while it is desirable to have sufficient numbers in order to be able to broaden the diversity and knowledge base on the Task Force, too many participants can negatively impede the progress of the Task Force’s work. Different perspectives and information can be obtained through the public engagement process, without unnecessarily impeding oversight of the review process itself.

As referenced previously, there are resources beyond monetary compensation which affect an individual’s capacity to effectively and efficiently carry out the duties of a Council Member to the best of their ability. Therefore, the Task Force believes there would be merit in taking a holistic look at other major supports beyond compensation (e.g. staff resources and expense allocations) to ensure all supports are complementary to one another and optimally meet the needs of Council Members in order to properly serve their constituents.

While a major review of compensation once every four years is sufficient, the Task Force believes that a policy for annual adjustments is necessary in order to ensure there is an independent mechanism for making interim adjustments that are in keeping with local economic data. That policy should be reviewed by each Task Force to ensure it remains relevant.

While the proposed Task Force composition should be diverse and draw upon a varied knowledge base, this does not preclude the importance of seeking public input and, therefore, public engagement should remain a component of any Task Force’s activities. The manner in which that engagement is done should be in keeping with the best practices of the day.

For the reasons expressed in this report, the Task Force feels strongly that median full time employment income is an appropriate benchmark for Council compensation and recommends that subsequent Task Forces consider if it remains an appropriate benchmark for Council Member compensation.

### c) OTHER RECOMMENDATIONS

There were some common themes that came up during the consultation and research activities of the Task Force which highlighted two matters that did not necessarily fall directly within the mandate of the Task Force. However, the Task Force felt that those areas did have a correlation to compensation and were important enough to warrant bringing them to the attention of the Municipal Council. Those matters included public education, Council Member expense accounts and, other resources available to Council Members in the concept of performance based compensation. Additionally, the Task Force heard strong arguments from a few members of the public urging consideration of performance-based compensation, which warrants reference in this report.

**Recommendation #7:** That the Municipal Council BE REQUESTED to consider how it can better educate the public with respect to the legislative and non-legislative roles of Council Members.

**Rationale:**

The Task Force was surprised at how little even those who worked regularly with Council Members understood what Council Members did in their role. Constituents should have ready access to those details as it will help inform their working relationship with their elected representatives, help them to understand how a Council Member can be of assistance, provide a yardstick by which to judge that they are being adequately represented by their Council Member and to inform their own decision making with respect to whether or not they had an interest in serving as a Council Member themselves. Sharing the role of Council Members on the City of London's website and through other outreach opportunities (e.g. information sessions for potential candidates for City Council) could greatly assist in resolving this information gap.

**Recommendation #8:** That the Municipal Council BE REQUESTED to establish and make publicly available a reasonable timeframe for an initial response to an enquiry made by a constituent to a Council Member so that service standards are available to the public, recognizing that staff support should be utilized in a manner that expedites the response process as much as possible.

**Rationale:**

It is generally-accepted best practice to establish service standards for outward facing services. With that in mind, it would be helpful for the public to be better informed regarding what service standards are in place for a Council Member's response to a constituent's enquiry. This could be done through information on the Council Members' web page, as well as automated email and phone messaging. The Focus Group participants generally felt that an initial response to a constituent enquiry should be provided within one business day and, depending on the complexity of the enquiry, that initial response could simply provide interim information, including the status of the file, or could, wherever possible, provide a complete response. In order to expedite the response process, Council Members should fully utilize their support staff to assist with responding to constituent enquiries on their behalf, in order to avoid unnecessary delays pending the Council Member's own availability to respond to the enquiry themselves.

**Recommendation #9:** That opportunities BE EXPLORED to determine what support services might be needed in order to ensure that the right conditions are set for a Council Member to perform their policy and constituency duties to the highest level of their ability.

**Rationale:** Both public input and Councillor survey results (see Appendices G, H, I and J) substantiate that there is a significant amount of time Council Members are expected to dedicate to performing their policy and constituency duties and that they actually dedicate to those duties. The Focus Group participants tended to believe that hours spent should be closer to 40 hours per week, the public survey results indicated hours spent should be over 20 hours per week and social media/other respondents tended to indicate that hours spent should be over 35 hours per week. Council Members' responses to hours spent on a daily basis suggest they do spend over 20 hours per week and often much more than that. Clearly Council Members are expected to maintain a high degree of communication with their constituents, through a variety of means (including social media), which requires sufficient resources to do so. The business and legislative framework they operate under also requires them to be well informed on a broad range of subjects and places more personal accountability and liability on individual Council Members. Decision making is very often complex and fast-paced, so they must be nimble in their ability to assess and respond to the business needs of the City of London. While the Civic Administration does its best to provide the information Council Members require to make a decision with respect to various agenda matters, it does not negate the need for Council Members to obtain their own data and information in order to satisfy themselves as to an appropriate course of action or to introduce a new idea or approach.

It would be unreasonable to expect a Council Member to respond to every constituent, through a variety of means, undertake all of their own research and to undertake the necessary due diligence to ensure they are meeting the duties associated with their role in a timely and responsible manner. It is therefore important to regularly assess the demands on Councillors to ensure that satisfactory supports are in place to provide responses to constituents within a reasonable time frame, assist with research requirements and allow Council Members sufficient time to ensure they have done their necessary due diligence. That due diligence is not only important in terms of constituent expectations, but also to meet legislative requirements, some of which have very serious personal implications for Council Members. Availability of adequate support staff, support staff qualifications, educational opportunities, technical supports and financial supports are all integral to setting the right conditions for a Council Member to perform their duties to the highest level of their ability.

**Recommendation #10:** That when a review of the adequacy of staff resources is undertaken, that review BE DONE in conjunction with a review of Council Members' annual expense allocation.

**Rationale:**

With a view to maximizing the effectiveness and efficiency of Council Members in order to allow them to carry out their duties at the highest level of their ability, it is important to ensure they have the right resources available to them. Currently Council Members have a central support staff, but they are also able to purchase additional support through their annual expense allocation. However, a Council Member could feel that they may be criticized for how much they spend from their annual expense allocation and that may be enough to dissuade them from acquiring the supports they require. It may, therefore, be more effective to consider transferring a certain portion of the annual expense allocation for each Council Member toward enhancing the central staff resource group. Furthermore, a strong central staff resource group may be helpful in terms of continuity of service and knowledge that comes with experience. With the latter in mind, it is suggested that any review of the adequacy of staff resources should be done in conjunction with a review of the Council Members' annual expense allocation. An appropriate balance would see a Council Members' administrative and general operating requirements adequately resourced, with their expense allocation adjusted accordingly.

**Recommendation #11:** That NO ACTION BE TAKEN with respect to the consideration of a system of performance-based compensation for Council Members.

**Rationale:**

The Task Force heard strong arguments from a few members of the public urging consideration of performance-based compensation for Council Members. The Task Force does not consider this appropriate given the nature and performance of a

Council Members' duties, the vast differences in experience and approach (quantity versus quality) and the very unique and different demands from constituency to constituency. Accommodation of the above factors would, in the opinion of the Task Force, make it very difficult to create and enforce a system of performance-based compensation in an equitable manner. Performance will inevitably be measured every four years by the voting public.

## 4. ACKNOWLEDGEMENTS

The members of the 2016 Council Compensation Review Task Force would like to acknowledge and thank the following for their contribution to the work of this Task Force.

- Members of the public who took the time to fill in the public Council Compensation Survey either on-line or in paper form.
- Members of the public who took the time to participate in the Focus Group Session and/or the Open House.
- Other municipalities who provided information regarding their practices.
- Council Members who provided responses to the anonymous survey.
- Local media who provided coverage of the activities of the Task Force, especially their support in helping to publicize the availability of the Public Survey and the Public Participation Meeting.
- City of London staff that supported the work of the Task Force throughout the process.

Respectfully submitted:

Dan Ross, Chair  
On behalf of the 2016 Council Compensation Review Task Force

## Appendix “C”

TO: Council Compensation Review Task Force

FROM: Ian Collins, Director Financial Services

DATE: November 5, 2021

RE: Median Full-Time Employment Income Data for Londoners


In response to a request from the City Clerk for updated information with respect to the median full-time employment income data, we have in the past relied on the Stats Canada Profile which allowed us to identify the following categories for London, Ontario:




- Median employment income in 2015 for full-year full-time workers \$51,181
- Average employment income in 2015 for full-year full time workers \$60,918

<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3539036&Geo2=CD&Code2=3539&SearchText=London&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>

### Census Profile, 2016 Census

London, City [Census subdivision], Ontario and Middlesex, County [Census division], Ontario



Topic:   Counts  Rates    

Characteristic	London, C.Y. Ontario [Census subdivision]			Middlesex, C.T.Y. Ontario [Census division]		
	<input type="button" value="Data quality"/> <input type="button" value="Map"/> <input type="button" value="Change geography"/>			<input type="button" value="Data quality"/> <input type="button" value="Map"/> <input type="button" value="Change geography"/>		
	Total	Male	Female	Total	Male	Female
Counts (unless otherwise specified)						

Median employment income in 2015 for full-year full-time workers (\$) <small>25</small>	51,181	55,084	47,628	51,786	55,926	47,710
Average employment income in 2015 for full-year full-time workers (\$) <small>26</small>	60,918	66,188	54,715	61,334	66,907	54,596

These categorizations fit well into the framework that was set out in the 2016 Council Compensation Report.

Unfortunately, although a Census was undertaken this past year, 2021 Census, income data will not be available until July 13, 2022 which is after the deadline for the Council Compensation Review Task Force to provide a recommendation to Municipal Council.

In looking at other data points that are available for London, Ontario, the ranges vary across the board. One site indicates the average London Ontario salary in Canada is \$35,685 (ca.talent.com) per year, where as another site indicates \$67,185 (salaryexpert), and another indicates \$55,000 (payscale).

Based on the information that we are aware of, we believe that Stats Canada data would be the appropriate information to review, however as noted above, the current data is not available, and the 2015 data is outdated.

## **Appendix “C”**

We could look at extrapolating from the 2016 Census Canada by inflating using either the CPI for Ontario for the past 5 years, or even the labour rate, but those are not London centric.

We will also reach out to our Economic Development staff and London Economic Development Corporation to seek their input.

## Appendix "D"

Bill No. 584  
2018

By-law No. A.-7788-492

A by-law to eliminate the "one-third tax free" allowance for Elected Officials.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London at its meeting on December 20, 2002 passed a resolution declaring Municipal Council's intention pursuant to subsection 255(2) of the *Municipal Act, R.S.O. 1990 c. M. 45* to continue to have one-third of council remuneration deemed to be expenses incident to the discharge of his or her duties;

AND WHEREAS the Municipal Council of the Corporation of the City of London at its meetings on May 1, 2006, November 15, 2010, and October 27, 2015 further resolved to continue to deem one third of the remuneration paid to members of Council and its local boards expenses incident to the discharge of their duties and therefore tax exempt pursuant to the provisions of subsection 238 of the *Municipal Act, 2001*;

AND WHEREAS subsection 283 (5) of the *Municipal Act, 2001, S.O. 2001*, provides if a resolution of a municipality under subsection 255(2) or (3) of the old Act is not revoked before January 1, 2003, the resolution shall be deemed to be a by-law of the municipality and one-third of the remuneration paid to the elected members of the council and its local boards is deemed as expenses incident to the discharge of their duties as members of the council or local board;

AND WHEREAS subsection 283 (6) of the *Municipal Act, 2001, S.O. 2001*, provides that Council may repeal a by-law under subsection (5);

AND WHEREAS at its meeting held on August 22, 2017, Municipal Council resolved that the "one-third tax free" allowance for Council members be eliminated effective for the next Council term based on recommendations from the 2016 Council Compensation Review Task Force,

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

1. Municipal Council's resolution passed on December 20, 2002 that was deemed to be a by-law of the municipality by subsection 283(5) of the *Municipal Act, S.O. 2001* is hereby repealed.
2. Municipal Council's resolution passed on December 20, 2002 is hereby revoked.

3. That the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer be authorized to take any and all administrative acts that are necessary to eliminate the one third tax free allowance.

4. This by-law shall come into force and effect on January 1, 2019.

Passed in Open Council on October 16, 2018.

Matt Brown  
Mayor

Catharine Saunders  
City Clerk

First Reading – October 16, 2018  
Second Reading – October 16, 2018  
Third Reading – October 16, 2018



## Appendix "E"

BODY/POSITION	2015	2016	2017	2018	2018-19 adjustment	2019	2020	2021	Comment
Mayor (paid in their capacity as Head of Council, Chair of the respective committees, Chief Executive Officer of the Corporation and member ex-officio of any local board, commission, or other body)	\$104,258	\$ 104,258	\$ 104,258	\$ 106,030	\$ 138,025	\$ 141,200	\$ 141,200	\$ 142,188	City funded
Councillors	33,465	33,465	33,465	34,034	51,181	52,358	52,358	52,725	City funded
Chair of Standing Committees (only one chair stipend in a given year to a Councillor)	1,249	1,249	1,249	1,270	Stipend eliminated	-	-	-	City funded
London Transit Commission (LTC) (effective 1995, no remuneration to Council Members)	4,648	4,704	4,789	4,870		4,982	4,982	5,017	City funds three positions
Chair (LTC) additional per year (effective 1995, no remuneration to Council Members)	863	874	890	905		926	926	932	City funds one position
Committee of Adjustment (effective 1995, no remuneration paid to Council Members)	6,788	6,870	6,994	7,113		7,277	7,277	7,328	City funds five positions
Chair, Committee of Adjustment (additional per year) (effective 1995, no remuneration paid to Council Members)	883	893	909	925		946	946	953	City funds one position
Court of Revision (Local Improvements & Drainage) – per meeting attended	71	72	73	74		76	76	77	City funds three positions
Chair, Court of Revision (additional per meeting attended)	11	11	12	12		12	12	12	City funds one position
Municipal Election Compliance Audit Committee (begins March 6, 2018) - per meeting attended - no annual increase						100	100	100	City funds 3-7 positions
Hearings Officer (begins May 1, 2020) - per hearing day - no annual increase						100	100	100	City funds five positions
Middlesex-London Health Unit – per meeting attended (no remuneration to Council Members, HPPA, R.S.O. 1990, c.H.7, s.49(11))	147.04	149.50	152.00	151.49					
Upper Thames River Conservation Authority – per meeting attended (+ mileage at \$ 50/km)	59.50	59.50	59.50	59.50		59.50	59.50		
Lower Thames Region Conservation Authority – per meeting attended (+ mileage at \$.55/km)	65	65	65	65		65	65		
Kettle Creek Conservation Authority – per meeting attended (+ mileage at \$.47/km)	86	86	86	86		86	86		
Plumbers and Drain layers Examining Board	100	100	100	100		100	100		
Greater London International Airport Authority, \$10,000 retainer + \$800 for each board meeting and \$500 per committee meeting	10,000	10,000	10,000	10,000		10,000	10,000		
Chair, Greater London International Airport Authority, \$20,000 retainer + \$800 for each board meeting and \$500 per committee meeting	20,000	20,000	20,000	20,000		20,000	20,000		
London Hydro Inc. Board of Directors (plus \$600 per mtg attended)	6,000	6,000	6,120	6,212		6,336	6,432		
Chair, London Hydro Inc. (plus \$600 per meeting attended)	10,000	10,000	10,000	10,353		10,560	10,716		
London Police Services Board (no remuneration for the Mayor, and, effective 1995, no remuneration for other Members of Council)	7,081	7,166	7,295	7,419		7,590	7,590	\$ 7,643	
Chair, London Police Services Board – additional per year	837	847	862	877		897	897	\$ 903	

2021 Increase – 0.7% for Council, 0.7% for appointed, effective January 1st

## Appendix “F”

### Remuneration for Elected Officials and Appointed Citizen Members Policy

**BY-LAW NUMBER** CPOL. -70(a)-408

**AS AMENDED BY**

**Legislative History:**

Adopted August 22, 2017 (By-law No. CPOL.-70-302) – review and update of the Council Policy Manual. No substantive change.

Amended July 24, 2018 (By-law No. CPOL.-70(a)-408) – reformatting into the new Council Policy template, review with the gender equity lens and content updates. No substantive change.

**Service Area Lead:** City Clerk

#### **1. Policy Statement**

1.1 This policy establishes how the remuneration for City of London elected officials and appointed citizen members of local boards and commissions, where such remuneration is paid by the City of London, is adjusted.

#### **2. Definitions**

2.1 Not applicable.

#### **3. Applicability**

3.1 This policy shall apply to City of London elected officials and appointed citizen members of local boards and commissions whose remuneration is paid by the City of London.

#### **4. The Policy**

4.1 The remuneration for City of London elected officials and appointed citizen members of local boards and commissions, where stipends are paid by the City of London, shall be adjusted annually on January 1st by the percentage increase reflected in the Labour Index (monthly Index, Table 3), on the understanding that:

- a) if such an index reflects a negative percentage, the annual adjustment to the remuneration for City of London elected officials and appointed citizen members will be 0%; and
- b) if the Labour Index (monthly Index, Table 3) has increased by a percentage greater than the Consumer Price Index, Ontario, the annual percentage increase in the remuneration for elected officials and appointed citizen members will be no greater than the increase in the Consumer Price Index, Ontario; and
- c) in those years where non-union staff wages are frozen, no increase shall be applied.

## Appendix "G"

### Appointment of Deputy Mayor Policy

**BY-LAW NUMBER** CPOL. -54-286

**Legislative History:** Adopted August 22, 2017 (By-law No. CPOL.-54-286) – review and update of the Council Policy Manual. No substantive change.

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

**Service Area Lead:** City Clerk

#### **1. Policy Statement**

1.1 This policy establishes the process for the appointment of a Deputy Mayor to assist the Mayor in carrying out their powers and duties and/or act in the place of the head of Council or other member of Council designated to preside at meetings in the municipality's procedure by-law when the head of Council or designated member is absent or refuses to act or the office is vacant. This shall include general business continuity in the absence of, or refusal to act by, the Mayor; attendance at meetings/events on behalf of the Mayor; participation/representation on civic committees, local boards, commissions or agencies and other related organizations and assistance with the Operating and Capital budget process through participation on the Audit Committee.

#### **2. Definitions**

2.1 Not applicable.

#### **3. Applicability**

3.1 This policy applies to all Ward Councillors.

#### **4. The Policy**

4.1 General

- a) All Ward Councillors shall be eligible to serve as Deputy Mayor.
- b) The Deputy Mayor shall be selected by the Mayor, confirmed by a majority vote of the Municipal Council and appointed by by-law.
- c) The Mayor shall be solely responsible for determining which of their powers and duties are to be allocated to the Deputy Mayor and may adjust that allocation from time to time at their discretion.
- d) There shall be no limit to the number of terms a Member of Council can serve as Deputy Mayor.
- e) In the event the head of Council's seat becomes vacant, as defined in section 259 of the *Municipal Act, 2001*, that vacancy shall be filled in accordance with section 263 of the *Municipal Act, 2001*, with the Deputy Mayor to act in the place of the head of Council until such time as the vacant seat is otherwise filled.

4.2 Selection of Deputy Mayor Process

- a) The Mayor's initial selection for Deputy Mayor shall be determined and confirmed at the Inaugural Meeting of Municipal Council, and appointed by by-law.
- b) The term of the Deputy Mayor shall last no longer than the Council term during which the Deputy Mayor was selected.
- c) The Mayor may, at their discretion, change their selection for Deputy Mayor throughout the course of their term as Mayor, in order to allow the Mayor to effectively draw upon the varied skill sets of Council Members.
- d) In the event the Mayor exercises their right under (c) above, any subsequent selection for Deputy Mayor shall be confirmed by Council, and appointed by by-law.

## Appendix “H”

### *Municipal Act, 2001*

#### **Role of council**

**224** It is the role of council,

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;
- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- (e) to maintain the financial integrity of the municipality; and
- (f) to carry out the duties of council under this or any other Act. 2001, c. 25, s. 224; 2006, c. 32, Sched. A, s. 99.

#### **Role of head of council**

**225** It is the role of the head of council,

- (a) to act as chief executive officer of the municipality;
- (b) to preside over council meetings so that its business can be carried out efficiently and effectively;
- (c) to provide leadership to the council;
- (c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1);
- (d) to represent the municipality at official functions; and
- (e) to carry out the duties of the head of council under this or any other Act. 2001, c. 25, s. 225; 2006, c. 32, Sched. A, s. 100.

## Appendix "I"

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING MARCH 19, 2019</b>
<b>FROM:</b>	<b>CATHY SAUNDERS, CITY CLERK</b>
<b>SUBJECT:</b>	<b>IMPLEMENTATION - <i>MODERNIZING ONTARIO'S MUNICIPAL LEGISLATION ACT, 2017</i></b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Clerk, with the concurrence of the City Manager and the Managing Director, Corporate Services and City Solicitor, the following actions be taken with respect to the introduction of policies and procedures to implement amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act* as set out in the *Modernizing Ontario's Municipal Legislation Act, 2017*:

- a) the proposed by-law attached as Appendix "A" being "A by-law to repeal and replace By-law No. CPOL.-69-301, as amended, being a By-law entitled "Code of Conduct for Members of Council" and replace it with a new Council policy entitled "Code of Conduct for Members of Council" to incorporate regulations resulting from recent amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act*" BE INTRODUCED at the Municipal Council meeting to be held on March 26, 2019;
- b) the proposed by-law attached as Appendix "B" being "A by-law to enact a new Council policy entitled "Code of Conduct for Local Boards" to implement recent amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act*" requiring a municipality to establish codes of conduct for local boards BE INTRODUCED at the Municipal Council meeting to be held on March 26, 2019;
- c) the proposed by-law attached as Appendix "C" being "A by-law to enact a Council Policy entitled "The Corporation of the City of London Integrity Commissioner Terms of Reference" to provide for a revised Terms of Reference to address recent amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act*" BE INTRODUCED at the Municipal Council meeting to be held on March 26, 2019;
- d) the proposed by-law attached as Appendix "D" being "A by-law to enact a new Council policy entitled "Members of Council Public Registry Declaration of Interest" to implement recent amendments to the *Municipal Conflict of Interest Act*" requiring Members of Council to submit written statements regarding disclosure of interests and the creation of a registry of written statements to be available for public inspection BE INTRODUCED at the Municipal Council meeting to be held on March 26, 2019;
- e) the proposed by-law attached as Appendix "E" being "A by-law to enact a new Council policy entitled "Public Registry Declaration of Interest for Local Boards" to implement recent amendments to the *Municipal Conflict of Interest Act*" requiring Members of Local Boards to submit written statements regarding disclosure of interests and the creation of a registry of written statements to be available for public inspection BE INTRODUCED at the Municipal Council meeting to be held on March 26, 2019; and

- f) the proposed by-law attached as Appendix “F” being “A by-law to enact a new Council policy entitled “Members of Council – Absence – Pregnancy or Parental Leave” to establish a process to recognize a Member of Council’s ability to take pregnancy and parental leave without a Council motion resulting from recent amendments to the *Municipal Act, 2001* BE INTRODUCED at the Municipal Council meeting to be held on March 26, 2019.

## PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Item #3 – October 6, 2015 – Corporate Services Committee  
Item #4 – July 18, 2017 – Corporate Services Committee  
Item #7 – December 5, 2017 – Corporate Services Committee

## BACKGROUND

In the summer of 2015, the Province initiated a consultation process to review a number of pieces of Provincial legislation that affect municipal government, including the *Municipal Act, 2001*, the *Municipal Elections Act, 1996*, and the *Municipal Conflict of Interest Act* (MCIA).

The provincial review was focused on the following themes:

1. Accountability and Transparency;
2. Municipal Financial Sustainability; and
3. Responsive and Flexible Municipal Government.

The resulting legislation, Bill 68, “An Act to amend various Acts in relation to municipalities” received Royal Assent on May 30, 2017. The short title of this Act is the “*Modernizing Ontario’s Municipal Legislation Act, 2017*”. A number of the resulting amendments came into effect on January 1, 2018, with the remaining amendments coming into effect March 1, 2019.

A complete copy of Bill 68 can be found at the following link:

[http://www.ontla.on.ca/web/bills/bills\\_detail.do?locale=en&BillID=4374](http://www.ontla.on.ca/web/bills/bills_detail.do?locale=en&BillID=4374)

The purpose of this report is to bring forward for Municipal Council’s consideration the following proposed policies and procedures to implement the regulations set out in Bill 68 that must be in place by March 1, 2019:

1. A revised code of conduct for Members of Council that reflects changes to the *Municipal Act, 2001* and the MCIA and the related revised complaint protocol (Appendix “A”).
2. A new code of conduct for Members of Local Boards, including Business Improvement Areas (“BIAs”), similar to that established for the Members of Council, along with the related complaint protocol (Appendix “B”).
3. A revised Terms of Reference for the expanded and mandatory role of Integrity Commissioners that includes application to the required codes of conduct and the MCIA, as well as responding to requests from Members of Council and members of local boards for advice respecting their obligations under their respective code of conduct and the MCIA, and providing educational information to the Members of Council, members of local boards, the municipality and the public regarding the codes of conduct and the MCIA (Appendix “C”).

4. A new Council Policy that includes the requirement for municipalities to establish a public registry of declarations of pecuniary interest made by Members of Council (Appendix “D”).
5. A new Council Policy that includes the requirement for municipalities to establish a public registry of declarations of pecuniary interest for members of local boards (Appendix “E”).
6. A new Council policy for pregnancy leaves and parental leaves of Members of Council, whereby a member is not required to obtain authorization from Council to be absent for 20 consecutive weeks or less, if the absence is the result of the member’s pregnancy, the birth of a member’s child or adoption of a child (Appendix “F”).

### **The Legislative Changes – Municipal Act, 2001**

#### **Codes of Conduct for Members of Council and Local Boards**

Legislation requires municipalities to establish codes of conduct for members of the council and local boards. The City established a Code of Conduct for Members of Municipal Council in September of 2014. The Code does not apply to the City’s local boards:

<http://www.london.ca/city-hall/city-council/Documents/Code%20of%20Conduct.pdf>

As a result of the Bill 68 amendments, a proposed revised “Code of Conduct for Members of Council” and related Complaint Protocol and a proposed “Code of Conduct for Local Boards” and related Complaint Protocol are attached to this report as Appendix “A” and Appendix “B”, respectively, for Municipal Council’s consideration. The proposed “Code of Conduct for Local Boards” applies to all members of local boards and not just those members that are elected officials.

#### **Local Boards**

The Code of Conduct for Local Boards would apply to the following entities:

1. Business Improvement Areas (BIAs)
2. Committee of Adjustment

The Code of Conduct for Local Boards does not apply to:

- A board of health;
- A committee of management of a long-term care home;
- A police services board;
- A library board; or
- A municipal corporation

#### **Integrity Commissioner – Mandatory Appointment and Expanded Duties**

- The functions to be performed by an Integrity Commissioner have been expanded considerably with the most significant being the application of, advice related to and the power to conduct inquiries under section 5, 5.1 and 5.2 of the MCIA and the power to make an application to a judge for a determination that a member has contravened those sections of the MCIA.
- Municipalities must appoint an Integrity Commissioner for its members of council and local boards.



- New rules will apply related to processes to be followed for inquiries conducted by an Integrity Commissioner.

Currently, the functions of an Integrity Commissioner are limited by the *Municipal Act, 2001* to the:

- a) application of the code of conduct for members of council and of local boards; and
- b) application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and local boards.

Bill 68 expands the functions of the Commissioner to include new matters, noting that these functions are mandatory:

- a) the application of sections 5, 5.1 and 5.2 of the MCIA to members of council and of local boards;
- b) requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member;
- c) requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members;
- d) requests from members of council and of local boards for advice respecting their obligations under the MCIA; and
- e) the provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the MCIA.

One of the most significant amendments in Bill 68 is the new power granted to Integrity Commissioners to conduct inquiries concerning alleged contraventions of section 5, 5.1 or 5.2 of the MCIA by a member of council or a local board:

- a) an Integrity Commissioner may conduct an inquiry into any such matter if made on the application of an elector or a person demonstrably acting in the public interest;
- b) time restrictions apply with respect to when an application may be made and when the Integrity Commissioner must complete the inquiry;
- c) upon completion of the inquiry an Integrity Commissioner may exercise their discretion and apply to a judge for a determination as to whether the member has contravened section 5, 5.1 or 5.2 of the MCIA; and
- d) the costs of an Integrity Commissioner's application to a judge are to be paid by the municipality or the local board.

Bill 68 includes a number of provisions related to the processes used by Integrity Commissioners when conducting inquiries:

- a) requests for advice and responses given by an Integrity Commissioner must be in writing; and

- b) during the period from nomination day to voting day:
- i) no inquiries may be conducted, including inquiries under the MCI Act;
  - ii) an Integrity Commissioner may not report on any contraventions of the Code; and
  - iii) inquiries not completed before nomination day must be terminated.

Under Bill 68, municipalities are required to appoint an Integrity Commissioner to perform the responsibilities noted above. The following rules will apply:

- a) where a municipality has not appointed an Integrity Commissioner, it must make arrangements for those responsibilities to be performed by a Commissioner of another municipality; and
- b) if a municipality has appointed an Integrity Commissioner but has not assigned to them all of the responsibilities set out in section 223.3(1), the municipality must make arrangements for those responsibilities to be performed by an Integrity Commissioner of another municipality.

### **The Legislative Changes - *Municipal Conflict of Interest Act***

#### **New Statement of Principles**

- A statement of principles is added to the Act:

##### *Section 1.1*

###### *“Principles*

**1.1** *The Province of Ontario endorses the following principles in relation to the duties of members of councils and of local boards under this Act:*

- 1. The importance of integrity, independence and accountability in local government decision-making.*
- 2. The importance of certainty in reconciling the public duties and pecuniary interests of members.*
- 3. Members are expected to perform their duties of office with integrity and impartiality in a manner that will bear the closest scrutiny.*
- 4. There is a benefit to municipalities and local boards when members have a broad range of knowledge and continue to be active in their own communities, whether in business, in the practice of a profession, in community associations, and otherwise.”*

These principles will assist elected officials, the public and the courts in understanding the role of an elected official in promoting confidence in municipal government. Section 1.1 will also guide the courts in interpreting the MCI Act.

#### **New Rules for Disclosure of Pecuniary Interest**

- Requirement for members to file a written declaration of pecuniary interest.
- Requirement for municipalities and local boards to establish a registry of members’ pecuniary interests.
- New rules permitting members to participate in discussions where a council is considering suspending a member’s pay as a result of a finding of an Integrity Commissioner.

Members are required to file with the City Clerk or the secretary of the committee or local board as the case may be, a written statement of the pecuniary interest and its general nature. The written statement must be filed at the meeting or as soon as possible afterwards.

In addition to the written statement, members are still required under section 5 to make a verbal disclosure of any pecuniary interest they may have prior to the consideration of the matter at the meeting with all such declarations to be recorded in the minutes of the meeting.

Municipalities and local boards will be required to establish and maintain a registry in which they must keep a copy of each:

- a) declaration of pecuniary interest recorded in the minutes of a meeting; and
- b) written statement of the pecuniary interest filed by a member.

The registry must be available for public inspection in a manner and during the time that the municipality or local board may determine.

New rules apply where a council or local board is considering whether to suspend the remuneration paid to a member as a result of a contravention by the member of the code of conduct. The member may:

- a) take part in any discussion of the matter;
- b) make a submission to council;
- c) attempt to influence the voting on a question with respect to the matter; and
- d) attend any meeting related to the matter that is closed to the public.

The member is not permitted to vote on any question in respect of the matter.

### **Expansion of prohibited activity where a member has a pecuniary interest**

- Expansion of the rule related to prohibited activities where a member has a pecuniary interest to include activities beyond council and committee meetings.

Members who have a direct or indirect pecuniary interest in a matter that is being considered by an officer or employee of a municipality or local board or a person or body who has a delegated power or duty are precluded from using their office in any way to attempt to influence any decision or recommendation that results from consideration of the matter.

This rule will not apply to a person or body (ie. Council or an Integrity Commissioner) who is considering the exercise of a delegated power under section 223.4(5) of the *Municipal Act, 2001* to impose a penalty for a contravention of a code of conduct.

### **Court Applications for Alleged Contraventions to Sections 5, 5.1 or 5.2**

- Court proceedings for a determination as to whether a member has contravened the MCIA may be commenced by an elector, an Integrity Commissioner, a municipality or a person acting in the public interest.

Currently, standing to make an application to a judge is limited to an elector. The Bill 68 amendments expand standing to an Integrity Commissioner or a person acting in the public interest. Certain rules related to the timing of the application including time limitations and blackout periods between nomination day and Election Day apply.

### **Expanded Penalties that may be Imposed by a Judge**

If a Judge determines that a member or former member has contravened the MCIA, the Judge may do any or all of the following:

- reprimand the member or former member;
- suspend remuneration paid to the member for a period up to 90 days;
- declare the member's seat vacant;
- disqualify the member or former member from being a member during a period of not more than seven years after the date of the order;
- if the contravention has resulted in personal financial gain, require the member or former member to make restitution to the party suffering the loss, or if the party's identity is not readily ascertainable, to the municipality.

### **Proposed Implementation Changes**

In order to implement the above noted legislative changes it is recommended that the following documents be adopted by Municipal Council:

1. A revised code of conduct for Members of Council that reflects changes to the *Municipal Act, 2001* and the MCIA and the related revised complaint protocol (Appendix "A").
2. A new code of conduct for Members of Local Boards, including Business Improvement Areas ("BIAs"), similar to that established for the Members of Council, along with the related complaint protocol (Appendix "B").
3. A revised Terms of Reference for the expanded and mandatory role of Integrity Commissioners that includes application to the required codes of conduct and the MCIA, as well as responding to requests from Members of Council and members of local boards for advice respecting their obligations under their respective code of conduct and the MCIA, and providing educational information to the Members of Council, members of local boards, the municipality and the public regarding the codes of conduct and the MCIA (Appendix "C").
4. A new Council Policy that includes the requirement for municipalities to establish a public registry of declarations of pecuniary interests made by Members of Council (Appendix "D").
5. A new Council Policy that includes the requirement for municipalities to establish a public registry of declarations of pecuniary interests for local boards (Appendix "E").

It is noted that the Integrity Commissioner has reviewed the two proposed Codes of Conduct and related Complaint Protocols and the revised Terms of Reference for the Integrity Commissioner and concurs with the recommendation of adoption.

**Councillor Eligibility – Absence for Pregnancy or Adoption**

Bill 68 also provides that a member does not require authorization from Council to be absent for 20 consecutive weeks or less, if the absence is a result of the member's pregnancy, the birth of a member's child or the adoption of a child by the member.

Attached as Appendix "F" to the Report is a proposed Council Policy entitled "Members of Council – Absence – Pregnancy or Parental Leave" for Municipal Council's consideration.

<b>PREPARED AND RECOMMENDED BY:</b>	<b>CONCURRED BY:</b>
<b>CATHY SAUNDERS CITY CLERK</b>	<b>MARTIN HAYWARD, CITY MANAGER</b>
<b>CONCURRED BY:</b>	
<b>BARRY CARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY SOLICITOR</b>	

## APPENDIX “A”

Bill No. xxx  
2019

By-law No. CPOL.-\_\_\_\_\_

A by-law to repeal and replace By-law No. CPOL.-69-301, as amended, being a By-law entitled “Code of Conduct for Members of Council” and replace it with a new Council policy entitled “Code of Conduct for Members of Council” to incorporate regulations resulting from recent amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act*.

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 a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to repeal and replace By-law No. CPOL-69-301, being a By-law entitled “Code of Conduct for Members of Council” and replace it with a new Council policy entitled “Code of Conduct for Members of Council” to incorporate regulations resulting from recent amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act*;

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

1. The policy entitled “Code of Conduct for Members of Council”, attached hereto as Schedule “A” is hereby adopted.
2. By-law No. CPOL.-69-301, as amended, being a By-law entitled “Code of Conduct for Members of Council” is hereby repealed.
3. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on March 26, 2019.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – March 26, 2019  
Second Reading – March 26, 2019  
Third Reading – March 26, 2019

## Schedule “A”

**Policy Name:** Code of Conduct for Members of Council

**Legislative History:** Adopted August 22, 2017 (By-law No. CPOL.-69-301); Amended July 24, 2018 (By-law No. CPOL.-69(a)-407), Repealed and Replaced March 26, 2019 (By-law No. CPOL.-\_\_\_\_\_)

**Last Review Date:** March 19, 2019

**Service Area Lead:** City Clerk

### 1. Policy Statement

- 1.1 This Code of Conduct is established under the authority of Part V.1 – Accountability and Transparency of the *Municipal Act, 2001*, as amended.

### 2. Definitions

In this Code of Conduct:

- 2.1 **Apparent conflict of interest** – shall mean if there is a reasonable perception, which a reasonably well-informed person could properly have, that the Member’s ability to exercise an official power or perform an official duty or function must have been affected by their private interest;
- 2.2 **Child** – shall mean a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of their family;
- 2.3 **Code** – shall mean this Code of Conduct;
- 2.4 **Corporation** - shall mean The Corporation of the City of London;
- 2.5 **Council** - shall mean the Council of The Corporation of the City of London;
- 2.6 **Family member** - shall mean a child, parent or a spouse;
- 2.7 **Member** - shall mean a Member of Council and includes the Mayor;
- 2.8 **Parent** – shall mean a parent who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child;
- 2.9 **Spouse** - shall mean a person to whom the person is married or with whom the person is living in a conjugal relationship outside of marriage;

### 3. Applicability

- 3.1 This Code of Conduct applies to the Mayor and all Members of Council.

### 4. The Code

#### Rule 1 - Key Principles and Framework

- 1.1 The Code is to be given a broad, liberal interpretation in accordance with the applicable legislation, the definitions set out herein and its general intent and purposes.
- 1.2 The Code operates together with, and as a supplement to, the following legislation that governs the conduct of Members:

- (i) *Municipal Act, 2001;*
- (ii) *Municipal Conflict of Interest Act;*
- (iii) *Municipal Elections Act, 1996;*
- (iv) *Municipal Freedom of Information and Protection of Privacy Act;*
- (v) *Provincial Offences Act;*
- (vi) *Occupational Health and Safety Act;*
- (vii) *Ontario Human Rights Code;*
- (viii) *Criminal Code of Canada; and*
- (ix) the by-laws and policies of Council as adopted and amended from time to time.

1.3 Members are governed by the *Municipal Conflict of Interest Act* which contains the following principles in relation to the duties of Members:

1. The importance of integrity, independence and accountability in local government decision-making.
2. The importance of certainty in reconciling the public duties and pecuniary interest of Members.
3. Members are expected to perform their duties of office with integrity and impartiality in a manner that will bear the closest scrutiny.
4. There is a benefit to municipalities and local boards when Members have a broad range of knowledge and continue to be active in their own communities, whether in business, in the practice of a profession, in community associations and otherwise.

1.4 Members seeking clarification of any part of this Code should consult with the Integrity Commissioner and submit such requests in writing.

1.5 Any advice given by the Integrity Commissioner to a Member shall be in writing and binds the Integrity Commissioner in any subsequent consideration of the conduct of the Member in the same matter as long as all the relevant facts known to the Member were disclosed to the Integrity Commissioner.

1.6 In carrying out their responsibilities regarding the Code, the Integrity Commissioner is not limited to looking at the pecuniary interest of the Member and, for clarity, the Integrity Commissioner is specifically authorized to investigate issues of conflict in a broad and comprehensive manner.

## **Rule 2 - General Rules**

2.1 Members shall serve and be seen to serve their constituents in a conscientious, accountable, transparent and diligent manner.

2.2 Members shall be committed to performing their functions with integrity, independence and impartiality and avoid the improper use of the influence of their office, and conflicts of interest, including apparent conflicts of interest.

2.3 Members shall not extend favour in the discharge of their official duties, preferential treatment to family members, organizations or groups in which they or their family members have a direct or indirect pecuniary interest.

2.4 Members are expected to perform their duties in office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny.

2.5 Members shall seek to serve the public interest by upholding both the letter and the spirit of the laws of the Federal Parliament, the Ontario Legislature, and the by-laws and policies of the Corporation.



2.6 Members shall accurately and adequately communicate the decisions of the Council, even if they disagree with Council's decision, such that the respect for the decision-making processes of Council is fostered.

### **Rule 3 - Confidential Information**

3.1 Members shall hold in strict confidence all information concerning matters dealt with at a meeting closed to the public under the *Municipal Act* or any other Act. For greater certainty, information shall include, without limitation, documents, records, advice received, presented, reviewed or discussed at a closed meeting and any discussion, direction and deliberation during the closed meeting. A Member shall not, either directly or indirectly, disclose, release, make public or in any way divulge any such information or any aspect of a closed meeting to anyone unless expressly authorized by Council or required by law.

3.2 A Member shall not collect, use, or disclose information in contravention of the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

3.3 A Member shall not disclose information that is subject to solicitor-client privilege, unless the privilege has been expressly waived by Council.

3.4 A Member shall not misuse any confidential information such that the release thereof may cause detriment to the Corporation, Council, the public or others or benefit or detriment to themselves or others. For greater certainty, confidential information includes, without limitation, information that a Member has knowledge of by virtue of their position as a Member that is not in the public domain, including emails, and oral and written communications from other Members or third parties.

### **Rule 4 - Conduct at Meetings and When Representing the Council or the Corporation**

4.1 A Member shall conduct themselves with appropriate decorum at all times.

4.2 A Member shall conduct themselves at meetings of Council, committees, agencies, local boards and commissions to which they are appointed by the Council, or by virtue of being an elected official, with decorum in accordance with the provisions of the applicable procedure by-law.

4.3 A Member shall make every effort to participate diligently in the activities of the Council and the committees, agencies, local boards and commissions to which they are appointed by the Council, or by virtue of being an elected official.

### **Rule 5 - Incompatible Activity**

5.1 A Member shall not engage in any activity, financial or otherwise, which is incompatible or inconsistent with the ethical discharge of their official duties in the public interest.

5.2 Without limiting the generality of the foregoing, a Member shall not:

- a) use the influence of their office for any purpose other than for the exercise of their official duties;
- b) act as an agent before Council, any committee, board or commission of Council or the City's Hearings Officer;
- c) use any information gained in the execution of office that is not available to the general public for any purpose other than for official duties;

- d) place themselves in a position of obligation to any person or organization which might reasonably benefit from special consideration or may seek preferential treatment;
- e) give preferential treatment to any person or organization in which a Member has a financial interest;
- f) influence any administrative or Council decision or decision-making process involving or affecting any person or organization in which a Member has a financial interest;
- g) use the Corporation's property, materials, equipment, services, supplies, facilities, officers, employees, agents or contractors for personal gain, personal purpose or for any private purpose; or
- h) influence or interfere, either directly or indirectly, financially, politically or otherwise with employees, officers or other persons performing duties under the *Provincial Offences Act*.

5.3 A Member shall not allow the prospect of their future employment by a person or entity to detrimentally affect the performance of their duties.

5.4 A Member shall avoid waste, abuse and extravagance in the provision or use of public resources.

5.5 A Member shall expose fraud and corruption of which the Member is aware.

#### **Rule 6 - Conduct Respecting Staff**

6.1 A Member shall be respectful of the Corporation's officers, employees, individuals contracted by the Corporation on a purchase of service agreement and students on placements, role to provide advice based on political neutrality and objectivity and without undue influence from any individual Member or faction of the Council or a committee.

6.2 No Member shall injure the professional or ethical reputation, or the prospect or practice of an officer or employee of the Corporation, an individual contracted by the Corporation on a purchase of service agreement or a student on placement, and all Members shall show respect for the professional capacities of such persons.

6.3 No Member shall compel or attempt to compel an officer and employee of the Corporation to engage in partisan political activities or be subjected to threats or discrimination for refusing to engage in such activities.

6.4 No Member shall use, or attempt to use, their authority for the purpose of intimidating, threatening, coercing, commanding or influencing any officer or employee of the Corporation, individual contracted by the Corporation on a purchase of service agreement or a student on placement with the intent of interfering in that employee's duties, including the duty to disclose improper activity.

6.5 Members shall be respectful of the role of staff to provide advice based on political neutrality and objectivity and without undue influence from an individual Member or group of Members.

## **Rule 7 - Discreditable Conduct**

7.1 Members have a duty to treat members of the public, one another, individuals contracted by the Corporation on a purchase of service agreement, students on placement and officers and employees of the Corporation appropriately and without abuse, bullying or intimidation and to ensure that their work environment is safe and free from discrimination and harassment. *The Ontario Human Rights Code* and the *Occupational Health and Safety Act* apply and, where applicable, the Corporation's Workplace Harassment and Discrimination Prevention Policy.

7.2 Upon receipt of a complaint with respect to alleged discreditable conduct of a Member that relates to the Corporation's Workplace Harassment and Discrimination Prevention Policy, the Integrity Commissioner shall forward the information subject to the complaint to Human Resources which, in the event mediation or other informal attempts to resolve the complaint as provided for in the applicable policy are not appropriate or prove ineffective and where Human Resources determines that further inquiry is warranted, will refer it to an external investigator to conduct an independent investigation in accordance with the applicable policy and the Corporation's Formal Investigation Process.

7.3 Upon receipt of the report of the independent investigator, the Integrity Commissioner shall make a determination on the application of this Code of Conduct and the merits of the investigation respecting the conduct of the Member subject to the complaint. The findings of the Integrity Commissioner shall be reported to City Council as per the normal procedure respecting such matters.

## **Rule 8 - Requirement to Adhere to Council Policies and Procedures**

8.1 Members shall adhere to such by-laws, policies and procedures adopted by Council that are applicable to them.

## **Rule 9 - Gifts, Benefits and Hospitality**

9.1 No inappropriate gifts and hospitality are allowed that would, to a reasonable member of the public, appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved.

9.2 No Member shall accept, solicit, offer or agree to accept a commission, fee, advance, cash, gift, hospitality, gift certificate, bonus, reward or benefit that is connected directly or indirectly with the performance of their duties of office unless permitted by the exceptions listed in section 3.4 below. No Member shall accept the use of property or facilities, such as a vehicle, office or vacation property at less than fair market value or at no cost.

9.3 For the purpose of this Code a commission, fee, advance, cash, gift, hospitality, gift certificate, bonus, reward or benefit provided with the Member's knowledge to a friend, family member or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties, is deemed to be a gift to that Member.

9.4 Members are not precluded from accepting:

- a) contributions authorized by law;
- b) political contributions that are otherwise offered, accepted and reported in accordance with applicable law;
- c) food and beverages at banquets, receptions, ceremonies or similar events, if:

- i) attendance serves a legitimate business purpose;
  - ii) the person extending the invitation or a representative of the organization is in attendance; and
  - iii) the value is reasonable and the invitations infrequent;
- d) services without compensation by persons volunteering their time;
- e) food, lodging, transportation, hospitality and entertainment provided by other levels of government, by other local governments, boards or commissions or by a foreign government within a foreign country;
- f) a reimbursement of reasonable expenses incurred in the performance of duties or office;
- g) a reimbursement of reasonable expenses incurred and honorariums received in the performance of activities connected with municipal associations;
- h) token gifts such as souvenirs, mementos and commemorative gifts that are given in recognition of service on a committee, for speaking at an event or representing the Corporation at an event; and
- i) gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibility of office.

9.5 A Member shall return any gift or benefit which does not comply with this Code, along with an explanation why the gift or benefit cannot be accepted.

9.6 In the case of exceptions claimed under 3.4 (c), (e), (h) and (i), if the value of the gift, hospitality or benefit exceeds \$300.00, or if the total value of gifts, hospitality or benefits received from one source during the course of a calendar year exceeds \$300.00, the Members shall within 30 days of receipt of the gift, hospitality or benefit or reaching the annual limit, complete a disclosure statement in a form prescribed by the Integrity Commissioner and file it with the Integrity Commissioner. A disclosure statement shall be a matter of public record.

9.7 On receiving a disclosure statement, the Integrity Commissioner shall examine it to ascertain whether the receipt of the gift, hospitality or benefit might, in their opinion, create a conflict between a private interest and the public duty of the Member. In the event that the Integrity Commissioner makes that preliminary determination, they shall call upon the Member to justify receipt of the gift, hospitality or benefit.

#### **Rule 10 - Requirement to Adhere to Council Policies and Procedures**

10.1 Members shall adhere to such by-laws, policies and procedures adopted by the Council that are applicable to them.

#### **Rule 11 - Use of Municipal Property and Resources**

11.1 In order to fulfil their roles as elected representatives Members have access to municipal resources such as property, equipment, services, staff and supplies. No Member shall use, or permit the use of Corporate land, facilities, equipment, supplies, services, staff or other resources for activities other than purposes connected with the discharge of Council or Corporate business.

## **Rule 12 - Election-Related Activity**

12.1 Members are required to conduct themselves in accordance with the *Municipal Elections Act, 1996* and the Policy for the Use of City of London Resources for Municipal Election Purposes. Member shall not solicit, demand or accept the services of any corporate officer and employee, or individual providing services on a contract for service, for re-election purposes during hours in which the officer, employee, or individual providing services under a contract for service, is in the paid employment of the Corporation.

## **Rule 13 - Integrity Commissioner**

13.1 It is a violation of the Code to obstruct the Integrity Commissioner in the carrying out of their duties and responsibilities.

13.2 No Member shall threaten or undertake any active reprisal against a person initiating an inquiry or complaint under the Code or against a person who provides information to the Integrity Commissioner in any investigation.

13.3 It is a violation of the Code to destroy any documents or erase any electronic communications or refuse to respond to the Integrity Commissioner where a formal complaint has been lodged under the Code.

13.4 The Integrity Commissioner may also recommend that Municipal Council impose one of the following sanctions:

- (a) written or verbal public apology;
- (b) return of property or reimbursement of its value or of monies spent;
- (c) removal from membership of a committee; and
- (d) removal as a chair of a committee.

The Integrity Commissioner has the final authority to recommend any of the sanctions above or other remedial actions at their discretion.

13.5 Upon receipt of a recommendation from the Integrity Commissioner, Council may, in circumstances where the Integrity Commissioner has determined there has been a violation of the Code of Conduct, impose either:

- (a) a reprimand; or
- (b) a suspension of the remuneration paid to the Member in respect of his or her services as a Member of Council or a local board, as the case may be, for a period of up to 90 days.

13.6 The Integrity Commissioner has the authority to apply sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act* and investigate complaints or initiate an investigation of suspected violations of the Act. If the Integrity Commissioner determines that a violation has occurred, the Integrity Commissioner may apply to a judge for determination of the questions of whether a Member has contravened section 5, 5.1 or 5.2 of the Act.

**THE CORPORATION OF THE CITY OF LONDON  
CODE OF CONDUCT FOR MEMBERS OF COUNCIL  
COMPLAINT PROTOCOL**

**AUTHORITY**

Section 223.3 of the *Municipal Act, 2001* authorizes a municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the powers and duties assigned by the municipality with respect to the application of the Code of Conduct for Members of Council. Sections 223.4 of the *Municipal Act, 2001* provides that an Integrity Commissioner has certain powers duties and protections.

The Code of Conduct for Members of Council was adopted by Council by By-law No. A.-6957-158 on April 30, 2013 and amended by By-law No. CPOL.-\_\_\_\_\_ on March 26, 2019

This Complaint Protocol was adopted by Council by By-law No. CPOL.-\_\_\_\_\_ on March 26, 2019.

**PART A: INFORMAL COMPLAINT PROCEDURE**

Any person or any representative of an organization who has identified or witnessed behaviour or an activity by a Member of Council that they believe is in contravention of the *Code of Conduct for Members of Council* (the "Code") may wish to address the prohibited behaviour or activity themselves as follows:

- (1) advise the Member that the behaviour or activity contravenes the Code;
- (2) encourage the Member to acknowledge and agree to stop the prohibited behaviour or activity and to avoid future occurrences of the prohibited behavior or activity;
- (3) keep a written record of the incidents including dates, times, locations, other persons present, and any other relevant information;
- (4) request the Integrity Commissioner to assist in informal discussion of the alleged complaint with the Member in an attempt to resolve the issue;
- (5) if applicable, confirm to the Member your satisfaction with the response of the Member; or, if applicable, advise the member of your dissatisfaction with the response; and
- (6) consider the need to pursue the matter in accordance with the formal complaint procedure outlined in Part B, or in accordance with another applicable judicial or quasi-judicial process or complaint procedure.

All persons and organizations are encouraged to initially pursue this informal complaint procedure as a means of stopping and remedying a behaviour or activity that is prohibited by the Code. With the consent of the complaining individual or organization and the Member, the Integrity Commissioner may be part of any informal process. However, it is not a precondition or a prerequisite that those complaining must pursue the informal complaint procedure before pursuing the Formal Complaint Procedure in Part B.

## **PART B: FORMAL COMPLAINT PROCEDURE:**

### **Integrity Commissioner Requests for Inquiries - Section 1**

1. (1) A request for an investigation of a complaint that a Member has contravened the Code (the "complaint") shall be sent directly to the Integrity Commissioner by mail, e-mail, fax or courier and shall be in writing.
- (2) All complaints shall be signed by an identifiable individual (which includes the authorized signing officer of an organization).
- (3) A complaint shall set out reasonable and probable grounds for the allegation that the Member has contravened the Code. For example, the complaint should include the name of the alleged violator, the provision of the Code allegedly contravened, facts constituting the alleged contravention, the names and contact information of witnesses, and contact information for the complainant during normal business hours.
- (4) Municipal Council may also file a complaint and/or request an investigation of any of its members by public motion.

### **Initial Classification by Integrity Commissioner - Section 2**

2. (1) Upon receipt of the complaint, the Integrity Commissioner shall make an initial classification to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code and not covered by other legislation or other Council Policies as described in subsection (2).
- (2) If the complaint is not, on its face, a complaint with respect to non-compliance with the Code or the complaint is covered by other legislation or a complaint procedure under another Council Policy, the Integrity Commissioner shall advise the complainant in writing as follows:
  - (a) if the complaint on its face is an allegation of a criminal nature consistent with the *Criminal Code of Canada*, the complainant shall be advised that if the complainant wishes to pursue any such allegation, the complainant must pursue it with the appropriate police force;
  - (b) if the complaint on its face is with respect to non-compliance with the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be advised that the matter will be referred for review to the City Clerk;
  - (c) if the complaint on its face is with respect to non-compliance with a more specific Council policy with a separate complaint procedure, the complainant shall be advised that the matter will be processed under that procedure;
  - (d) if the complaint is in relation to a matter which is subject to an outstanding complaint under another process such as a Human Rights complaint or similar process, the Integrity Commissioner may, in their sole discretion and in accordance with legislation, suspend any investigation pending the result of the other process; and,
  - (e) in other cases, the complainant shall be advised that the matter, or part of the matter, is not within the jurisdiction of the Integrity Commissioner to process, with any additional reasons and referrals as the Integrity Commissioner considers appropriate.

(3) The Integrity Commissioner may report to Municipal Council that a specific complaint is not within the jurisdiction of the Integrity Commissioner, but shall not disclose information that could identify a person concerned.

(4) The Integrity Commissioner shall report semi - annually to Municipal Council on complaints not within the jurisdiction of the Integrity Commissioner, but shall not disclose information that could identify a person concerned.

### **Integrity Commissioner Investigation - Sections 3 – 9**

3. (1) If the Integrity Commissioner is of the opinion that a complaint is frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for an investigation, the Integrity Commissioner shall not conduct an investigation, or, where that becomes apparent in the course of an investigation, terminate the investigation.

(2) Other than in exceptional circumstances, the Integrity Commissioner will not report to Municipal Council on any complaint described in subsection (1) except as part of a semi- annual or other periodic report.

4. (1) If a complaint has been classified as being within the Integrity Commissioner's jurisdiction and not rejected under section 3, the Commissioner shall investigate and in so doing, at any time may attempt to settle the complaint.

(2) Upon receipt of a formal complaint pursuant to the Code, and where the Integrity Commissioner determines that the complaint meets the criteria to be investigated, the Integrity Commissioner may elect to conduct an informal investigation, which may include mediation, or alternatively to exercise the powers of a Commission under sections 33 and 34 of the *Public Inquiries Act, 2009* as contemplated by subsection 223.4(2) of the Act.

(3) When the *Public Inquiries Act, 2009* applies to an investigation of a complaint, the Integrity Commissioner shall comply with the procedures specified in that Act and this Complaint Protocol, but, if there is a conflict between a provision of the Complaint Protocol and a provision of the *Public Inquiries Act, 2009* the provision of the *Public Inquiries Act, 2009* prevails.

5. (1) The Integrity Commissioner will proceed as follows, except where otherwise required by the *Public Inquiries Act, 2009*:

(a) serve the complainant and supporting material upon the Member whose conduct is in question with a request that a written response to the allegation by way of affidavit or otherwise be filed within ten business days; and

(b) serve a copy of the response provided upon the complainant with a request for a written reply within ten business days.

(2) If necessary, after reviewing the written materials, the Integrity Commissioner may speak to anyone relevant to the complaint, access and examine any of the information described in subsections 223.4(3) and (4) of the *Municipal Act*, and may enter any City work location relevant to the complaint for the purposes of investigation and settlement.

(3) The Integrity Commissioner shall not issue a report finding a violation of the Code on the part of any Member unless the Member has had reasonable notice of the basis for the proposed finding and any recommended penalty and an opportunity either in person or in writing to comment on the proposed finding and any recommended penalty.



(4) The Integrity Commissioner may make interim reports to Municipal Council where necessary and as required to address any instances of interference, obstruction or retaliation encountered during an investigation.

(5) If the Integrity Commissioner has not completed an investigation before Nomination Day for a regular election, as set out in the *Municipal Elections Act, 1996*, the Integrity Commissioner shall terminate the inquiry on that day.

If an investigation is terminated in accordance with subsection 223.4(7) of the *Municipal Act, 2001*, the Integrity Commissioner shall not commence another inquiry in respect to the matter unless, within six weeks after Voting Day in a regular election, the complainant who made the request or the Member or former Member whose conduct is concerned makes a written request to the Integrity Commissioner that the investigation be commenced.

(6) The Integrity Commissioner shall retain all records related to the complaint and investigation.

6. Notwithstanding any other provisions of this Protocol, in the year of a regular election the following rules apply during the period starting on Nomination Day for a regular election, as set out in section 31 of the *Municipal Elections Act, 1996* and ending on Voting Day in a regular election, as set out in section 5 of the Act:

(i) there shall be no requests for an inquiry about whether a Member has contravened the Code applicable to the Member;

(ii) the Integrity Commissioner shall not report to the municipality about whether in their opinion, a Member has contravened the Code applicable to the Member; and,

(iii) the municipality shall not consider whether to impose penalties referred to in subsection 223.4(5) of the *Municipal Act, 2001*, on a Member.

7. (1) The Integrity Commissioner shall report to the complainant and the Member generally no later than 90 days after the intake process has been completed and an investigation has been commenced. If the investigation process takes more than 90 days, the Integrity Commissioner shall provide an interim report and must advise the parties of the date the report will be available.

(2) Where the complaint is sustained in whole or in part, the Integrity Commissioner shall also report to Municipal Council outlining the findings, the terms of any settlement or recommended penalty. The City Clerk shall process the report for the next meeting of Municipal Council.

(3) Any recommended corrective action must be permitted in law and shall be designed to ensure that the inappropriate behavior or activity does not continue.

(4) Where the complaint is dismissed, other than in exceptional circumstances, the Integrity Commissioner shall not report to Municipal Council except as part of a semi-annual or other periodic report.

8. If the Integrity Commissioner determines that there has been no contravention of the Code or that a contravention occurred although the Member took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgment made in good faith, the Integrity Commissioner shall so state in the report and shall recommend that no penalty be imposed.

9. Notwithstanding any other provision of this Protocol, the Integrity Commissioner shall not make any report to Municipal Council or to any other person during the period of time starting on Nomination Day and ending on Voting Day in any year in which a regular municipal election will be held, as set out in the *Municipal Elections Act, 1996*.

### **Municipal Council Review – Section 10**

10. (1) Municipal Council shall consider and respond to the report within 90 days after the day the report is laid before it.

(2) Municipal Council shall not consider whether to impose sanctions on a Member, where the Integrity Commissioner makes a report to the Municipal Council regarding a contravention of the Code, during the period of time starting on Nomination Day and ending on Voting Day in a year in which a regular election will be held, as set out in the *Municipal Elections Act, 1996*.

(3) In responding to the report, Municipal Council may vary a recommendation that imposes a penalty, subject to section 223.4, subsection (5) of the *Municipal Act, 2001*, but shall not refer the recommendation other than back to the Integrity Commissioner.

(4) Upon receipt of recommendations from the Integrity Commissioner, Municipal Council may, in circumstances where the Integrity Commissioner has determined there has been a violation of the Code impose either of two penalties:

- (a) a reprimand; or
- (b) suspension of the remuneration paid to the member in respect of his/her services as a Member of Council or a local board, as the case may be, for a period of up to 90 days.

(5) The Integrity Commissioner may also recommend that Municipal Council impose one of the following sanctions:

- (a) written or verbal public apology;
- (b) return of property or reimbursement of its value or of monies spent;
- (c) removal from membership of a committee; and,
- (d) removal as a chair of a committee.

(6) The Integrity Commissioner has the authority to apply sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act* and investigate complaints or initiate an investigation of suspected violations of the Act. If the Integrity Commissioner determines that a violation has occurred, the Integrity Commissioner may apply to a judge for determination of the questions of whether the member has contravened sections 5, 5.1 or 5.2 of the Act.

### **Confidentiality – Section 11**

11. (1) A complaint will be processed in compliance with the confidentiality requirements in sections 223.5 and 223.6 of the *Municipal Act*, which are summarized in the following subsections.

(2) The Integrity Commissioner and every person acting under her or his instructions shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of any investigation except as required by law in a criminal proceeding.

(3) All reports from the Integrity Commissioner to Council will be made available to the public.

(4) Any references by the Integrity Commissioner in a semi-annual or other periodic report to a complaint or an investigation shall not disclose confidential information that could identify a person concerned.

(5) The Integrity Commissioner in a report to Council on whether a member has violated the Code shall only disclose such matters as in the Integrity Commissioner's opinion are necessary for the purposes of the report.

**APPENDIX “B”**

Bill No. xx  
2019

By-law No. CPOL.-\_\_\_\_\_

A by-law to enact a new Council policy entitled  
“Code of Conduct for Local Boards”.

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 a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to enact a new Council Policy entitled “Code of Conduct for Local Boards” in accordance with regulations resulting from recent amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act* requiring municipalities to codes of conducts for local boards;

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

1. The policy entitled “Code of Conduct for Local Boards”, attached hereto as Schedule “A” is hereby adopted.
2. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on March 26, 2019.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – March 26, 2019  
Second Reading – March 26, 2019  
Third Reading – March 26, 2019

## Schedule “A”

**Policy Name:** Code of Conduct for Local Boards

**Legislative History:** None

**Last Review Date:** March 19, 2019

**Service Area Lead:** City Clerk

### 1. Policy Statement

- 1.1 This Code of Conduct is established under the authority of Part V.1 – Accountability and Transparency of the *Municipal Act, 2001*, as amended.

### 2. Definitions

In this Code of Conduct:

- 2.1 **Adjudicative Board** – shall mean a local board as defined in Section 223.1 of the *Municipal Act, 2001* which has the statutory power or right to make a decision;
- 2.2 **Apparent conflict of interest** – shall mean if there is a reasonable perception, which a reasonably well-informed person could properly have, that the Member’s ability to exercise an official power or perform an official duty or function must have been affected by their private interest;
- 2.3 **Child** – shall mean a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of their family;
- 2.4 **Code** – shall mean this Code of Conduct;
- 2.5 **Corporation** - shall mean The Corporation of the City of London;
- 2.6 **Council** - shall mean the Council of The Corporation of the City of London;
- 2.7 **Family member** - shall mean a child, parent or a spouse;
- 2.8 **Local board** – shall mean a local board as defined in section 223.1 of the *Municipal Act, 2001*;
- 2.9 **Member** - shall mean a Member of an adjudicative board or local board;
- 2.10 **Parent** – shall mean a parent who has demonstrated a settled intention to treat a child as a member of their family whether or not that person is the natural parent of the child;
- 2.11 **Spouse** - shall mean a person to whom the person is married or with whom the person is living in a conjugal relationship outside of marriage.

### 3. Applicability

- 3.1 This Code of Conduct applies to Members of the City of London’s local boards, including adjudicative boards. Members of Council are bound by the Code of Conduct for Members of Council.

## **4. The Code**

### **Rule 1 - Key Principles and Framework**

1.1 The Code is to be given a broad, liberal interpretation in accordance with the applicable legislation, the definitions set out herein and its general intent and purposes.

1.2 The Code operates together with, and as a supplement to, the following legislation that governs the conduct of Members:

- (i) *Municipal Act, 2001*;
- (ii) *Municipal Conflict of Interest Act*;
- (iii) *Municipal Elections Act, 1996*;
- (iv) *Municipal Freedom of Information and Protection of Privacy Act*;
- (v) *Occupational Health and Safety Act*;
- (vi) *Ontario Human Rights Code*;
- (viii) *Criminal Code of Canada*; and
- (ix) the by-laws and policies of the local board as adopted and amended from time to time.

### **Rule 2 - General Rules**

2.1 Members shall serve and be seen to serve in a conscientious, accountable, transparent and diligent manner.

2.2 Members shall be committed to performing their functions with integrity, independence and impartiality and to avoid the improper use of the influence of their position, and conflicts of interest, including apparent conflicts of interest.

2.3 Members shall not extend favour in the discharge of their official duties, preferential treatment to family members, organizations or groups in which they or their family members have a direct or indirect pecuniary interest.

2.4 Members are expected to perform their duties and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny.

2.5 Members shall seek to serve the public interest by upholding both the letter and the spirit of the laws of the Federal Parliament, the Ontario Legislature, and the by-laws and policies of the local board.

2.6 Members shall accurately and adequately communicate the decisions of the local board, even if they disagree with the local board's decision, such that the respect for the decision-making processes of the local board is fostered.

### **Rule 3 - Confidential Information**

3.1 Members of local boards may acquire confidential information from a variety of different resources in the course of their work. Confidential information includes information in the possession of, or received in confidence by the local board, that local board is either prohibited from disclosing, or is required to refuse to disclose under the *Municipal Freedom of Information and Protection of Privacy Act*.

3.2 A Member shall not collect, use, or disclose information in contravention of the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

3.3 A Member shall not disclose information that is subject to solicitor-client privilege, unless the privilege has been expressly waived by the local board.

3.4 A Member shall not misuse any confidential information such that the release thereof may cause detriment to the local board, the Corporation, the public or others or benefit or detriment to themselves or others. For greater certainty, confidential information includes, without limitation, information that a Member has knowledge of by virtue of their position as a Member that is not in the public domain, including emails, and oral and written communications from other Members or third parties.

#### **Rule 4 - Conduct at Meetings and When Representing the Local Board**

4.1 A Member shall conduct themselves with appropriate decorum at all times.

4.2 A Member shall conduct themselves at meetings with decorum in accordance with the provisions of the applicable procedures.

4.3 A Member shall make every effort to participate diligently in the activities of the local board.

#### **Rule 5 - Incompatible Activity**

5.1 A Member shall not engage in any activity, financial or otherwise, which is incompatible or inconsistent with the ethical discharge of their official duties in the public interest.

5.2 Without limiting the generality of the foregoing, a Member shall not:

- i) use the influence of their position for any purpose other than for the exercise of their official duties;
- ii) act as an agent before Council, any committee, board or commission of Council or the City's Hearings Officer;
- iii) use any information gained in the execution of their position that is not available to the general public for any purpose other than for official duties;
- iv) place themselves in a position of obligation to any person or organization which might reasonably benefit from special consideration or may seek preferential treatment;
- v) give preferential treatment to any person or organization in which a Member has a financial interest;
- vi) influence any administrative or local board decision or decision-making process involving or affecting any person or organization in which a Member has a financial interest;
- vii) use the Corporation's or local board's property, materials, equipment, services, supplies, facilities, officers, employees, agents or contractors for personal gain, personal purpose or for any private purpose; or
- viii) influence or interfere, either directly or indirectly, financially, politically or otherwise with employees, officers or other persons performing duties under the *Provincial Offences Act*.

5.3 A Member shall not allow the prospect of their future employment by a person or entity to detrimentally affect the performance of their duties.

5.4 A Member shall avoid waste, abuse and extravagance in the provision or use of public resources.

5.5. A Member shall expose fraud and corruption of which the Member is aware.

#### **Rule 6 - Conduct Respecting Staff**

6.1 A Member shall be respectful of the local board's or Corporation's officers, employees, individuals contracted by the local board or Corporation on a purchase of service agreement and students on placements role to provide advice based on neutrality and objectivity and without undue influence from any individual Member or faction of the local board.

6.2 No Member shall injure the professional or ethical reputation, or the prospect or practice of an officer or employee of the local board or Corporation, an individual contracted by the local board or Corporation on a purchase of service agreement or a student on placement, and all Members shall show respect for the professional capacities of such persons.

6.3 No Member shall compel or attempt to compel an officer and employee of the Corporation or local board to engage in partisan activities or be subjected to threats or discrimination for refusing to engage in such activities.

6.4 No Member shall use, or attempt to use, their authority for the purpose of intimidating, threatening, coercing, commanding or influencing any officer and employee of the local board or Corporation, individual contracted by the local board or Corporation on a purchase of service agreement or a student on placement with the intent of interfering in that employee's duties, including the duty to disclose improper activity.

#### **Rule 7 - Discreditable Conduct**

7.1 Members have a duty to treat members of the public, one another, individuals contracted by the local board or Corporation on a purchase of service agreement, students on placement and officers and employees of the local board or Corporation appropriately and without abuse, bullying or intimidation and to ensure that their work environment is safe and free from discrimination and harassment. *The Ontario Human Rights Code* and the *Occupational Health and Safety Act* apply and, where applicable, the local board policies.

7.2 Upon receipt of a complaint with respect to alleged discreditable conduct of a Member, the Integrity Commissioner shall forward the information subject to the complaint to Human Resources which, in the event mediation or other informal attempts to resolve the complaint as provided for in the applicable policy are not appropriate or prove ineffective and where Human Resources determines that further inquiry is warranted, will refer it to an external investigator to conduct an independent investigation.

7.3 Upon receipt of the report of the independent investigator, the Integrity Commissioner shall make a determination on the application of this Code of Conduct and the merits of the investigation respecting the conduct of the Member subject to the complaint. The findings of the Integrity Commissioner shall be reported to the local board as per the normal procedure respecting such matters.

#### **Rule 8 - Requirement to Adhere to Council and Local Board Policies and Procedures**

8.1 Members shall adhere to such by-laws, policies and procedures adopted by the local board and Council that are applicable to them.



## **Rule 9 - Gifts, Benefits and Hospitality**

9.1 No inappropriate gifts and hospitality are allowed that would, to a reasonable member of the public, appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved.

9.2 No Member shall accept, solicit, offer or agree to accept a commission, fee, advance, cash, gift, hospitality, gift certificate, bonus, reward or benefit that is connected directly or indirectly with the performance of their duties unless permitted by the exceptions listed in section 9.4 below. No Member shall accept the use of property or facilities, such as a vehicle, office or vacation property at less than fair market value or at no cost.

9.3 For the purpose of this Code a commission, fee, advance, cash, gift, hospitality, gift certificate, bonus, reward or benefit provided with the Member's knowledge to a friend, family member or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties, is deemed to be a gift to that Member.

9.4 Members are not precluded from accepting:

- a) contributions authorized by law;
- b) contributions that are otherwise offered, accepted and reported in accordance with applicable law;
- c) food and beverages at banquets, receptions, ceremonies or similar events, if:
  - i) attendance serves a legitimate business purpose;
  - ii) the person extending the invitation or a representative of the organization is in attendance; and
  - iii) the value is reasonable and the invitations infrequent;
- d) services without compensation by persons volunteering their time;
- e) food, lodging, transportation, hospitality and entertainment provided by other levels of government, by other local governments, boards or commissions or by a foreign government within a foreign country;
- f) a reimbursement of reasonable expenses incurred in the performance of duties or office;
- g) a reimbursement of reasonable expenses incurred and honorariums received in the performance of activities connected with associations;
- h) token gifts such as souvenirs, mementos and commemorative gifts that are given in recognition of service on a committee, for speaking at an event or representing the Corporation or, local board at an event; and
- i) gifts that are received as an incident of protocol or social obligation that normally and reasonably accompany the responsibility of office.

9.5 A Member shall return any gift or benefit which does not comply with this Code, along with an explanation why the gift or benefit cannot be accepted.

9.6 In the case of exceptions claimed under 9.4 (c), (e), (h) and (i), if the value of the gift, hospitality or benefit exceeds \$300.00, or if the total value of gifts, hospitality or benefits received from one source during the course of a calendar year exceeds \$300.00, the Members shall within 30 days of receipt of the gift, hospitality or benefit or

reaching the annual limit, complete a disclosure statement in a form prescribed by the Integrity Commissioner and file it with the Integrity Commissioner. A disclosure statement shall be a matter of public record.

9.7 On receiving a disclosure statement, the Integrity Commissioner shall examine it to ascertain whether the receipt of the gift, hospitality or benefit might, in their opinion, create a conflict between a private interest and the public duty of the Member. In the event that the Integrity Commissioner makes that preliminary determination, they shall call upon the Member to justify receipt of the gift, hospitality or benefit.

### **Rule 10 - Requirement to Adhere to Council and Local Board Policies and Procedures**

10.1 Members shall adhere to such by-laws, policies and procedures adopted by the local board or Council that are applicable to them.

### **Rule 11 - Use of Municipal or Local Board Property and Resources**

11.1 In order to fulfil their position Members have access to municipal or local board resources such as property, equipment, services, staff and supplies. No Member shall use or permit the use of Corporate or local board land, facilities, equipment, supplies, services, staff or other resources for activities other than the purposes connected with the discharger of their position.

### **Rule 12 - Election-Related Activity**

12.1 Members are required to conduct themselves in accordance with the *Municipal Elections Act, 1996* and the local board's policy regarding the use of local board resources during the election campaign period (as required under section 88.18 of the *Municipal Elections Act, 1996*). No Member shall solicit, demand or accept the services of any officer and employee, or individual providing services on a contract for service, for re-election purposes during hours in which the officer, employee, or individual providing services under a contract for service, is in the paid employment of the Corporation;

12.2 The use of local board resources, both actual property and staff time, for election-related activity is strictly prohibited. The prohibition applies to both the promotion and opposition to the candidacy of a person for election office. Election-related activity applies to campaigns for municipal, provincial and federal office.

### **Rule 13 - Outside Activities**

13.1 Members shall not be a director or hold an executive position with any organization whose objectives and mandates are in conflict with, or may reasonably be perceived to be in conflict with, the objectives and mandates of the local board. Before taking on a new executive position, the member shall inform the Chair of the local board and the Integrity Commissioner to obtain advice about the new circumstances.

### **Rule 14 - Communications with Adjudicative Boards**

14.1 Communications with members of an adjudicative board by a party or their representative must be through the board administrator and/or during the appropriate proceeding.

Written communication to the adjudicative board shall be made through the board administrator and shall be copied to all parties or their representatives as appropriate. Oral communications with the adjudicative board shall take place during formal proceedings of the adjudicative board and in the presence of all parties.

## **Rule 15 - Independent Nature of Adjudicative Boards**

15.1 Members of adjudicative boards operate at arms-length from and independently of Council and the Civic Administration. Members should maintain the board's independence and ensure their actions are consistent with the arms-length, quasi-judicial nature of an adjudicative board.

## **Rule 16 - Integrity Commissioner**

16.1 It is a violation of the Code to obstruct the Integrity Commissioner in the carrying out of their duties and responsibilities.

16.2 No Member shall threaten or undertake any active reprisal against a person initiating an inquiry or complaint under the Code or against a person who provides information to the Integrity Commissioner in any investigation.

16.3 It is a violation of the Code to destroy any documents or erase any electronic communications or refuse to respond to the Integrity Commissioner where a formal complaint has been lodged under the Code.

16.4 Upon receipt of a recommendation from the Integrity Commissioner, the local board may, in circumstances where the Integrity Commissioner has determined there has been a violation of the Code of Conduct, impose either:

- a) removal from membership of a committee of the local board;
- b) removal as chair of the local board or a committee of the local board;
- c) written or verbal public apology; and
- d) return of property or reimbursement of its value or of monies spent;.

16.5 The Integrity Commissioner may also recommend that Council revoke the member's appointment to the local board.

16.6 The Integrity Commissioner has the final authority to recommend any of the sanctions above or other remedial actions at their discretion.

**THE CORPORATION OF THE CITY OF LONDON  
CODE OF CONDUCT FOR MEMBER OF LOCAL BOARDS  
COMPLAINT PROTOCOL**

**AUTHORITY**

Section 223.3 of the *Municipal Act, 2001* authorizes a municipality to appoint an Integrity Commissioner who reports to council or local board and who is responsible for performing in an independent manner the powers and duties assigned by the municipality with respect to the application of the Code of Conduct for Members of Local Boards.

Section 223.4 of the *Municipal Act, 2001* provides that an Integrity Commissioner has certain powers, duties and protections.

The Code of Conduct for Members of Local Boards was adopted by Council by By-law CPOL.- \_\_\_\_\_ on March 26, 2019.

This Complaint Protocol was adopted by Council by By-law CPOL.- \_\_\_\_\_ on March 26, 2019.

**PART A: INFORMAL COMPLAINT PROCEDURE**

Any person or any representative of an organization who has identified or witnessed behaviour or an activity by a Member of a Local Board that they believe is in contravention of the *Code of Conduct for Members of Local Boards* (the "Code") may wish to address the prohibited behaviour or activity themselves as follows:

- (1) advise the Member that the behaviour or activity contravenes the Code;
- (2) encourage the Member to acknowledge and agree to stop the prohibited behaviour or activity and to avoid future occurrences of the prohibited behavior or activity;
- (3) keep a written record of the incidents including dates, times, locations, other persons present, and any other relevant information;
- (4) request the Integrity Commissioner to assist in informal discussion of the alleged complaint with the Member in an attempt to resolve the issue;
- (5) if applicable, confirm to the Member your satisfaction with the response of the Member; or, if applicable, advise the Member of your dissatisfaction with the response; and
- (6) consider the need to pursue the matter in accordance with the formal complaint procedure outlined in Part B, or in accordance with another applicable judicial or quasi-judicial process or complaint procedure.

All persons and organizations are encouraged to initially pursue this informal complaint procedure as a means of stopping and remedying a behaviour or activity that is prohibited by the Code. With the consent of the complaining individual or organization and the Member, the Integrity Commissioner may be part of any informal process. However, it is not a precondition or a prerequisite that those complaining must pursue the informal complaint procedure before pursuing the Formal Complaint Procedure in Part B.

## **PART B: FORMAL COMPLAINT PROCEDURE:**

### **Integrity Commissioner Requests for Inquiries - Section 1**

1. (1) A request for an investigation of a complaint that a Member has contravened the Code (the "complaint") shall be sent directly to the Integrity Commissioner by mail, e-mail, fax or courier and shall be in writing.
- (2) All complaints shall be signed by an identifiable individual (which includes the authorized signing officer of an organization).
- (3) A complaint shall set out reasonable and probable grounds for the allegation that the Member has contravened the Code. For example, the complaint should include the name of the alleged violator, the provision of the Code allegedly contravened, facts constituting the alleged contravention, the names and contact information of witnesses, and contact information for the complainant during normal business hours.
- (4) The Local Board may also file a complaint and/or request an investigation of any of its members by public motion.

### **Initial Classification by Integrity Commissioner - Section 2**

2. (1) Upon receipt of the complaint, the Integrity Commissioner shall make an initial classification to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code and not covered by other legislation or other Local Board Policies as described in subsection (2).
- (2) If the complaint is not, on its face, a complaint with respect to non-compliance with the Code or the complaint is covered by other legislation or a complaint procedure under another Local Board Policy, the Integrity Commissioner shall advise the complainant in writing as follows:
  - (a) if the complaint on its face is an allegation of a criminal nature consistent with the *Criminal Code of Canada*, the complainant shall be advised that if the complainant wishes to pursue any such allegation, the complainant must pursue it with the appropriate police force;
  - (b) if the complaint on its face is with respect to non-compliance with the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be advised that the matter will be referred for review to the Head under the Act;
  - (c) if the complaint on its face is with respect to non-compliance with a more specific Local Board Policy with a separate complaint procedure, the complainant shall be advised that the matter will be processed under that procedure;
  - (d) if the complaint is in relation to a matter which is subject to an outstanding complaint under another process such as a Human Rights complaint or similar process, the Integrity Commissioner may, in their sole discretion and in accordance with legislation, suspend any investigation pending the result of the other process; and,
  - (e) in other cases, the complainant shall be advised that the matter, or part of the matter, is not within the jurisdiction of the Integrity Commissioner to process, with any additional reasons and referrals as the Integrity Commissioner considers appropriate.

(3) The Integrity Commissioner may report to the Local Board that a specific complaint is not within the jurisdiction of the Integrity Commissioner, but shall not disclose information that could identify a person concerned.

(4) The Integrity Commissioner shall report semi - annually to the Local Board on complaints not within the jurisdiction of the Integrity Commissioner, but shall not disclose information that could identify a person concerned.

### **Integrity Commissioner Investigation - Sections 3 – 9**

3. (1) If the Integrity Commissioner is of the opinion that a complaint is frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for an investigation, the Integrity Commissioner shall not conduct an investigation, or, where that becomes apparent in the course of an investigation, terminate the investigation.

(2) Other than in exceptional circumstances, the Integrity Commissioner will not report to the Local Board on any complaint described in subsection (1) except as part of a semi- annual or other periodic report.

4. (1) If a complaint has been classified as being within the Integrity Commissioner's jurisdiction and not rejected under section 3, the Commissioner shall investigate and in so doing, at any time may attempt to settle the complaint.

(2) Upon receipt of a formal complaint pursuant to the Code, and where the Integrity Commissioner determines that the complaint meets the criteria to be investigated, the Integrity Commissioner may elect to conduct an informal investigation, which may include mediation, or alternatively to exercise the powers of a Commission under sections 33 and 34 of the *Public Inquiries Act, 2009* as contemplated by subsection 223.4(2) of the Act.

(3) When the *Public Inquiries Act, 2009* applies to an investigation of a complaint, the Integrity Commissioner shall comply with the procedures specified in that Act and this Complaint Protocol, but, if there is a conflict between a provision of the Complaint Protocol and a provision of the *Public Inquiries Act, 2009*, the provision of the *Public Inquiries Act, 2009* prevails.

5. (1) The Integrity Commissioner will proceed as follows, except where otherwise required by the *Public Inquiries Act, 2009*:

(a) serve the complainant and supporting material upon the Member whose conduct is in question with a request that a written response to the allegation by way of affidavit or otherwise be filed within ten business days; and

(b) serve a copy of the response provided upon the complainant with a request for a written reply within ten business days.

(2) If necessary, after reviewing the written materials, the Integrity Commissioner may speak to anyone relevant to the complaint, access and examine any of the information described in subsections 223.4(3) and (4) of the *Municipal Act*, and may enter any Local Board or if necessary, City work location relevant to the complaint for the purposes of investigation and settlement.

(3) The Integrity Commissioner shall not issue a report finding a violation of the Code on the part of any Member unless the Member has had reasonable notice of the basis for the proposed finding and any recommended penalty and an opportunity either in person or in writing to comment on the proposed finding and any recommended penalty.

(4) The Integrity Commissioner may make interim reports to the Local Board where necessary and as required to address any instances of interference, obstruction or retaliation encountered during an investigation.

(5) If the Integrity Commissioner has not completed an investigation before Nomination Day for a regular election, as set out in the *Municipal Elections Act, 1996*, the Integrity Commissioner shall terminate the inquiry on that day.

If an investigation is terminated in accordance with subsection 223.4(7) of the *Municipal Act, 2001*, the Integrity Commissioner shall not commence another inquiry in respect to the matter unless, within six weeks after Voting Day in a regular election, the complainant who made the request or the Member or former Member whose conduct is concerned makes a written request to the Integrity Commissioner that the investigation be commenced.

(6) The Integrity Commissioner shall retain all records related to the complaint and investigation.

6. Notwithstanding any other provisions of this Protocol, in the year of a regular election the following rules apply during the period starting on Nomination Day for a regular election, as set out in section 31 of the *Municipal Elections Act, 1996* and ending on Voting Day in a regular election, as set out in section 5 of the Act:

(i) there shall be no requests for an inquiry about whether a Member has contravened the Code applicable to the Member;

(ii) the Integrity Commissioner shall not report to the municipality about whether in their opinion, a Member has contravened the Code applicable to the Member; and,

(iii) the municipality shall not consider whether to impose penalties referred to in subsection 223.4(5) of the *Municipal Act, 2001*, on a Member.

7. (1) The Integrity Commissioner shall report to the complainant and the Member generally no later than 90 days after the intake process has been completed and an investigation has been commenced. If the investigation process takes more than 90 days, the Integrity Commissioner shall provide an interim report and must advise the parties of the date the report will be available.

(2) Where the complaint is sustained in whole or in part, the Integrity Commissioner shall also report to the Local Board outlining the findings, the terms of any settlement or recommended penalty. The secretary of the Local Board shall process the report for the next meeting of the Local Board.

(3) Any recommended corrective action must be permitted in law and shall be designed to ensure that the inappropriate behavior or activity does not continue.

(4) Where the complaint is dismissed, other than in exceptional circumstances, the Integrity Commissioner shall not report to Local Board except as part of a semi-annual or other periodic report.

8. If the Integrity Commissioner determines that there has been no contravention of the Code or that a contravention occurred although the Member took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgment made in good faith, the Integrity Commissioner shall so state in the report and shall recommend that no penalty be imposed.

9. Notwithstanding any other provision of this Protocol, the Integrity Commissioner shall not make any report to the Local Board or to any other person during the period of time starting on Nomination Day and ending on Voting Day in any year in which a regular municipal election will be held, as set out in the *Municipal Elections Act, 1996*.

### **Local Board Review – Section 10**

10. (1) The Local Board shall consider and respond to the report within 90 days after the day the report is laid before it.

(2) The Local Board shall not consider whether to impose sanctions on a Member, where the Integrity Commissioner makes a report to the Local Board regarding a contravention of the Code, during the period of time starting on Nomination Day and ending on Voting Day in a year in which a regular election will be held, as set out in the *Municipal Elections Act, 1996*.

(3) In responding to the report, the Local Board may vary a recommendation that imposes a penalty, subject to section 223.4, subsection (5) of the *Municipal Act, 2001*, but shall not refer the recommendation other than back to the Integrity Commissioner.

(4) Upon receipt of recommendations from the Integrity Commissioner, the Local Board may, in circumstances where the Integrity Commissioner has determined there has been a violation of the Code impose either of two penalties:

- (a) a reprimand; or
- (b) suspension of the remuneration paid to the member in respect of his/her services as a Member of Council or a local board, as the case may be, for a period of up to 90 days.

(5) The Integrity Commissioner may also recommend that Local Board impose one of the following sanctions:

- (a) written or verbal public apology;
- (b) return of property or reimbursement of its value or of monies spent;
- (c) removal from membership of a committee; and,
- (d) removal as a chair of a committee.

(6) The Integrity Commissioner has the authority to apply sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act* and investigate complaints or initiate an investigation of suspected violations of the Act. If the Integrity Commissioner determines that a violation has occurred, the Integrity Commissioner may apply to a judge for determination of the questions of whether the member has contravened sections 5, 5.1 or 5.2 of the Act.

### **Confidentiality – Section 11**

11. (1) A complaint will be processed in compliance with the confidentiality requirements in sections 223.5 and 223.6 of the *Municipal Act*, which are summarized in the following subsections.

(2) The Integrity Commissioner and every person acting under her or his instructions shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of any investigation except as required by law in a criminal proceeding.

(3) All reports from the Integrity Commissioner to Council will be made available to the public.



(4) Any references by the Integrity Commissioner in a semi-annual or other periodic report to a complaint or an investigation shall not disclose confidential information that could identify a person concerned.

(5) The Integrity Commissioner in a report to Council on whether a member has violated the Code shall only disclose such matters as in the Integrity Commissioner's opinion are necessary for the purposes of the report.

## APPENDIX “C”

Bill No. xx  
2019

By-law No. CPOL.-\_\_\_\_\_

A by-law to enact a Council Policy entitled “The Corporation of the City of London Integrity Commissioner Terms of Reference”.

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 a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to enact a Council Policy entitled “The Corporation of the City of London Integrity Commissioner Terms of Reference” to address recent amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act*;

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

1. The policy entitled “The Corporation of the City of London Integrity Commissioner Terms of Reference”, attached hereto as Schedule “A” is hereby adopted.
2. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on March 26, 2019.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – March 26, 2019  
Second Reading – March 26, 2019  
Third Reading – March 26, 2019

## Schedule “A”

**Policy Name:** The Corporation of the City of London

**Legislative History:** Terms of Reference adopted September 2, 2014

**Last Review Date:** March 19, 2019

**Service Area Lead:** City Clerk

### 1. Policy Statement

This Policy establishes a Terms of Reference for The Corporation of City of London Integrity Commissioner in accordance with section 223.3 of the *Municipal Act, 2001*.

### 2. Definitions

None.

### 3. Applicability

This Policy applies to all Members of Council and Local Boards.

### 4. The Policy

4.1 The Integrity Commissioner is an independent officer, appointed by Council by by-law passed under section 223.3 of the *Municipal Act, 2001*. The Integrity Commissioner reports directly to Council or Local Boards and functions independently of the Civic Administration and Local Board Administration.

#### 4.2 Municipal Council

In accordance with section 223.3(1) of the *Municipal Act, 2001*, the Integrity Commissioner shall carry out the following functions:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act* to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act*.

The duties of the Integrity Commissioner with respect to Municipal Council are to:

- a) provide advice to Members of Council on the application of the City's Code of Conduct for Members of Council and any procedures, rules and policies of the municipality governing the ethical behaviour of Members of Council;
- b) provide advice to Members of Council on the application of sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act*;
- c) receive and conduct such formal or informal processes as may be appropriate (including inquiries or mediations), in accordance with the Council approved Complaint Protocol, concerning complaints by the Council, or any person that a Member of Council has contravened the City's Code of Conduct for Members of Council, the *Municipal Conflict of Interest Act*, or rules and policies of the municipality governing the ethical behaviour of Members of Council;
- d) report to Council, in writing, where an inquiry under part c) has been conducted and the Integrity Commissioner is of the opinion that a Member of Council has contravened the Code of Conduct for Members of Council and/or and include any recommendations with respect to the inquiry for the Council to consider;
- e) report to Council annually, in writing, summarizing any activities undertaken and advice given; and,
- f) provide such training and written reference materials, upon the request of Municipal Council, for distribution to and use by Members of Council and the public regarding the role of the Integrity Commissioner, the obligations and responsibilities of Members of Council under the City's Code of Conduct for Members of Council and under the *Municipal Conflict of Interest Act*, the meaning of the City's Code of Conduct for Members of Council and any procedures, rules and policies of the municipality governing the ethical behaviour of Members of Council under the City's Code of Conduct for Members of Council and the *Municipal Conflict of Interest Act*.

#### 4.3 Local Boards

The duties of the Integrity Commissioner with respect to Local Boards are to:

- a) provide advice to Members of Local Boards on the application of the City's Code of Conduct for Local Boards and any procedures, rules and policies of the Local Boards governing the ethical behaviour of Members of Local Boards;
- b) provide advice to Members of Local Boards on the application of sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act*;
- c) receive and conduct inquiries, in accordance with the Council approved Complaint Protocol for Local Boards, into requests by Local Boards, a Members of the Local Boards or a member of the public about whether a Member of a Local Board has contravened the City's Code of Conduct for Local Boards;

- d) receive and conduct inquiries or initiate inquiries about whether a Member of a Local Board has contravened the *Municipal Conflict of Interest Act*, in accordance with sections 5, 5.1 and 5.2 of the Act;
- e) report to the Local Board, in writing, where an inquiry has been conducted under part c) and the Integrity Commissioner is of the opinion that a Member of the Local Board has contravened the Code of Conduct for Members of Local Boards and include any recommendations with respect to the inquiry for the Local Board to consider;
- f) report to Local Boards, annually, in writing, summarizing any activities undertaken and advice given; and
- g) provide such training and written reference materials, upon the request of Local Boards, for distribution to and use by Members of Local Boards and the public regarding the role of the Integrity Commissioner, the obligations and responsibilities of Members of Local Boards under the City's Code of Conduct for Members of Local Boards and under the *Municipal Conflict of Interest Act*, the meaning of the City's Code of Conduct for Members of Local Boards and any procedures, rules and policies of the Local Boards governing the ethical behaviour of Members of Local Boards under the City's Code of Conduct for Members of Local Boards and the *Municipal Conflict of Interest Act*.

**APPENDIX “D”**

Bill No. xx  
2019

By-law No. CPOL.-\_\_\_\_\_

A by-law to enact a Council Policy entitled  
“Members of Council Public Registry  
Declaration of Interest”.

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 a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to enact a Council Policy entitled “Members of Council Public Registry Declaration of Interest” in accordance with sections 5.1 and 6.1 of the *Municipal Conflict of Interest Act* requiring Members of Council to submit written statements regarding disclosure of interests and the creation of a registry of written statements to be available for public inspection;

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

1. The policy entitled “Members of Council Public Registry Declaration of Interest”, attached hereto as Schedule “A” is hereby adopted.
2. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on March 26, 2019.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – March 26, 2019  
Second Reading – March 26, 2019  
Third Reading – March 26, 2019

## Schedule "A"

**Policy Name:** Members of Council Public Registry Declaration of Interest

**Legislative History:** None

**Last Review Date:** March 19, 2019

**Service Area Lead:** City Clerk

### 1. Policy Statement

This Policy establishes a process to implement the requirement for Members of Council to submit written statements regarding disclosure of interests and the creation of a registry of the written statements to be available for public inspection in accordance with sections 5.1 and 6.1 of the *Municipal Conflict of Interest Act*.

### 2. Definitions

None.

### 3. Applicability

This Policy applies to all Members of Council.

### 4. The Policy

- 4.1 Any Member of Council who discloses an interest in accordance with section 5 of the *Municipal Conflict of Interest Act* shall, as soon as possible afterwards, file a written statement of the interest and its general nature, with the City Clerk.
- 4.2 The City Clerk shall establish and maintain a registry in which shall be kept:
  - a) a copy of each statement filed by a Member of Council under section 5.1 of the *Municipal Conflict of Interest Act*;
  - b) a copy of each declaration of interest recorded by the City Clerk, or designate, under section 6 of the *Municipal Conflict of Interest Act* in the minutes of a meeting that is open to the public.
- 4.3 The registry shall be available for public inspection 8:30 AM to 4:30 PM, Monday to Friday, with the exception of statutory holidays or other periods when City Hall is not open to the public.
- 4.4 The registry shall include a copy of each written statement that a Member of Council files with the City Clerk and a copy of each declaration of interest that the Clerk, or designate records in the minutes.
- 4.5 The registry will be made available for public inspection in both hard copy format and an electronic format uploaded to the City of London's website.

## APPENDIX “E”

Bill No. xx  
2019

By-law No. CPOL.-\_\_\_\_\_

A by-law to enact a Council Policy entitled  
“Public Registry Declaration of Interest for  
Local Boards”.

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 a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to enact a Council Policy entitled “Public Registry Declaration of Interest for Local Boards” in accordance with sections 5.1 and 6.1 of the *Municipal Conflict of Interest Act* requiring Members of Local Boards to submit written statements regarding disclosure of interests and the creation of a register of written statements to be available for public inspection;

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

1. The policy entitled “Registry Declaration of Interest for Local Boards”, attached hereto as Schedule “A” is hereby adopted.
2. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on March 26, 2019.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – March 26, 2019  
Second Reading – March 26, 2019  
Third Reading – March 26, 2019



## Schedule "A"

**Policy Name:** Public Registry Declaration of Interest for Local Boards

**Legislative History:** None

**Last Review Date:** March 19, 2019

**Service Area Lead:** City Clerk

### 1. Policy Statement

This Policy establishes a process to implement the requirement for Members of Local Boards to submit written statements regarding disclosure of interests and the creation of a registry of the written statements to be available for public inspection in accordance with sections 5.1 and 6.1 of the *Municipal Conflict of Interest Act*.

### 2. Definitions

None.

### 3. Applicability

This Policy applies to all Members of Local Boards.

### 4. The Policy

- 4.1 Any Member of a Local Board who discloses an interest in accordance with section 5 of the *Municipal Conflict of Interest Act* shall, as soon as possible afterwards, file a written statement of the interest and its general nature, with the Secretary of the Local Board.
- 4.2 The Secretary of the Local Board shall establish and maintain a registry in which shall be kept:
  - a) a copy of each statement filed by a Member of a Local Board under section 5.1 of the *Municipal Conflict of Interest Act*;
  - b) a copy of each declaration of interest recorded by the Secretary of the Local Board under section 6 of the *Municipal Conflict of Interest Act* in the minutes of a meeting that is open to the public.
- 4.3 The registry shall be available for public inspection 8:30 AM to 4:30 PM, Monday to Friday, with the exception of statutory holidays or other periods when the Local Board's Office is not open to the public.
- 4.4 The registry shall include a copy of each written statement that a Member of the Local Board files with the Secretary of the Local Board and a copy of each declaration of interest that the Secretary of the Local Board records in the minutes.
- 4.5 The registry will be made available for public inspection in both hard copy format and an electronic format uploaded to the Local Board's website, where applicable.

**APPENDIX “F”**

Bill No. xx  
2019

By-law No. CPOL.-\_\_\_\_\_

A by-law to enact a Council Policy entitled  
“Members of Council – Absence – Pregnancy  
or Parental Leave”.

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 a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to enact a Council Policy entitled “Members of Council – Absence – Pregnancy or Parental Leave” in accordance with Subsections 259(1.1) and 270(1) of the *Municipal Act, 2001* to establish a process to recognize a Member of Council’s ability to take pregnancy or parental leave without a Council motion;

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

1. The policy entitled “Members of Council - Absence – Pregnancy or Parental Leave”, attached hereto as Schedule “A” is hereby adopted.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on March 26, 2019.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – March 26, 2019  
Second Reading – March 26, 2019  
Third Reading – March 26, 2019

## Schedule "A"

**Policy Name:** Members of Council – Absence – Pregnancy or Parental Leave

**Legislative History:** None

**Last Review Date:** March 19, 2019

**Service Area Lead:** City Clerk

### 1. Policy Statement

This Policy establishes a process to recognize a Member of Council's ability to take pregnancy and parental leave without a Council motion in accordance with Subsections 259 (1.1) and 270 (1) of the *Municipal Act, 2001* and to provide for delegated authority that would allow legislative and administrative matters to be addressed in a manner that is consistent with the Council Member's wishes while they are on leave.

### 2. Definitions

None.

### 3. Applicability

This Policy applies to all Members of Council.

### 4. The Policy

Any Member of Council shall provide the City Clerk written notice of an absence of 20 consecutive weeks or less as a result of the Member's pregnancy, the birth of the Member's child or the adoption of a child by the Member in accordance with Subsections 259 (1.1) and 270 (1) of the *Municipal Act, 2001*.

The written notice shall contain the following information:

- a) an indication of the Member(s) of Council whom they wish to delegate the authority to undertake their Ward responsibility during their absence; and
- b) an indication of the Member(s) of Council whom they recommend Council appoint as a Member of any Committee(s) on which the Councillor sits, on an interim basis for the duration of their absence; and
- c) a recommendation to Council that the City Clerk be delegated the authority to approve the payment of costs from their expense account arising from routine expenses, in consultation with the Member(s) of Council to whom delegation has been given in accordance with a) above, and in accordance with the Council Members' Expense Account Policy, if there is sufficient funds in the expense account to do so.

When such written notice is provided, the City Clerk shall forward the written notice forward for Council consideration immediately following the City Clerk's receipt of the written notice.

Appendix "J"

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON AUGUST 10, 2020</b>
<b>FROM:</b>	<b>CATHY SAUNDERS CITY CLERK</b>
<b>SUBJECT:</b>	<b>COUNCIL PROCEDURE BY-LAW</b>

**RECOMMENDATION**

That, on the recommendation of the City Clerk, the following actions be taken with respect to Council Procedure By-law:

- a) the attached proposed by-law (Appendix "A") being "A by-law to amend By-law A-50, as amended, being "A by-law to provide for the Rules of Order and Procedure for the Council of The Corporation of the City of London" to facilitate Members of Council electronic participation in meetings and to amend the Terms of Reference from the Strategic Priorities and Policy Committee to include "anti-racism, diversity, inclusion and anti-oppression" in the Committee's mandate, BE INTRODUCED at the Municipal Council meeting to be held on August 25, 2020; and
- b) subject to the approval of a) above, the attached proposed by-law (Appendix "B") being a by-law to enact a Council Policy entitled "Electronic Participation of Council Members at Council and Standing Committee meetings" BE INTRODUCED at the Municipal Council meeting to be held on August 25, 2020.

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

None.

**BACKGROUND**

**Council Members – Electronic Participation**

Section 238(2) of the *Municipal Act, 2001*, provides that every municipality shall pass a procedure by-law for governing the calling, place and proceedings of meetings.

On March 17, 2020, the Provincial Government issued a Declaration of Emergency pursuant to section 7.0.1 of the *Emergency Management and Civil Protection Act* related to Novel Coronavirus (COVID-19). On March 19, 2020, the Provincial Government passed Bill 187 which put in place amendments to the *Municipal Act, 2001* to provide a municipality with the ability to amend their Procedural By-law to permit meetings to be held electronically during an emergency declared pursuant to the *Emergency Management and Civil Protection Act*. In response to this, the Municipal Council enacted By-law No. A.-50-20007, being "A by-law to provide for the Rule of Order and Procedure for the Council of The Corporation of the City of London" to provide for electronic participation of Members of Council at Council and Standing Committee meeting during a period of a declared emergency" at the meeting held on March 24, 2020.

Bill 187, permitted electronic participation of Council Members which would count towards quorum and provide for the Council Members to vote and participate in both open and closed sessions of the meeting during a declared emergency.

On July 21, 2020, the Provincial Government gave Royal Assent to Bill 197 “An act to amend various statutes in response to COVID-19 and to enact, amend and repeal various statute”. This Bill included further amendments to the *Municipal Act, 2001* to allow for electronic participation of Council Members at meetings without a declaration of an emergency being required.

Council and Standing Committee meetings currently being held are hybrid in nature with some Council Members physically in attendance and some participating remotely. Given the current direction of the Medical Officer of Health to maintain a physical distance of 2 metres (6 feet) from another individual, it would be difficult to accommodate 15 Council Members and City Clerk’s staff in the Council Chambers. It is recommended that the Civic Administration (with the exception of City Clerk’s staff and Information Technology staff) continue to be in remote attendance at meetings until such time as physical distance requirements are lifted.

In response to this legislative change, the Civic Administration recommends that the previous amendments to the Council Procedure By-law put in place by By-law No. A.-50-20007 remain in place should future Declarations of Emergency occur. In addition, due to the physical limitations of the Council Chambers while maintain physical distancing, the Civic Administration recommends that the attached proposed by-law (Appendix “A”) to amend the Council Procedure By-law to facilitate Members of Council electronic participation in meetings outside of a Declaration of Emergency be enacted. The Civic Administration is also recommending that the corresponding Council Policy attached as Appendix “B” to this report be approved.

### **Council Member – Proxy Voting**

Bill 197 also permits a municipality to choose to allow a member of Council to appoint another member of Council to as a proxy in their place if they are unable to attend a meeting subject to the following conditions:

1. A member shall not appoint a proxy unless the proxy holder is a member of the same council as the appointing member.
2. A member shall not act as a proxy for more than one member of Council at any one time.
3. The member appointing the proxy shall notify the clerk of the appointment in accordance with the process established by the clerk.
4. For the purpose of determining whether or not a quorum of members is present at any point in time, a proxy holder shall be counted as one member and shall not be counted as both the appointing member and the proxy holder.
5. A proxy shall be revoked if the appointing member or the proxy holder requests that the proxy be revoked and complies with the proxy revocation process established by the clerk.
6. Where a recorded vote is requested under section 246, the clerk shall record the name of each proxy holder, the name of the member of council for whom the proxy holder is voting and the vote cast on behalf of that member; and
7. A member who appoints a proxy for a meeting shall be considered absent from the meeting for the purposes of determining whether the office of the member is vacant under section 259(1)(c).

The Civic Administration does not recommend moving forward with changes related to proxy voting at this time as this matter warrants further review and discussion.

## Strategic Priorities and Policy Committee Mandate

Municipal Council, at its meeting held on July 21, 2020, resolved the following with respect to the Council Procedure By-law:

“That the following actions be taken with respect to making anti-racism a strategic priority:

- a) the mandate of the Strategic Priorities and Policy Committee BE AMENDED to include “anti-racism, diversity, inclusion and anti-oppression” as a new bullet point under Strategic Initiatives;
- b) the terms of reference for the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) be amended to replace “Community and Protective Services” with “Strategic Priorities and Policy Committee”: and,
- c) the Civic Administration BE ENCOURAGED to bring forward initial reports by service area responding to the Municipal Council resolution on 16 June 2020 related to the implementation of the equity and inclusion lens to the most relevant standing committee for each service area (e.g. Development and Compliance Services would report to Planning and Environment Committee; Engineering and Environmental Services would report to Civic Works, and so on).”

The proposed by-law attached as Appendix “A” to this report implements part a) of the above-noted Municipal Council direction.

<b>RECOMMENDED BY:</b>
<b>CATHY SAUNDERS CITY CLERK</b>

## APPENDIX "A"

Bill No.  
2020

By-law No.

A by-law to amend By-law A-50, as amended, being "A by-law to provide for the Rules of Order and Procedure for the Council of The Corporation of the City of London" to facilitate Members of Council electronic participation in meetings and to amend the mandate of the Strategic Priorities and Policy Committee to include "anti-racism, diversity, inclusion and anti-oppression" in the Committee's mandate.

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 the Municipal Council enacted the Council Procedure By-law (By-law No. A-50) on May 31, 2016 to provide for the rules of order and procedure for the Council of The Corporation of the City of London;

AND WHEREAS on July 21, 2020 the Province of Ontario enacted Bill 197 "An Act to amend various statutes in response to COVID-19 and to enact, amend and repeal various statutes, including amendments to the *Municipal Act, 2001* to permit meetings to be held electronically on an ongoing basis outside an emergency declared pursuant to the *Emergency Management and Civil Protection Act*, R.S.O. 1990, Chapter E.9;

AND WHEREAS the Council of The Corporation of the City of London considers the protection of the health and safety of the public to be a paramount concern;

AND WHEREAS The Corporation of the City of London considers it desirable to be able to provide for the electronic participation of Council Members at Council and Standing Committee meetings when it is deemed necessary to do so;

AND WHEREAS the Council of The Corporation of the City of London deems it desirable to make anti-racism a strategic priority;

AND WHEREAS The Corporation of the City of London considers it desirable to demonstrate the Corporation's commitment to end racism by amending the mandate of the Strategic Priorities and Policy Committee to include "anti-racism, diversity, inclusion and anti-oppression" as a new bullet point under Strategic Initiatives;

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

1. Section 5.0 MEETINGS is hereby amended by adding the following new subsection:

**5.12 Meetings – Electronic Participation**

A Council or standing committee meeting may include electronic participation of members in accordance with Council Policy "Electronic Participation of Council Members at Council and Standing Committee meetings".

2. Section 15.0 COUNCIL – IN CLOSED SESSION, is hereby amended by adding the following new subsection:

**15.12 – Meeting In Closed Session – Electronic Meeting Participation**

Any part of a meeting held in closed session shall allow for electronic meeting participation by members in accordance with Council Policy “Electronic Participation of Council Members at Council and Standing Committee meetings”.

3. Part 4 – STANDING COMMITTEES, is hereby amended by adding the following new subsection, to Section 26 – MEETINGS:

**26.5 – Meetings – Electronic Meeting Participation**

All provisions of Sections 5.11 and 15.12 shall apply to Standing Committee Meetings.

4. Schedule “E” – Mandate – Strategic Priorities and Policy Committee, is hereby amended by adding the following matters under “Economic Strategies, Initiatives and Emerging Issues:

- ❖ Anti-racism
- ❖ Diversity
- ❖ Inclusion
- ❖ Anti-oppression

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

PASSED in Open Council on August 25, 2020.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – August 25, 2020  
Second Reading – August 25, 2020  
Third Reading – August 25, 2020



APPENDIX "B"

Bill No. \_\_\_\_  
2020

By-law No. CPOL.-\_\_\_\_\_

A by-law to enact a Council Policy entitled  
"Electronic Participation of Council  
Members at Council and Standing  
Committee meetings."

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 a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to enact a Council Policy entitled "Electronic Participation of Council Members at Council and Standing Committee meetings" to set out the parameters for the electronic participation of Council Members at Council and Standing Committee meetings, for both open and closed sessions as provided for in the *Municipal Act, 2001*;

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

1. The policy entitled "Electronic Participation of Council Members at Council and Standing Committee meetings", attached hereto as Schedule "A" is hereby adopted.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on August 25, 2020

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – August 25, 2020  
Second Reading – August 25, 2020  
Third Reading – August 25, 2020



London  
CANADA

**Policy Name: Electronic Participation of Council Members at Council and Standing Committee meetings**

**Legislative History: n/a**

**Last Review Date: August 10, 2020**

**Service Area Lead: City Clerk**

**1. Policy Statement**

1.1 This policy sets out the parameters for the electronic participation of Council Members at Council and Standing Committee meetings, for both open and closed session. The Council Procedure By-law sets out the parameters for the electronic participation of Elected Officials at Council and Standing Committee meetings during a period of a declared state of emergency.

**2. Definitions – in accordance with the Council Procedure By-law**

2.1 **Electronic Participation** – shall mean the participation of a Council member remotely, via electronic means including telephone, who shall have the same rights and responsibilities as if the Member was in physical attendance.

2.2 **Closed Session** – shall mean any portion of a Council or Standing Committee meeting that is not open to the public, and held in accordance with Section 239 of the *Municipal Act 2001*.

2.3 **Member** – shall mean a member of the Council.

2.4 **Meeting** – shall mean a regular, special or other meeting of the Council or standing committee and shall include meetings in closed session.

**3. Applicability**

3.1 This policy applies to Council Members.

**4. The Policy**

4.1 Members may be permitted to participate in Council and Standing Committee by electronic participation, when they are unable to attend the meeting in person.

a) A member requiring to participate electronically shall be required to provide the City Clerk with a minimum of 24 hours' notice of their intention.

b) The meeting Chair shall not be permitted to participate electronically.

c) The permitted participation in meetings electronically shall include closed session for Council and Standing Committees.

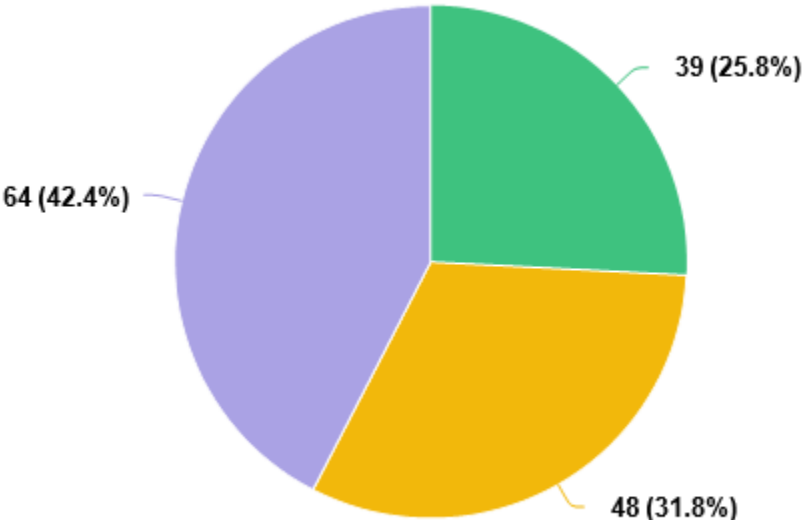
d) Meeting record(s) shall reflect which members attended electronically and which members attended physically.

4.2 The administration of electronic participation shall be at the discretion of the City Clerk, recognizing that technology and requirements will vary from time-to-time. This shall include the means by which Members shall vote.

Appendix "K"

**2021 Council Compensation Survey  
Public Survey Response Report**

Question 1: Councillors' current compensation rate is \$52,725 annually. Do you feel Councillors are currently?



Responses:

Overpaid – 39 (25.8%)

Paid Appropriately – 48 (31.8%)

Underpaid – 64 (42.4%)

150 responses, 4 skipped

## Appendix “K”

**Question 2: Should the current compensation rate, based on median full-time employment income, be changed? If so, how do you suggest the rate be changed.**

Response Time	Response
2022-01-05 07:29:19 -0700	I would tie the salary to a senior level administrator in the City.
2022-01-05 07:42:29 -0700	Based on inflation rate
2022-01-05 07:48:55 -0700	Should be paid hourly.
2022-01-05 07:54:15 -0700	This is a part time position. They were elected knowing that and should not transition to full time position. Therefore salary should not change (go higher) especially since Covid has added historic level costs to the system and must be dealt with before granting salary increase to any local Govt officials.
2022-01-05 07:55:55 -0700	Should be moved to 2020 median wage
2022-01-05 07:58:16 -0700	should not be more than a 1% change. Keep it fair with many public workers unable to gain more than a 1% wage increase due to Bill 124.
2022-01-05 07:58:44 -0700	No
2022-01-05 08:08:44 -0700	No
2022-01-05 08:10:13 -0700	No, they should be paid average full -time rate of the middle class. Not an average using the higher incomes of Londoners.
2022-01-05 08:12:45 -0700	NO
2022-01-05 08:20:31 -0700	\$40,000
2022-01-05 08:25:53 -0700	No, they should be paid as directors of a billion dollar organization and expected to work full time on city business.
2022-01-05 08:42:20 -0700	Do not pay these useless people a penny
2022-01-05 08:52:48 -0700	Absolutely jot they are compensated fairly
2022-01-05 09:02:44 -0700	No
2022-01-05 09:07:17 -0700	Shouldn't be changed
2022-01-05 09:10:15 -0700	Full time if we want full time representation.
2022-01-05 09:15:44 -0700	no
2022-01-05 09:42:36 -0700	Increased to at least \$70k
2022-01-05 10:07:56 -0700	Should be based on full time employment and should not be allowed to have additional pay for sitting on Boards
2022-01-05 10:20:23 -0700	I would suggest Councillors receive no less than \$85,000.00 + expenses
2022-01-05 10:47:30 -0700	What the heck is "median full-time rate" mean. Is that someone who works 20 hrs a week and claims full-time?
2022-01-05 10:56:12 -0700	no changes

## Appendix “K”

Response Time	Response
2022-01-05 11:04:15 -0700	<p>These are not "normal" jobs, these people work weekends, work into the night, have to represent their constituents, and have to be on a bunch of outside boards that they get no compensation for while helping steer a billion dollar a year municipality. I asked my councillor and he replied that he averages 40-50hrs a week. Setting them at "median" is ridiculous, this is an "executive" job, not a middle of the road job. I don't know what the numbers are. I do know we underpay them significantly compared to similar size cities. They should at least be in the top 25% of median London income, or something comparable to other communities our size. OR, start paying them for all the extra stuff they do on the outside boards, because I know some don't do as much as others.</p>
2022-01-05 11:05:33 -0700	No
2022-01-05 11:15:59 -0700	Survey similar sized municipalities and take into account workload.
2022-01-05 11:31:13 -0700	<p>Median full-time income in London is under average and not keeping pace with cost of living or job demands. Compensation rates for counselors should be representative of executive level income. Perhaps median + additional 50% of median. 65-75% higher than current, at the least.</p>
2022-01-05 11:39:12 -0700	<p>Needs to be higher to ensure a better, more diverse set of candidates. Should be a mandatory full time role with no other jobs. The pay should be based on the norms for elected positions and should be at least \$80k. Take a look at salaries for MPs and MPPs. The role is similar. Maybe councillors wouldn't continually seek higher office if they were paid more fairly.</p>
2022-01-05 11:44:14 -0700	<p>No. It seems that several, if not many are not available to constituents of their wards because they have additional full time employment (mine does) and it seems like a conflict of interest, and bothers me that I cannot reach them in a timely manner regarding issues of my ward; accessibility, sidewalk conditions, a dangerous intersection, etc. I am not the only one in my ward that is irritated by our councillor's lack of daytime office hours to be reached, and often have to take to social media to reach him/get his attention after regular business hours. If my taxes are being used towards salary of councillors, and they are being paid for a full time job, they should be accessible during regular business hours (Monday - Friday) and this position should be their priority job.. if it is secondary, it should be deemed a conflict of interest and they should be replaced with someone willing to dedicate full time hours to the position.</p>
2022-01-05 11:44:50 -0700	Almost 100,000
2022-01-05 11:51:33 -0700	Full time 9:00 am to 5:00 pm at minimum wage

## Appendix “K”

Response Time	Response
2022-01-05 11:52:00 -0700	Ostensibly, council role is what you make of it ? I know of some councillors who live / work outside of London, remote into their meetings, almost never have their camera on, contribute little to advancing community issues, and yet are paid the same as some councillors who have no outside employment and are for all intents, full-time.
2022-01-05 11:55:25 -0700	Yes
2022-01-05 11:59:17 -0700	Base it on how much involvement councillors have in each project, the importance of each project and the speed it needs be be delivered and how beneficial their project is to Londoners. Tax payers deserve to see London blooming with all the taxes not thrown down the drain with little or no improvement in our city.
2022-01-05 12:05:34 -0700	The role should be paid as a full-time competitive salary but councilors should not be permitted to hold an additional full-time role.
2022-01-05 12:18:01 -0700	No. If they became full time, an increase would be appropriate.
2022-01-05 12:52:04 -0700	How many hours do each councillor work during each week. Many are part time.
2022-01-05 12:54:18 -0700	If London is a billion dollar company, we should pay those who represent us accordingly, and then we might attract real talent.
2022-01-05 13:00:06 -0700	I am someone who works for the provincial government and was an administrative employee for 5 years making \$49,000 a year. It just isn't enough \$ in take home amounts when you factor if union dues, pension and health benefits and other taxable pieces within government. My take home after all the deductions was often \$1300 bi weekly. Barely enough to pay rent on my 1 bedroom apartment. I now have a job where my salary is in the mid 70,000 now & my take home is much more livable. People need to consider these things when they say government workers make too much or that they deserve the median of all londoners. The median isn't high enough for the cost of living for most people, especially single income homes or those with dependents.
2022-01-05 13:02:01 -0700	City councilors should be paid based on an executive rate. The current 14 councilors salaries should equal a minimum of 1% of the yearly operating budget for the city. If the budget is \$1 billion, \$1 million should be divided by the 14 councilors.
2022-01-05 13:35:15 -0700	Based on comparable councillor salaries
2022-01-05 14:30:06 -0700	Should be a full time job so paid more like \$80,000 but cannot hold another full time job! London is a big city now and deserves full time councillors. I don't this it should be someone's side gig.
2022-01-05 14:43:01 -0700	15% above median full-time employment income of the City of London
2022-01-05 15:07:21 -0700	It should be raised to the point where good people would be incentivized to run without needing a second job.
2022-01-05 15:58:18 -0700	No

## Appendix “K”

Response Time	Response
2022-01-05 16:01:09 -0700	75% percentile
2022-01-05 16:28:06 -0700	It should be higher because of their work load.
2022-01-05 17:30:37 -0700	The rate should be set to the median full-time income, however any member of a committee should be paid more based on the extra hours.
2022-01-05 17:35:46 -0700	A higher wage could be more enticing for those to leave full time employment and become full time councillors.
2022-01-05 18:19:59 -0700	they should be paid by what s accomplished not by time spent on something
2022-01-05 18:26:17 -0700	If councillors work full-time, then compensation should be based on median full-time employment income
2022-01-05 18:56:39 -0700	Should match executive level pay. Or rather than ‘median’ should be middle high level, 75k
2022-01-05 19:04:11 -0700	It should be enough to live off in this city. I frankly do not understand why there is a stubborn refusal to see city council as a full time job. By underpaying you are limiting it to people who are already wealthy and can afford to take a hit to income (i.e. completely unrepresentative of the people who actually live here).
2022-01-05 19:12:32 -0700	I like that it is based on something.
2022-01-05 20:16:45 -0700	Should compensation be based on median full-time employment income, the current compensation rate should be increased to reflect the status of the position.
2022-01-05 22:34:25 -0700	Not unless you plan on compensating all City of London employees accordingly.
2022-01-06 02:19:53 -0700	Less money until they stop letting the government lock us down
2022-01-06 02:35:29 -0700	If they are paid this the current rate there should be no need for an expense budget. That is middle class rate of pay for a medium full time job. Not even a full time job.
2022-01-06 03:05:19 -0700	Yes as their decisions are the ones that will mostly reflect the future of the median full-time employment income.
2022-01-06 05:18:21 -0700	Council deals with multi million dollar budgets and the future of our city. It should be a job that attracts the best and brightest, 52K a year won't do that (even if we're very lucky to have some great councillors at this rate.)
2022-01-06 05:45:13 -0700	Inflation should be accounted for.
2022-01-06 06:05:09 -0700	While I think higher pay may generate increased interest from more diverse and experienced professionals, I do not think the optics of a large increase would play well with citizens.
2022-01-06 08:07:52 -0700	Should be based on success rates in the city. Vacancy / business / number of projects proposed - number stalled - success of downtown etc
2022-01-06 08:26:51 -0700	No it should not be changed

## Appendix “K”

Response Time	Response
2022-01-06 09:59:31 -0700	I do not think the compensation rate should be changed. The median full-time employment income is a subjective measure as it is not consistent across all types of jobs and industries. Councilors should be required to provide proof of excellent performance, based on taxpayer-determined KPIs to justify any increase in their salaries.
2022-01-06 10:29:11 -0700	Average of same size city councillors. Not median, average.
2022-01-06 10:49:04 -0700	Councillors should be paid a a full time job
2022-01-06 10:58:13 -0700	<p>Should be based in a metric system .</p> <p>Look at issues in represented areas create a ticket for problems and how many tickets are brought to resolution in a timely manner . le lack of transportation to jobs in areas of city could be ticket . Is it open closed resolve.</p> <p>Also quality or work . Attendance to meetings , documentation ( can be audited for mistakes ) ... etc ...</p> <p>They should get around 35,000 a year plus a bonus based of achieving metrics or scores on a KPI .</p> <p>So they can make up to 55k a year with performance bonus</p>
2022-01-06 11:10:08 -0700	It should be lower because I think it's important to keep councillor roles as part time! If councillors are being stretched thin, maybe it's time to add wards. With London's growing population, it would make sense.
2022-01-06 12:21:37 -0700	No
2022-01-06 13:39:48 -0700	Yes. They should be paid by the hour since it is not a full-time job.
2022-01-06 15:22:57 -0700	No, except to match new median income values.
2022-01-06 18:21:47 -0700	leave it as it is,,
2022-01-07 08:37:10 -0700	Councillors should be compensated for extra 'duties' such as boards and committees they are a part of.
2022-01-07 11:20:56 -0700	<p>Councillors are not doing a "median" job. They are the executive board that runs our city. They should be compensated like an upper management job. The last couple of years has shown the very serious and difficult burden they carry, worrying about the economy and the health of a city of over 400,000 people. That can't, respectfully, be compared to someone running a cash register, or cutting lawns, etc. Pegging them right in the middle with a median income seriously undervalues the importance of the job. They are also the poorest paid of any big city that I could find in Canada. Unlike MPs and MPPs, they also have no support staff of their own. They have do most of it themselves. I don't pretend to know what the formula should be, but these people should be making at least \$75-\$80,000 and probably more. What is the median management pay at city hall, or in the public sector in London? Maybe that's a better measurement?</p>
2022-01-07 11:59:26 -0700	I think so. They all have other roles in the community and seem to utilize this as supplementary income. This should be about serving the people, not money. I would suggest lowering it to the average part-time income for the year.



## Appendix “K”

Response Time	Response
2022-01-07 13:10:19 -0700	A general increase to the model should occur to better align the salary with the professionals we would hope to see occupy those roles. As it stands those with any form of relevant experience often must suffer a significant pay cut to serve on council.
2022-01-07 13:14:50 -0700	I feel if a councillor is doing more then other councillors they should be compensated for that, or have to sit on a certain amount of committees If you are a councillor you are getting a fulltime pay you should be putting your full effort into our city and its people You should be paid by how many committees you are involved with You do the bare minimum that should be your salary
2022-01-07 13:19:46 -0700	London needs to start comparing to larger Canadian cities, and use their model.
2022-01-07 13:59:31 -0700	I believe the role of a city councillor is more of an executive level of employment, they're managing a major corporation. If we're going to use 'median incomes' of Londoners as a guide, I would suggest the starting mark be at least at the 75% mark, not the 50% mark.
2022-01-07 15:35:33 -0700	No.
2022-01-07 16:24:25 -0700	Yes, I would support an increase to attract good candidates
2022-01-07 19:33:18 -0700	Should be a volunteer position
2022-01-07 19:33:40 -0700	Should be a fixed rate
2022-01-07 19:37:07 -0700	No, public tax dollars are better spent on infrastructure and investments in the city, not councillors
2022-01-08 07:14:55 -0700	Increased
2022-01-08 08:10:57 -0700	No
2022-01-08 08:53:19 -0700	\$22/ hour
2022-01-08 09:28:25 -0700	The rate should be changed to reflect a The scope of the job and should be in line with what other large cities do.
2022-01-08 09:43:07 -0700	lowered or capped where it is.minimum wage earners dont make 50 grand a year.
2022-01-09 07:04:33 -0700	YES full time is necessary as to many decisions have been made where Councillors have opted out due to conflict of interest why even have them on board when there vote is not going to count.
2022-01-09 08:35:27 -0700	To nothing, to serve the City is an honor. They get enough "compensations" from the builders already. Ask XXXXXX.
2022-01-10 21:25:47 -0700	For most councillors it is part time work and not full time. Perhaps there should be less councillors - such as in Toronto where the numbers were greatly reduced when Doug Ford came in to power.
2022-01-11 06:45:20 -0700	Match it to other big cities.

## Appendix “K”

Response Time	Response
2022-01-11 06:57:46 -0700	Hard to talk about compensation without talking about the size / scope of council? I have no problems with the adjustment of councillor remuneration upward if the role were full-time, and the number of councillors / wards reduced from 14 to 10 (plus mayor). I would benchmark salary against the mid-point of City of London management wage band for a second-level manager. The only adjustment would be for inflationary / economic adjustment of the wage band.
2022-01-11 07:15:13 -0700	I think this is a fair method of determining compensation for our representatives
2022-01-11 14:39:25 -0700	Include the expense account in their total compensation when you make the comparison. Make them keep time sheets to prove they're working and their value for money.
2022-01-12 07:31:37 -0700	Instead of median full-time rate, base it on 60th percentile.
2022-01-12 15:11:23 -0700	Based on inflation
2022-01-12 16:17:04 -0700	Yes, at least to half the increase of full-time employment
2022-01-12 17:27:34 -0700	70 000
2022-01-12 19:39:22 -0700	It should be noted that this is not a full time job. Median full time employment is generally fit full time positions.
2022-01-13 07:14:36 -0700	No change. I feel that this position is a way for the councillor to interact with the public in whatever other employment the councillor is engaged in. This has always been considered a part time position and should remain the same for people seeking election.
2022-01-13 07:27:05 -0700	No
2022-01-13 07:40:43 -0700	No more than minimum wage for half of a 40-hour work week.
2022-01-13 07:59:54 -0700	Compensation is too high for part time work, most have other full time work.
2022-01-13 08:03:03 -0700	If compensation is too high then you will not get a turnover in council members. Council should have a limited number of terms. It would allow for more new ideas by different people and give more opportunities.
2022-01-13 08:07:37 -0700	Wage should be indexed to inflation,
2022-01-13 12:11:17 -0700	Council members do more than the average full time employee. They should be paid more that that as well. 1.75 x Median full-time income.
2022-01-13 12:58:34 -0700	Position should be full time.
2022-01-13 16:32:22 -0700	No
2022-01-13 17:52:35 -0700	No
2022-01-13 20:52:19 -0700	I think median full time income is a good base. However I think it should fluctuate based on if they have a second job and # of hours worked.
2022-01-14 10:47:00 -0700	No
2022-01-16 15:00:45 -0700	Competitive wage based on other cities

115 responses, 39 skipped

## Appendix “K”

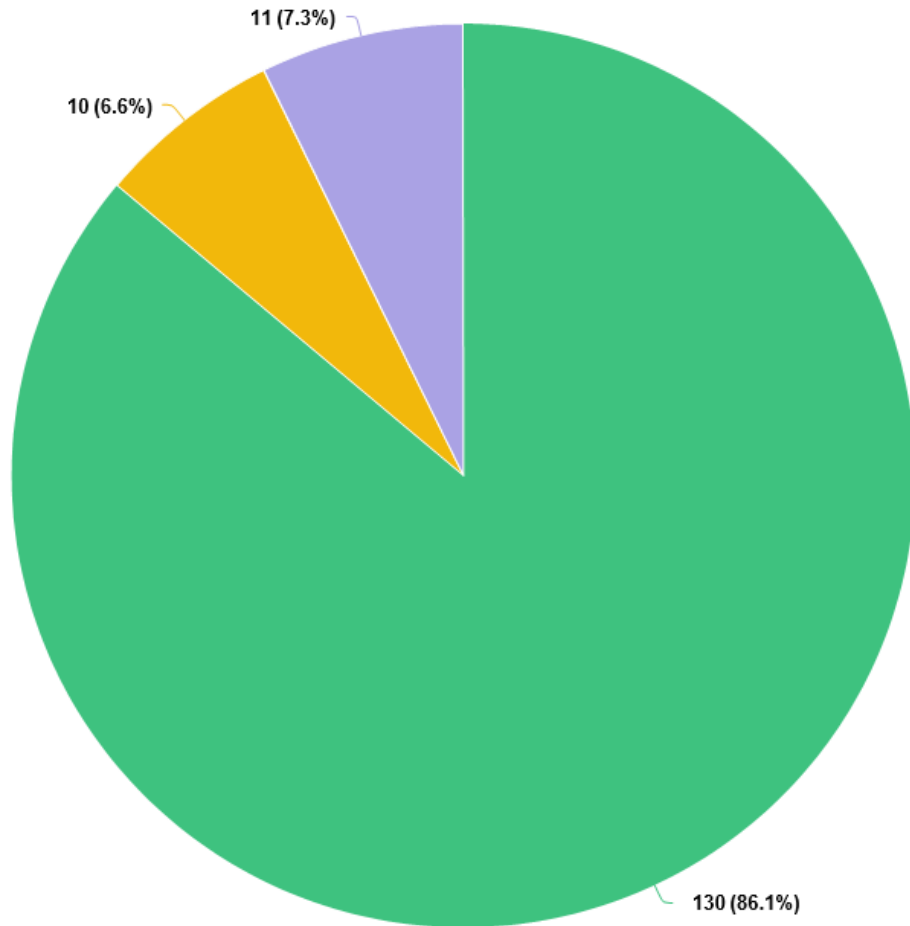
**Question 3: What factors are most important to you when setting compensation rates for Council Members? Please rank all answers, with #1 as most important and #6 as least important.**

<b>Option</b>	<b>Average Rank</b>
Hours spent on Councillor duties	2.24
Consistent with local economy, average wage rates, cost of living	2.70
Nature of duties	2.95
Attraction and retention	3.54
Compensation rates of other municipalities	3.88
Other	5.08

139 responses, 15 skipped

## Appendix “K”

**Question 4: Should Council Members’ compensation be periodically reviewed by an independent body?**



Responses:

Yes – 130 (86.1%)

No – 10 (6.6%)

Not sure – 11 (7.3%)

150 responses, 4 skipped

## Appendix “K”

### Question 5: Is there anything else you would like the Compensation Committee to consider?

Response Time	Response
2022-01-05 07:24:15 -0700	I doubt any of them put in part time hours, so make it full time and increase their salary accordingly.
2022-01-05 07:42:29 -0700	No
2022-01-05 07:48:55 -0700	Consider reducing the number of councilors but make it a full time job.
2022-01-05 07:55:55 -0700	Should not be paid if they leave for another govt position.
2022-01-05 07:58:16 -0700	Bill 124 - limits Nurses, Educators etc wage increase - should apply to City Council
2022-01-05 07:58:44 -0700	Council so not about earning a great living . Many in this community have to survive on this salary
2022-01-05 08:10:13 -0700	They took an outrageous increase a few years back that they should be holding for a year or two until we get major issues under control.
2022-01-05 08:25:53 -0700	I'm involved in the city but would never run for council because I could not support my family on the salary offered.
2022-01-05 08:31:29 -0700	Council should be paid a livable wage, that is competitive especially if the hours are deemed full time. What I don't agree with his
2022-01-05 08:52:48 -0700	Are they really representing the voters or are there for there own interests.
2022-01-05 09:02:44 -0700	Councillors should never receive a greater percentage increase than other municipal staff. I would be fine with them getting increases equal to the inside workers negotiated increases. Deduct pay when they fail to attend council or committee meetings.
2022-01-05 09:10:15 -0700	A full time council watching over our city might help us recover from Covid.
2022-01-05 09:15:44 -0700	As the city grows full time councillors will be needed. Who will determine when this happens? At the moment there is poor communication from councillors and the public. Councillors shouhld be meeting with all types of community groups There is no way of m
2022-01-05 10:07:56 -0700	Should have set dates that employee can be absent with pay. Position should be seen as the same as a regular posits and not supplementary income
2022-01-05 10:47:30 -0700	I would agree to pay them more if they were more fiscally responsible with the tax payer's money.
2022-01-05 10:56:12 -0700	no

## Appendix “K”

Response Time	Response
2022-01-05 11:04:15 -0700	Whatever you do, bring forward a recommendation that sets council pay at a rate for the term so they don't have to vote on it every year. It is ridiculous London has to have this conversation every year just to let them have a cost of living increase. I would suggest 80% of the median income of London for the entire 4 years, and then have it recalculated once every 4 years for the new council. At 80%, I would think an annual inflation raise could be done away with. I would also support a monthly bonus for each board they have to sit on. I would never do the amount of work my councillor does for the amount we pay him, we're actually exploiting him in my opinion.
2022-01-05 11:05:33 -0700	No
2022-01-05 11:15:59 -0700	They don't make enough. In order to attract committed qualified candidates the remuneration should be enough to make it attractive to good candidates. There is also the fact that they are on call pretty much 24/7. Reading and research also likely not take. I to account for the number of hours they have to put in to do a competent job.
2022-01-05 11:31:13 -0700	<p>Compensation should be base salary + bonus for number of committees a counselor sits on should be considered. They are not all pulling the same weight and time commitments. It's ridiculous they all receive the same pay despite some working harder than others.</p> <p>When will London move to full-time counselors? We are at this stage in terms of size where other municipalities of similar size have full-time counselor positions to devote to demands of the job.</p>
2022-01-05 11:44:14 -0700	Please see my first answer. I believe that these positions should be held by those who do not have additional full time jobs, and can fulfill their full time position as city councillor first and foremost and be reached during regular business hours.
2022-01-05 11:52:00 -0700	<p>I fully endorse the idea of full-time councillors, and a supporting salary - perhaps pegged at the mid-point of a City of London Manager II pay scale. Annual increase would be set at the rate of economic increase for that pay grid. Coincident w/ ward boundary adjustment accounting for growth within the city, I would like to see a FT council w/ no more than ten members plus mayor, and a corresponding realignment of ward boundaries updated to reflect the communities of interest of 2022, not an OMB decision from 2005.</p> <p>Attendance; participation on standing committees; other ABCs should also factor into a councillor's compensation.</p>
2022-01-05 11:55:25 -0700	Stop making it an election issue
2022-01-05 11:59:17 -0700	Please, please think of those making London their home and how our city can look like any other city especially downtown, the run down buildings, gold shops are an eye sore. I have never experienced a city like this one! We deserve more from our tax dollars rather than city hall lining their pockets constantly and wondering how councillors get compensated -seriously.
2022-01-05 12:05:34 -0700	Again, it should be a full time role compensated accordingly but individuals should not be able to hold the position in addition to another full time role. 100% of their focus should be dedicated to their role as municipal councilor.

## Appendix “K”

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2022-01-05 12:52:04 -0700	Due to Covid and homelessness, this is not the time to increase salary of councillors. The police are asking for more money and not providing the necessary services to the community neighbourhoods. The money should be used for improvement of life for the people who live here.
2022-01-05 12:54:18 -0700	Full time council with a 35% pay increase.
2022-01-05 13:02:01 -0700	City council is elected by the city they represent. I know there are city councilors who take their job seriously and put the effort in. It would be a shame to lose those councilors. I think any governing body in all levels of government who are elected are currently underpaid. To put this in to perspective, there are lower level non-profit organizational staff who make more than a city councilor.
2022-01-05 13:20:12 -0700	Mainly, it is important that councillors be paid well enough to maintain their independence.
2022-01-05 14:05:42 -0700	Why in a City of 400K are these not full-time positions?
2022-01-05 14:30:06 -0700	Please make it a full time job. You shouldn't have councillors who have other six figure positions. London deserves their full attention.
2022-01-05 15:07:21 -0700	No. I feel like you already know the right answer - you're just hoping enough of us will validate it.
2022-01-05 15:58:18 -0700	Finding ways to remove current council from having to vote on annual increases
2022-01-05 16:28:06 -0700	Please pay city councillors more.
2022-01-05 17:13:29 -0700	Consideration should be given to salary if a Councillor has another job. Part time pay or full time pay should be a factor.
2022-01-05 17:18:19 -0700	The rest of us are capped at 1%
2022-01-05 18:19:59 -0700	exactly how much is accomplished or not accomplished and pay accordingly
2022-01-05 18:56:39 -0700	They should get bonuses or extra pay based on additional committees they involve with. Some don't go into any additional committee's while others are involved in many. Adds time and effort and should be compensated. These are high level positions in a Billion dollar corporation. They should be paid like other top managers in the same corporation.
2022-01-05 19:12:32 -0700	Council has a tough job. She should be compensated for it in order to attract more than just retired old men.
2022-01-05 19:19:45 -0700	This also needs to be looked at through a diversity and inclusion lens.
2022-01-05 20:16:45 -0700	The 24/7/365 nature of the work council members does with the public representing their constituents and the City of London.
2022-01-05 22:34:25 -0700	If they are issued this based on part time duties, then the city of London employees that work full time should be compensated to reflect this.

## Appendix “K”

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2022-01-06 02:35:29 -0700	<p>If they want to be paid for what they do, they should be move involved with their ward. I and several neighbors, have spoken to my counselor about neighborhood concerns for them to fall on deaf ears.</p> <p>Also any council with another job that is more then 20 hours a week doesn't deserve a full time job at a council paying this rate. Since they are going to put the council job 2nd to their first part time job prior to being elected. If you want to make 52k a year it's all or none with pay and time.. if any other person did that they would get fire from either job but as a councillor they aren't accountable for thir time doing their job out side of attending meetings</p>
2022-01-06 03:05:19 -0700	<p>For future surveys, in questions like number 4 here, it would be great to define periodically. It could mean a range of different time periods depending on perspective.Thank you</p>
2022-01-06 05:45:13 -0700	<p>The reason I put attraction retention so low , is because many people run for this office who aren't qualified. They want to do the job regardless of the remuneration. Yes, I think their “qualifications” should influence the pay, but not all are equally qualified. Being voted in does NOT necessarily mean they are capable or experienced or qualified. So I would leave this as a lower consideration</p>
2022-01-06 08:07:52 -0700	<p>London has some serious issues and problems. Council is at the heart of these problems. They just can't get it right. There personal polticips often overshadow the cities needs. Our core problems are righ in front of us daily - council needs to be accountable for growth. Core issues. Vacancy. Turning away business. Not creating enough business. Putting 'heritage' first etc. make them accountable for action and getting things down quickly like every other job. Make them work full time for that - many people would. Make them push projects through everyday. Ensure they are global - not only local. Someone that has never seen anything different then the inaction in the city can not bring new dreams and action to our city</p>
2022-01-06 09:59:31 -0700	<p>Consider the justification of salary increases to councilors against what taxpayers would receive in return. There is already talk of increasing property taxes in 2022, councilors have blown a huge budget on "revitalizing" downtown which has been a bust, and that revitalization has been at the expense of spending money in this city where is it sorely needed. So what exactly have they done to justify an increase in salary and more of our tax dollars? Lots of people in the private and public sector do not receive wage increases simply because of inflation - so how would you rationalize an increase to councilor compensation when their performance does not justify it?</p>
2022-01-06 10:29:11 -0700	<p>Accountability for poor decisions. For every increase in taxes equals a corresponding decrease in pay.</p>
2022-01-06 10:53:27 -0700	<p>Not sure your terms of reference permit this but would like to see a model of full time Councillors (perhaps 6 or 8 with new Ward boundaries), sufficient staff and appropriate full time salary.</p>



## Appendix “K”

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2022-01-06 10:58:13 -0700	The work they put in should be measured in results , quality or work , attendance etc should not be a flat rate . Should be a rate plus performance bonus evaluated by 3rd party
2022-01-06 13:39:48 -0700	Unless they are working full-time hours, they should not be paid benefits, nor pension.
2022-01-06 15:22:57 -0700	Councillors who violate public health guidelines should have pay docked at a rate of 100%.
2022-01-07 08:37:10 -0700	The involvement and hours the councillor provides in actual councillor duties. Our Councillors should be a full time job.
2022-01-07 11:20:56 -0700	stop making them vote on a couple dollar a month cost of living increase every year. pick a salary that's appropriate for a 4 year contract and then just adjust for inflation each new council, not annually.
2022-01-07 11:59:26 -0700	I think the council should be served by people whose sole goal is to serve the community. If they have another job, they should make less. I think the current salary is fair if this were the sole focus of every council member.
2022-01-07 13:10:19 -0700	The role of city councillor is a key block of our electoral construct. Trivializing it to a "part time" position only serves to undermine the work done there, disrupt public trust in the office, and attract candidates looking for a hobby more then fulfilling a duty to the city. Running the city should not have the same time considerations of joining an evening book club. Lives rest on the work being done and the compensation scheme should serve as a reminder of the importance of that work.
2022-01-07 13:14:50 -0700	I feel strongly for many years we had a councillor who did absolutely nothing I honestly didnt know that this was a part time job and they held other jobs They should be compensated for how much effort and time they commit to their wards
2022-01-07 13:19:46 -0700	Council should be full time. If you pay and treat the position as a side hustle, you will not get the most out of the person. It's not 1950.
2022-01-07 13:59:31 -0700	I'd like to see a 'bonus' or 'stipend' offered to city councillors for the extra time and effort they put into board or commission duties . I believe these extra roles take a lot of one's time and that needs to be compensated fairly.
2022-01-07 15:35:33 -0700	No
2022-01-07 19:37:07 -0700	With a tax hike of 2.8% and overspending for Covid-19, as well as other critical issues such as homelessness, Councillors are paid enough for the time commitment and nature of the duties. Increasing the rate of pay during a pandemic when others are not even getting a cost of living k crease is unacceptable and fiscally irresponsible.
2022-01-08 07:14:55 -0700	-An increase in compensation may attract better qualified candidates. -There should be a background check and minimum qualifications/education before a person would be able to run for councilor.
2022-01-08 08:53:19 -0700	Meeting with the community more often
2022-01-08 09:28:25 -0700	Productivity should be reviewed and bonuses should be offered.

## Appendix “K”

Response Time	Response
2022-01-08 09:43:07 -0700	what do they actually do for taxpayers? crime is out of control. instead of proper number of police they want to waste money for 10 people to use bike lanes.
2022-01-09 07:04:33 -0700	NO Councillor allowed to have a second job like working at the University or hospital which makes this a secondary income our city is large and requires full time councillors
2022-01-09 08:35:27 -0700	Honesty. Can not serve more than 2 periods consecutives.
2022-01-09 10:58:21 -0700	Make it a full time position (35-40 hours per week) and pay better (\$90,000 plus) so we attract better and dedicated people
2022-01-10 21:25:47 -0700	Take a look at Toronto City Councillor reductions and see if it is working. Maybe we can get better people to run if we had less councillors - pay a full time wage and not part time job.
2022-01-11 07:15:13 -0700	People should be able to make a fair living as a Councillor but there is also an element of altruism and civic responsibility that accompanies the role.
2022-01-11 14:39:25 -0700	When I hear "independent body", I think "friends of these people from high school". I'd like to see accountability for the really disgusting language that many council members have used in the past year or so (calling their constituents idiots, yahoos, etc.). I know it doesn't make me respect this council very much, and when the citizenry doesn't respect government, that has a serious societal cost. Several of our representatives are not worth their pay if we balance those costs.
2022-01-12 07:31:37 -0700	The problem is that some councillors are quite hard-working and clearly put much time and effort into their duties while others do much less. And I mean this in a non-partisan way. No idea how that can be dealt with except by electorate. It would help if councillors' attendance at all council and committee meetings were readily available.
2022-01-12 15:11:23 -0700	If council became a full time job (ie: daytime meetings that would make it difficult to have another job) then compensation should reflect that change in order to attract good candidates who are willing to leave their current serve.
2022-01-12 19:39:22 -0700	Consider changing meetings to regular business hours and making these full time positions. Londoners don't realize the importance of good Councillors. They should be paid accordingly.
2022-01-13 07:14:36 -0700	Consider the amount of time councilors devote to other committees or political groups that interfere with the councilors position with the City Of London. To many committee engagements will take away from being focused on the Ward the councilor is committed to. Also councilors take an oath to fulfill the responsibilities of the 4yr term and in no way should this enable a councilor to seek election in provincial or federal government while upholding a commitment to the people of this city.

## Appendix "K"

Response Time	Response
2022-01-13 07:59:54 -0700	Compensation committee should consist of ordinary citizens. Attraction and retention is n/a Rates in other communities should not be a factor Compensation should be based on average wage of part time workers. Compensation based on actual time spent in council meetings, not inflated by attendance for social events. Citizens running for elected positions, compensation based on a feeling of civic duty and desire to improve the municipality on behalf of all citizens. Should not run based on the amount of compensation offered.
2022-01-13 12:58:34 -0700	Position should be a primary job for the rate of pay. Too many part timers
2022-01-13 16:32:22 -0700	No
2022-01-13 17:52:35 -0700	No
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2022-01-06 13:39:48 -0700	Unless they are working full-time hours, they should not be paid benefits, nor pension.
2022-01-06 15:22:57 -0700	Councilors who violate public health guidelines should have pay docked at a rate of 100%.
2022-01-07 08:37:10 -0700	The involvement and hours the councilor provides in actual councilor duties. Our Councilors should be a full time job.
2022-01-07 11:20:56 -0700	stop making them vote on a couple dollar a month cost of living increase every year. pick a salary that's appropriate for a 4 year contract and then just adjust for inflation each new council, not annually.
2022-01-07 11:59:26 -0700	I think the council should be served by people whose sole goal is to serve the community. If they have another job, they should make less. I think the current salary is fair if this were the sole focus of every council member.
2022-01-07 13:10:19 -0700	The role of city councilor is a key block of our electoral construct. Trivializing it to a "part time" position only serves to undermine the work done there, disrupt public trust in the office, and attract candidates looking for a hobby more then fulfilling a duty to the city. Running the city should not have the same time considerations of joining an evening book club. Lives rest on the work being done and the compensation scheme should serve as a reminder of the importance of that work.

## Appendix “K”

Response Time	Response
2022-01-07 13:14:50 -0700	I feel strongly for many years we had a councillor who did absolutely nothing I honestly didnt know that this was a part time job and they held other jobs They should be compensated for how much effort and time they commit to their wards
2022-01-07 13:19:46 -0700	Council should be full time. If you pay and treat the position as a side hustle, you will not get the most out of the person. It's not 1950.
2022-01-07 13:59:31 -0700	I'd like to see a 'bonus' or 'stipend' offered to city councillors for the extra time and effort they put into board or commission duties . I believe these extra roles take a lot of one's time and that needs to be compensated fairly.
2022-01-07 15:35:33 -0700	No
2022-01-07 19:37:07 -0700	With a tax hike of 2.8% and overspending for Covid-19, as well as other critical issues such as homelessness, Councillors are paid enough for the time commitment and nature of the duties. Increasing the rate of pay during a pandemic when others are not even getting a cost of living k crease is unacceptable and fiscally irresponsible.
2022-01-08 07:14:55 -0700	-An increase in compensation may attract better qualified candidates. -There should be a background check and minimum qualifications/education before a person would be able to run for councilor.
2022-01-08 08:53:19 -0700	Meeting with the community more often
2022-01-08 09:28:25 -0700	Productivity should be reviewed and bonuses should be offered.
2022-01-08 09:43:07 -0700	what do they actually do for taxpayers? crime is out of control. instead of proper number of police they want to waste money for 10 people to use bike lanes.
2022-01-09 07:04:33 -0700	NO Councillor allowed to have a second job like working at the University or hospital which makes this a secondary income our city is large and requires full time councillors
2022-01-09 08:35:27 -0700	Honesty. Can not serve more than 2 periods consecutives.
2022-01-09 10:58:21 -0700	Make it a full time position (35-40 hours per week) and pay better (\$90,000 plus) so we attract better and dedicated people
2022-01-10 21:25:47 -0700	Take a look at Toronto City Councillor reductions and see if it is working. Maybe we can get better people to run if we had less councillors - pay a full time wage and not part time job.
2022-01-11 07:15:13 -0700	People should be able to make a fair living as a Councillor but there is also an element of altruism and civic responsibility that accompanies the role.



## Appendix “K”

Response Time	Response
2022-01-11 14:39:25 -0700	When I hear "independent body", I think "friends of these people from high school". I'd like to see accountability for the really disgusting language that many council members have used in the past year or so (calling their constituents idiots, yahoos, etc.). I know it doesn't make me respect this council very much, and when the citizenry doesn't respect government, that has a serious societal cost. Several of our representatives are not worth their pay if we balance those costs.
2022-01-12 07:31:37 -0700	The problem is that some councillors are quite hard-working and clearly put much time and effort into their duties while others do much less. And I mean this in a non-partisan way. No idea how that can be dealt with except by electorate. It would help if councillors' attendance at all council and committee meetings were readily available.
2022-01-12 15:11:23 -0700	If council became a full time job (ie: daytime meetings that would make it difficult to have another job) then compensation should reflect that change in order to attract good candidates who are willing to leave their current serve.
2022-01-12 19:39:22 -0700	Consider changing meetings to regular business hours and making these full time positions. Londoners don't realize the importance of good Councillors. They should be paid accordingly.
2022-01-13 07:14:36 -0700	Consider the amount of time councilors devote to other committees or political groups that interfere with the councilors position with the City Of London. To many committee engagements will take away from being focused on the Ward the councilor is committed to. Also councilors take an oath to fulfill the responsibilities of the 4yr term and in no way should this enable a councilor to seek election in provincial or federal government while upholding a commitment to the people of this city.
2022-01-13 07:59:54 -0700	Compensation committee should consist of ordinary citizens. Attraction and retention is n/a Rates in other communities should not be a factor Compensation should be based on average wage of part time workers. Compensation based on actual time spent in council meetings, not inflated by attendance for social events. Citizens running for elected positions, compensation based on a feeling of civic duty and desire to improve the municipality on behalf of all citizens. Should not run based on the amount of compensation offered.
2022-01-13 12:58:34 -0700	Position should be a primary job for the rate of pay. Too many part timers
2022-01-13 16:32:22 -0700	No
2022-01-13 17:52:35 -0700	No
2022-01-14 10:47:00 -0700	No

67 responses, 87 skipped

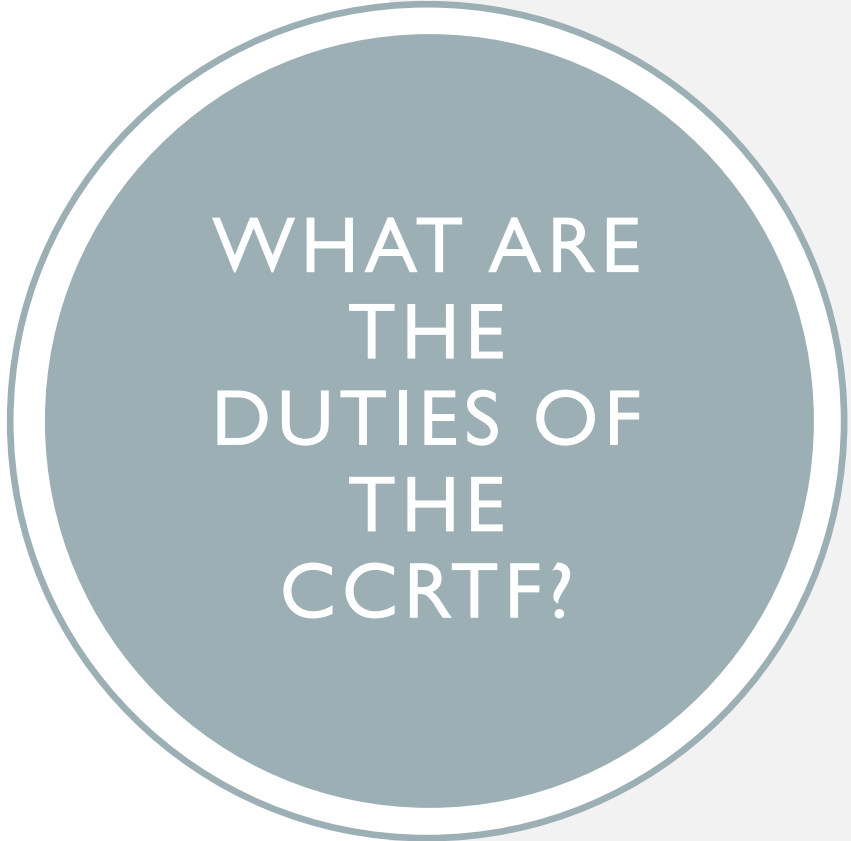
# COUNCIL COMPENSATION REVIEW TASK FORCE (CCRTF)

PUBLIC PARTICIPATION MEETING  
MARCH 9, 2022 AT 10:00 AM

Reports to Council through Strategic Priorities and Policy Committee

The Task Force is responsible for reviewing and providing recommendations on Councillors' compensation, including:

- a) the review of the most recent median full time employment income data for Londoners;
- b) review, consider and continue work on the recommendations of any previous Council Compensation Review Task Force that the Task Force feels are relevant;
- c) making recommendations regarding implementation of any changes in compensation, which may include phasing in and indexing.



WHAT ARE  
THE  
DUTIES OF  
THE  
CCRTF?

# GUIDING PRINCIPLES

## COUNCIL COMPENSATION REVIEW TASK FORCE

1. No Councillor should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
2. The system of remuneration must be transparent, open and easily understandable.
3. Remuneration needs to be sensitive to local market conditions, recognizing that the role of Councillor is neither a full-time nor part-time role, but rather a unique role.
4. Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor.



# CURRENT COUNCIL COMPENSATION

- Stipends for elected officials and appointed citizen members of local boards and commissions are to be adjusted annually retroactively to January 1st by the percentage increase reflected in the Labour Index<sup>1</sup>, on the understanding that:
  - if such an index reflects a negative percentage, the annual adjustment to the salaries of the elected officials and appointed citizen members will be 0%;
  - on the further understanding that if the Labour Index has increased by a percentage greater than the Consumer Price Index, Ontario, the annual percentage increase in the salaries and honorariums of the elected officials and appointed citizen members will be no greater than the increase in the Consumer Price Index, Ontario; and
  - the escalator for annual adjustment purposes shall not be applied in those years where the non-union staff wages are frozen.

NOTE: (1) Labour Index is defined as Stats Canada Table: 14-010-0213-01 “Fixed weighted index of average hourly earnings for all employees by industry, monthly”

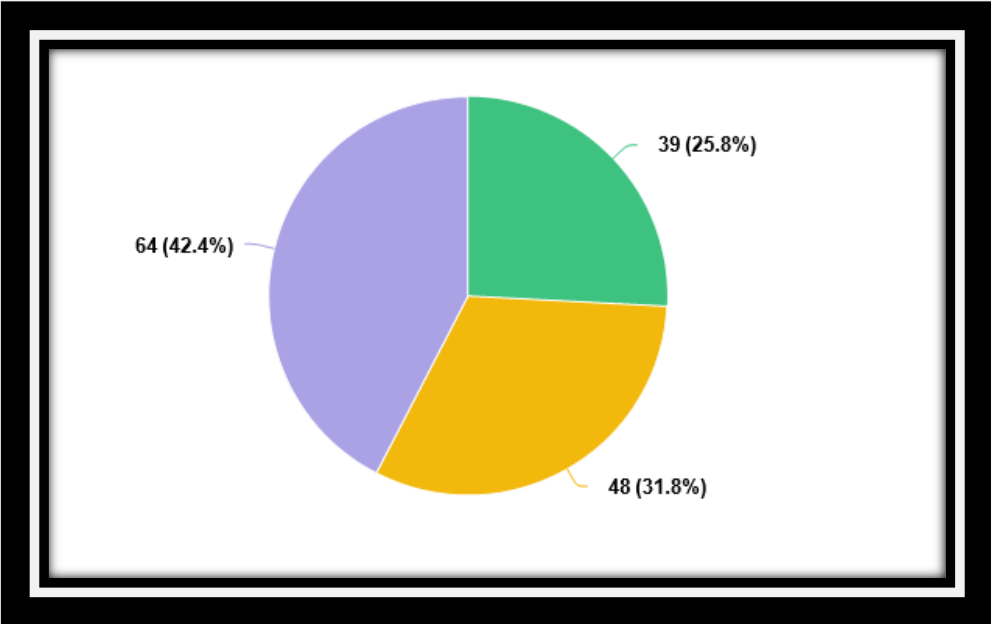
# PUBLIC SURVEY RESPONSE

**Councillors' current compensation rate is \$52,725 annually**

**Do you feel Councillors are currently?**

- Overpaid – 39 (25.8%)
- Paid Appropriately – 48 (31.8%)
- Underpaid – 64 (42.4%)

- *Source: Council Compensation Survey from Get Involved*
- *150 responses, 4 skipped*



## CURRENT COUNCIL TERM COMPENSATION

- Total Increase from 2018 to 2021 \$1,544
- Average yearly increase over three years \$514.67
- Average 1% increase each year
  
- *Note for 2022: Statistics Canada had not released the Labour Index numbers at time of preparing this presentation.*

Year	Compensation	Percentage %	Amount \$
2018	\$ 51,181	start	start
2019	\$ 52,358	2.30 %	\$ 1,177
2020	\$ 52,358	0.00 %	\$ 0
2021	\$ 52,725	0.70 %	\$ 367
<b>Total</b>			<b>\$ 1,544</b>

## PROPOSED COUNCIL COMPENSATION

- a. to continue annual compensation for Councillors based on the most recent median full time employment income for Londoners determined from census data published by Statistics Canada with annual compensation adjustments thereafter to be based on the average annual variation in median full time employment income over the most recent census period as opposed to the Labour Index or CPI
- b. that the annual adjustment in Councillor compensation be automatic and administered by Civic Administration



# PROPOSED COUNCIL COMPENSATION

## BASED ON VARIATIONS TO THE MEDIAN EMPLOYMENT INCOME

### **2011 Census Data**

- Median employment income in 2010 for full-year full-time workers
  - \$ 47,805

### **2016 Census Data**

- Median employment income in 2015 for full-year full-time workers
  - \$ 51,181
- Average of 1.374% increase or \$675 each year between 2011 and 2016

PROPOSED COUNCIL  
COMPENSATION  
BASED ON PREVIOUS  
CENSUS PERIOD  
(2011-2016)

- Total Increase from 2018 to 2021 \$2,139 based on variations to the median rather than cost of living
- Average yearly increase over three years \$713.
- 1.374% increase each year

Year	Compensation	Percentage %	Amount \$
2018	\$ 51,181	start	start
2019	\$ 51,884	1.374 %	\$ 703
2020	\$ 52,597	1.374 %	\$ 713
2021	\$ 53,320	1.374 %	\$ 723
<b>Total</b>			<b>\$ 2,139</b>

# COMPARISON BETWEEN CURRENT AND PROPOSED METHODS

## CURRENT METHOD

LABOUR INDEX / CPI

Year	Compensation	Percentage %	Amount \$
2018	\$ 51,181	start	start
2019	\$ 52,358	2.30 %	\$ 1,117
2020	\$ 52,358	0.00 %	\$ 0
2021	\$ 52,725	0.70 %	\$ 367
<b>Total</b>			<b>\$ 1,544</b>

## PROPOSED METHOD

VARIATIONS TO THE MEDIAN

Year	Compensation	Percentage %	Amount \$
2018	\$ 51,181	start	start
2019	\$ 51,884	1.374 %	\$ 713
2020	\$ 52,597	1.374 %	\$ 713
2021	\$ 53,320	1.374 %	\$ 723
<b>Total</b>			<b>\$ 2,149</b>

# PROPOSED COUNCIL COMPENSATION CONSIDERATIONS

- the most recent median full time employment income for Londoners from the 2021 Census will be available **July 13, 2022**
  - **This data would start the new rate on remuneration for elected officials January 1, 2023**
- update to Council Policy – Remuneration for Elected Officials and Appointed Citizen Members Policy would be required

## NEXT STEPS



The CCRTF will hold Public Participation Meeting on **March 9, 2022, at 10:00 AM**



The CCRTF review all public comments/input and provide direction on Final Report at its meeting **March 25, 2022, at 2:00 PM**



The CCRTF will submit their Final Report Strategic Priorities and Policy Committee on **April 5, 2022, at 4:00 PM**



FEEDBACK / COMMENT



Appendix "M"

2021 Council Compensation Survey  
Councillor Survey Response Report

On average, how many hours per week did you spend on (in hours)?

Response	#1	#2	#3	#4	#5	#6	#7	#8	#9
Emails	11	11	10	8	5	8	14	15	3
Phone calls / constituent meetings	5	7	5	3	5	0.5	8	3	2
Staff meetings	0.5	4	6	3	3	1	2	5	1
Meeting preparation: reading reports / agendas	1	4	10	6	6-10	6	6	5	2
Meeting preparation: research	0.5	1	2	2	5	1	2	4	6
Attending Council / Committee meetings	5	4	8	8	6-10	6	8	7	6
Improvement Initiatives: Research / Planning / Meeting	0.5	1	1	1	2	1	2	5	2
Attending agency / board / commissions meetings	2	2.5	3	8	3	2	2	3	3
Attending events	1	2	0	0 since March 2020	5	0.5	1	1	4 (pre-covid)
Travel	0	1	0	0 since March 2020	0	0.5	2	1	2 (pre-covid)
Social media / website / blogs	0	6	8	1	5	0.5	14	7	2
Mentoring	1	0.5	3	0.5	0	0	0	0	0.25
Correspondence	1	0	2	text messages - 2	1	35	Included in Email & Social Media hours--99% of Correspondence is electronic	3	1
Other assigned duties (Task Forces, Deputy Mayor, chairing a Standing Committee, etc.)	0.5	7	0	included in staff meetings and preparation for meetings	1	2	1	0	1
Advocacy efforts	1	1	2	0.5	6	0.5	1	3	1

Appendix "M"

Question 16: In your opinion, should annual indexing be Automatic, Reviewed and Determined by Council, or Other?

Response	In your opinion, should annual indexing be:
#1	Reviewed and determined by Council
#2	Automatic
#3	Automatic
#4	Automatic
#5	Automatic
#6	Automatic
#7	Automatic
#8	Automatic
#9	Councillors should not get a raise for 4 years, but the base amount should be the average of four years pay including the estimated inflationary amounts for years 2-4. In this way, the raise will not be an annual controversial virtue-signalling event.



**Appendix “M”**

**Question 17: Do you support the annual indexing of the compensation rate based on the change in annual median full-time employment income for Londoners from the last census period (sourced from Statistics Canada)? (the median full-time employment income increased 7.87% between 2011 and 2016)**

Response	Do you support the annual indexing of the compensation rate based on the change in annual median full-time employment income for Londoners from the last census period (sourced from Statistics Canada)? (the median full-time employment income increased 7.87% between 2011 and 2016)
#1	Yes
#2	No
#3	Yes
#4	No
#5	Not sure
#6	Yes
#7	Yes
#8	Yes
#9	Yes

**Appendix “M”**

**Question 18: Is there anything else you would like the Council Compensation Review Task Force to consider?**

Response	Is there anything else you would like the Council Compensation Review Task Force to consider?
#1	I have found that the more experienced I become the better I am able to prioritize my time. You can spend 30 hrs a week or 70 hrs a week depending on issues in your ward and if you want to do more. I think some wards are more demanding than others. I would encourage additional administration staff to assist as well as hiring your own administrator through your expense account to assist. A major part of my job is also giving back to the community.
#2	Re Question 17: It is not the "median full-time" job in the City of London. It is likely in a higher percentile of that measure given the time, responsibility, risk, loss of privacy, and scope of duties. Once properly set, indexing it according to a percentile of this measure makes sense. This only need to happen once per term (in other words, it only needs to change once every 4 years).
#3	London needs a full time council.
#4	Make recommendations on compensation based on share of workload. Many councillors do not sit on outside boards and not all boards have equal workloads. Many sit on standing committees that meet the fewest and have lightest workload.
#5	thanks.
#6	Skipped

**Appendix "M"**

Response	Is there anything else you would like the Council Compensation Review Task Force to consider?
#7	<p>I actually do not feel the median income is the correct point at which to set a councillor's compensation. Consider, councillor's currently make less than their own admin assistants...where else in any workplace would you find that?</p> <p>We do--those who actually do the job properly--as much or more communicating directly to the public than the communications staff and are compensated roughly half as well, though held far more accountable for it. Another example of the disparity.</p> <p>If staff were compensated the way council is, it would be called exploiting employees. Before sharing other comments, I want to emphasize my answer to question 16. It is ridiculous to have council vote every year on it's annual indexing raise. It is a political circus and distraction for the council and the residents of London. If we consider council compensation like a 4 year workplace contract the public hired councillors for, the contract should be honoured without debate. I can't think of another workplace where the terms of a set period of time contract are reviewed repeatedly during the term of the contract.</p> <p>The Task Force has previously noted the role is "unique" and neither full-time, nor part-time. That is true. It is a 7 day a week job, sometimes 24/7. It is also a critical job with considerable responsibility, not a "median" job that one clocks in and clocks out of. We are responsible to represent, consider the interests and well-being of our 26,000-35,000 (depending on the Ward) direct ward constituents and the 400,000+ residents of the city as a whole. How many "median" jobs have the weight of responsibility for 25,000, let alone 400,000 jobs? Whether it is a fire in an apartment, or a shooting, or seeing someone sleeping in a doorway, or a global pandemic, there can be many sleepless nights of concern for the people we're sent to represent and be responsible to.</p> <p>These are not "median" roles and should not be viewed or compensated as such. They should be viewed as "management" or "executive" roles and compensated as such. While the role is one of public service and should not be done solely for the salary, it is also one that should be the sole focus of the individual and not require a second job in order to keep food on the table and the mortgage paid.</p> <p>Consideration for the time councillors spend on the outside agencies, boards and commissions of the municipality also requires agenda report reading and prep time, research time etc. It is not limited to just the meetings. More importantly, because some councillors hold down outside jobs for more income, they repeatedly indicate they cannot/will not serve on these ABCs in an equitable way because it interferes with there work schedules. We cannot leave those positions vacant, so the result is councillors who are only working as councillors have to carry a heavier workload. There are councillors carrying 0, 1, or 2 ABC positions, while others are carrying 5, 6, or 7. This is a direct result of poor pay and outside work making one's council duties secondary to the other job.</p> <p>For the purposes of this survey, I'm including my agenda/prep/meeting time for my ABCs in my response to average hours.</p> <p>Reflecting the executive leadership role a councillor has should be recognized as "full-time" and compensated at a more appropriate level. Having spoken to some of my own constituents about this, perhaps a better marker point would be the 75th percentile of the median income, or at minimum the median income of city hall staff.</p> <p>The job is grossly underpaid. It is little wonder councillors leave to seek higher office (and higher income), or that many community members when approached to consider running indicate they would never consider doing so because they would have to give up their current income and take a massive pay reduction. When compared to other large Canadian municipalities, London council is the poorest compensated among them.</p> <p>This issue will continue to come up until the compensation is actually fixed in a meaningful way.</p>
#8	

**Appendix “M”**

Response	Is there anything else you would like the Council Compensation Review Task Force to consider?
#9	<ol style="list-style-type: none"><li>1. In addition to the median, please have the mean income also available as a reference point.</li><li>2. There are reports that show the income for other municipalities and whether or not they are full or part-time. These may be helpful.</li><li>3. There is a possibility that the role will become a full-time day job with councillors available for work from 9:30 to 4:30. We might therefore need a figure for full-time work that is in alignment with other municipalities our size (all of which have full-time councillors).</li><li>4. In the full-time scenario councillors will be expected to spend more time, say 2-4 hours per week in additional working groups. The SPPC meeting will be during the day as well as portions of the other standing committees where public input is not required.</li><li>5. I also see an additional 1 hour per week possible when the city establishes its own newsroom which has been planned for quite a while.</li><li>6. Many thanks for your work and effort.</li></ol>



Michael Schulthess  
City Clerk  
City of London

March 11, 2022

Dear Michael,

Please have City Council approve the new appointment to the Argyle Business Improvement Association's Board of Management as follows:

\*Deborah Haroun, Supervisor at Children's Place

Sincerely,

Randy Sidhu  
Executive Director  
Argyle BIA

March 25, 2022

Barb Westlake-Power, MPA  
Deputy City Clerk  
City Clerk's Office  
City of London

**via email:   bwestlak@london.ca**

Re:           City Appointees to Western University's Board of Governors

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In 2021, Western's Board of Governors adjusted its term start dates, where possible, to July 1 to align with the academic year of the University.

In the fall of 2021, a request was granted by the City of London to shift its appointments to the Board of Governors from a December 1 start date to a July 1 start date.

In aid of that transition, the City of London extended the appointment of Michael Lerner to June 30, 2022.

I respectfully request that the Strategic Priorities and Policy Committee (the SPPC) adjust the term of Harold Usher to end as of June 30, 2022 (rather than November 30, 2022), and that the SPPC appoint two members to the Board, effective July 1, 2022.

We appreciate Harold's service to the Board and want to acknowledge that he will be considered to have completed his full term.

To aid with the recruitment of new Board members, the Board's Senior Policy and Operations Committee has considered the skills matrix of the current Board members and identified the following needs:

- Senior corporate experience
- CPA and audit committee experience
- Diversity, including gender, Black, Indigenous, Persons of Colour, sexual orientation and gender identity
- Skillset for growth and building opportunities for Western in terms of external partnerships, collaborations, internship and entrepreneurship opportunities
- Fundraising
- Information technology experience

Please contact the University Secretary, Amy Bryson, if you require any further information. She can be reached at [abryson4@uwo.ca](mailto:abryson4@uwo.ca) or 519-661-2056.

Sincerely,

A handwritten signature in black ink that reads "Rick Konrad". The signature is written in a cursive style with a large, prominent 'R' and 'K'.

Rick Konrad  
Chair, Board of Governors  
Western University

# Diversity, Inclusion and Anti-Oppression Advisory Committee

## Report

4th Meeting of the Diversity, Inclusion and Anti-Oppression Advisory Committee  
March 17, 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. Mlotha (Acting Chair), H. Abu Karky, B. Hill, and B. Madigan; A. Pascual (Committee Clerk)

ABSENT: M. Buzzelli, C. DuHasky and W. Khouri

ALSO PRESENT: Councillor J. Morgan; A. Husain, R. Morris, and Z. Zabian

The meeting was called to order at 12:04 PM; it being noted that the following members were in remote attendance: H. Abu Karky, 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 M. Mlotha.

#### 2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

### 3. Consent

#### 3.1 3rd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee

That it BE NOTED that the 3rd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee, from its meeting held on February 17, 2022, was received.

### 4. Sub-Committees and Working Groups

#### 4.1 Awards and Recognition Sub-Committee

That it BE NOTED that no report was received from the Awards and Recognition Sub-Committee.

#### 4.2 Education and Awareness Sub-Committee

That it BE NOTED that no report was received from the Education and Awareness Sub-Committee.

#### 4.3 Policy and Planning Sub-Committee

That it BE NOTED that no report was received from the Policy and Planning Sub-Committee.



4.4 Community Diversity and Inclusion Strategy

That it BE NOTED that a verbal update from R. Morris, Director, Anti-Racism and Anti-Oppression, with respect to the Community Diversity and Inclusion Strategy Leadership Table, was received.

**5. Items for Discussion**

5.1 Anti-Racism and Anti-Oppression Unit Update - R. Morris, Director, ARAO

That it BE NOTED that the verbal presentation from R. Morris, Director, Anti-Racism and Anti-Oppression (ARAO), with respect to the ARAO Unit Update, was received.

5.2 Ban on Hate Symbols

That the following actions be taken with respect to a ban on hate symbols:

- a) the Municipal Council BE ADVISED that the Diversity, Inclusion and Anti-Oppression Advisory Committee supports the attached Federation of Canadian Municipalities' resolution entitled, "Strengthening Canada's Hate Speech Laws", a call to strengthen federal laws to address hate speech including symbols of hate; and,
- b) the verbal presentation from Deputy Mayor J. Morgan, with respect to this matter, BE RECEIVED.

**6. Additional Business**

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Advisory Committee had a discussion with respect to the All Are Welcome Here Event, in recognition of the UN International Day for the Elimination of Racial Discrimination.

**7. Adjournment**

The meeting adjourned at 12:36 PM.

## FCM Resolutions

Resolution Title	Meeting	Resolution Status
Strengthening Canada’s Hate Speech Laws	Annual Conference - June 2021 - Virtual / Virtuelle	Adopted
<b>Resolution</b>		<b>Sponsor(s)</b>
<p>WHEREAS Canadians generally recognize of the strength of community that is derived from embracing and appreciating all community members regardless of ethnic origin, gender and sexual orientation, socioeconomic status, or faith – and in accordance with statements made by the Federal Government, individual Provinces, and The United Nations, that hate speech has no place in an inclusive society that seeks to empower its constituents; and</p> <p>WHEREAS it is widely recognized that symbols can have a powerful and profound effect on the psychology and well-being of community members; therefore be it</p> <p>RESOLVED that FCM petition the Canadian Government to build on Parliament’s 2019 Report Taking Action to End Online Hate and engage in the development of legislation that would clarify and strengthen the definition of hate speech, including explicit recognition of the psychological harm that can be caused by hateful symbols, and work with all levels of government in addressing the root causes of hate speech.</p>		Town of Collingwood, ON