

# Agenda

## Civic Works Committee

The 1st Meeting of the Civic Works Committee

November 29, 2022

12:00 PM

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

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

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

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

Members

Councillors C. Rahman (Chair), H. McAlister, P. Cuddy, S. Trosow, P. Van Meerbergen, Mayor J. Morgan

The City of London is committed to making every effort to provide alternate formats and communication supports for meetings upon request. To make a request specific to this meeting, please contact [CWC@london.ca](mailto:CWC@london.ca) or 519-661-2489 ext. 2425.

Pages

### 1. Call to Order

- 1.1. Disclosures of Pecuniary Interest
- 1.2. Election of Vice-Chair

### 2. Consent

- 2.1. 4th Report of the Environmental Stewardship and Action Community Advisory Committee 3
- 2.2. 5th Report of the Integrated Transportation Community Advisory Committee 5
- 2.3. SS-2022-299 Single Source Contract Renewal: Navistar Original Equipment Manufacturer Replacement Parts 8
- 2.4. Contract Amendment: RFP21-38 CNG Side Loading Waste Collection Trucks 11
- 2.5. 2025 One Water Development Charges Background Study Appointment of Consultant 15
- 2.6. Vendor of Record Contract Award: Request for Proposal RFP-2022-170 - Rapid Transit Shelter Infrastructure 19

### 3. Scheduled Items

### 4. Items for Direction

- 4.1. Mobility Master Plan Update 28

5. **Deferred Matters/Additional Business**

6. **Adjournment**

# Environmental Stewardship and Action Community Advisory Committee

## Report

4th Meeting of the Environmental Stewardship and Action Community Advisory Committee  
November 2, 2022

Attendance PRESENT: B. Samuels (Chair), D. Allick, P. Almost, I EIGHamrawy, A. Hames, C. Hunsberger, C. Mettler and A. Whittingham and H. Lysynski (Committee Clerk)

ABSENT: M. Griffith, R. McGarry, L. Paulger, N. Serour and L. Vuong

ALSO PRESENT: K. Chambers, M. Fabro, N. Philps, A. Rammeloo, J. Stanford and B. Westlake-Power

The meeting was called to order at 3:04 PM; it being noted that the following members were in remote attendance: B. Samuels, D. Allick, P. Almost, I EIGHamrawy, A. Hames, C. Hunsberger, C. Mettler and A. Whittingham

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Scheduled Items

#### 2.1 Overflows, By-passes and the Current Strategy to Reduce the Overflows and By-passes

That it BE NOTED that the Environmental Stewardship and Action Community Advisory Committee received the presentation, as appended to the Added Agenda from K. Chambers, Division Manager - Sewer Engineering, with respect to overflows, by-passes and the current strategy to reduce the overflows and by-passes.

#### 2.2 Pollinator Gardens and Naturalization Projects

That it BE NOTED that the Environmental Stewardship and Action Community Advisory Committee received a verbal presentation from N. Philps, Supervisor, Municipal Law Enforcement Services, with respect to pollinator gardens and naturalization projects.

### 3. Consent

#### 3.1 2nd Report of the Environmental Stewardship and Action Community Advisory Committee

That it BE NOTED that 2nd Report of the Environmental Stewardship and Action Community Advisory Committee, from its meeting held on September 7, 2022, was received.

#### 3.2 3rd Report of the Environmental Stewardship and Action Community Advisory Committee

That it BE NOTED that 3rd Report of the Environmental Stewardship and Action Community Advisory Committee, from its meeting held on September 21, 2022, was received.

3.3 Resignation of M. Ross

That it BE NOTED that the resignation from M. Ross was received with regret.

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

4.1 3350, 3480 Morgan Avenue and 1363 Wharnccliffe Road South

That the Working Group comments with respect to the Revised Notice of Planning Application for Draft Plan of Subdivision for the properties located at 3350, 3480 Morgan Avenue and 1363 Wharnccliffe Road South BE FORWARDED to M. Johnson, Senior Planner, for consideration.

**5. Items for Discussion**

**6. (ADDED) Deferred Matters / Additional Business**

6.1 (ADDED) Council Resolution

That it BE NOTED that the Municipal Council resolution adopted at its meeting held on October 17, 2022, with respect to the 2nd and 3rd Reports of the Environmental Stewardship and Action Community Advisory Committee, was received.

**7. Adjournment**

The meeting adjourned at 4:26 PM

# Integrated Transportation Community Advisory Committee

## Report

The 5th meeting of the Integrated Transportation Community Advisory Committee  
November 16, 2022

Attendance                   PRESENT: T. Khan (Chair), R. Buchal, J. Collie, E. Eady, D. Foster, A. Husain, T. Kerr, V. Lubrano III, D. Luthra, M. Malekzadeh, A. Santiago and J. Vareka; J Bunn (Committee Clerk)

ABSENT: S. Leitch

ALSO PRESENT: G. Dales, J. Dann, S. Grady, D. Hall, D. MacRae, A. Miller, M. Morris, E. Skalski and V. Sypien

The meeting was called to order at 3:00 PM.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Scheduled Items

#### 2.1 Dingman Drive Improvements - Wellington Road to Highway 401

That it BE NOTED that the presentation, dated November 16, 2022, from J. Haasen, AECOM, with respect to Dingman Drive Improvements from Wellington Road to Highway 401, was received.

#### 2.2 Southdale Road West Phase 2 Improvements - Southdale Road/Colonel Talbot Roundabout

That the following actions be taken with respect to the presentation, dated November 16, 2022, from J. Kelso, AECOM, related to the Southdale Road West Phase 2 Improvements – Southdale Road/Colonel Talbot Roundabout:

a) the Civic Administration BE REQUESTED to report back at a future meeting of the Integrated Transportation Community Advisory Committee, in a timely manner, to provide and update as to public comments received through the consultation, and any related design and/or implementation changes as a result; and,

b) the above-noted presentation BE RECEIVED.

#### 2.3 Rapid Transit Initiative Update

That it BE NOTED that the presentation, as appended to the Added Agenda, from J. Dann, Director, Construction and Infrastructure Services, with respect to an update on Rapid Transit in London, was received.

### 3. Consent

#### 3.1 4th Report of the Integrated Transportation Community Advisory Committee

That it BE NOTED that the 4th Report of the Integrated Transportation Community Advisory Committee, from the meeting held on September 21, 2022, was received.

3.2 Municipal Council Resolution - 4th Report of the Integrated Transportation Community Advisory Committee

That it BE NOTED that the Municipal Council resolution, from its meeting held on October 17, 2022, with respect to the 4th Report of the Integrated Transportation Community Advisory Committee, was received.

3.3 Notice of Study Completion - Municipal Class Environmental Assessment Study - Windermere Road Improvements

That it BE NOTED that the Notice of Study Completion, dated October 6, 2022, from the Ministry of Environment, Conservation and Parks, with respect to the Windermere Road Improvements, Municipal Class Environmental Assessment Study, was received.

3.4 Notice of Study Completion - Addendum to the Bradley Avenue Extension Municipal Class Environmental Assessment

That it BE NOTED that the Notice of Study Completion, Addendum to the Bradley Avenue Extension Municipal Class Environmental Assessment, as appended to the Agenda, from M. Morris, Project Manager, was received.

3.5 Mobility Master Plan Appointment of Consultant - Update - D. MacRae

That the following actions be taken with respect to the staff report, dated March 1, 2022, related to the Mobility Master Plan Appointment of Consultant:

- a) that the Master Mobility Plan Project Team BE REQUESTED to liaise with D. Foster, Chair, Master Mobility Plan Sub-Committee, with respect to matters related to the sub-committee activity; it being noted that D. Foster will also liaise with other sub-committees of the Integrated Transportation Community Advisory Committee; and,
- b) the above-noted staff report BE RECEIVED.

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

None.

**5. Items for Discussion**

None.

**6. (ADDED) Deferred Matters/Additional Business**

6.1 (ADDED) Public Meeting Notice - Zoning By-Law Amendment - 6092 Pack Road

That it BE NOTED that the Public Meeting Notice, dated November 9, 2022, from S. Filson, Site Development Planner, with respect to a Zoning By-law Amendment related to the property located at 6092 Pack Road, was received.

**7. Adjournment**

The meeting adjourned at 5:01 PM.

## Report to Civic Works Committee

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

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

**Subject:** SS-2022-299 Single Source Contract Renewal: Navistar  
Original Equipment Manufacturer Replacement Parts

**Date:** November 29, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions **BE TAKEN**:

- a) Approval **BE GIVEN** to exercise the single source provisions of the Procurement of Goods and Services Policy under sections 14.4 (d) and (e) to renew the contract with Carrier Centers, 90 Enterprise Dr. London Ontario N6N1A8 for the supply and delivery of Navistar Original Equipment Manufacturer (OEM) replacement parts on City owned trucks for a one (1) year contract with an option to renew for five (5) additional years;
- b) The negotiated price of 1% discount (net 30) off the Navistar National Pricing List for all Navistar inventoried and non-inventoried OEM parts **BE ACCEPTED**. The Electronic National Price List to be provided on a quarterly basis to the City of London Purchasing and Supply Division from Carrier Centers;
- c) Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this contract; and,
- d) Approval hereby given **BE CONDITIONAL** upon the Corporation entering into a formal contract or having a purchase order, or contract record relating to the subject matter of this approval

## Executive Summary

Half of the City's medium and heavy vehicles are built with a Navistar (International) truck chassis. To support and maintain eighty-three chassis requires a broad range of OEM replacement parts that facilitate preventive and corrective maintenance activities. Based on the volume and breadth of parts consumed, it is essential for Purchasing and Supply to purchase International Truck parts from the nearest Navistar aftersales dealer.

Purchasing OEM parts through the nearest Navistar dealer provides several financial and service level advantages to the City, including: reducing city held inventory, best in class lead time for parts, prompt emergency repairs, part warranties, and national pricing discounts. This report recommends renewing our single source parts contract with Carrier Centers (90 Enterprise Drive, London) to minimize fleet downtime and ensure our municipal vehicles are running and available to deliver quality services to Londoners.

## Linkage to the Corporate Strategic Plan

### Leading in Public Service

Londoners experience exceptional and valued customer service

- Increase responsiveness to our customers
- Increase efficiency and effectiveness of service delivery



# Analysis

## 1.0 Background Information

### 1.1 Previous Reports Related to this Matter

Relevant reports can be found at [www.london.ca](http://www.london.ca) under Council and Committees meetings include:

- Single Source Contract Renewal - Navistar Original Equipment Manufacturer (OEM) Replacement Parts (September 26, 2017 meeting of the CWC, Item# 11)

## 2.0 Discussion and Considerations

Navistar (International) trucks are a popular manufacturer in the municipal equipment sector. Presently, 50% (83 units) of the City's municipal medium and heavy vehicles are International brand trucks and two Fire Department apparatus units are as well.

Repairing with OEM replacement parts is an important element of our maintenance program, as it ensures the new part is designed to meet the fit-form-function of the part needing replacement, and they are necessary to keep our manufacturers warranties in good standing. Warranty repair claims can be denied if failures or damages are caused by aftermarket (non-OEM) repair parts.

Fleet Services maintenance program must also consider sources of supply for obsolete parts. Navistar's Maxxforce engine is the predominant engine in most (~70%) of our International Trucks. Since the Maxxforce engine was uniquely produced for Navistar trucks and is no longer in production, replacements parts must be purchased directly through Navistar's dealer network.

Currently, truck parts in support of preventive and corrective maintenance are purchased throughout the year from Carrier Centers and put into inventory at one of three automotive Stores locations. Non-inventory parts are typically needed when unplanned urgent repairs are required or to replace parts that are not typically held in inventory (i.e. low failure rate). Non-inventory parts are ordered directly from Carrier Centers in London, who can draw from their larger network of OEM inventory.

Carrier Centers at 90 Enterprise Dr. London is the nearest Navistar dealer of OEM parts. The City qualifies for national fleet pricing with an additional 1% discount (net 30 days) on all purchases under this single source agreement. Carrier Centers, in spite of the global supply chain impacts experienced, has provided favourable and responsive service to support the City's operational requirements.

The next full-service Navistar parts supplier is in Kitchener Ontario, about 110 kilometres away (75-minute drive time). The Kitchener dealer would offer comparable national pricing but with additional transportation costs and longer lead times. Due to the volume of parts consumed by the City standard freight costs are built-in by Carrier Centers as part of this contract. Carrier Centers is close to our main fleet maintenance facilities, a 10 minute drive to the Exeter Road Operations Centre (EROC) and 15 minute drive to the Bathurst Street Yard.

### Procurement Process:

This recommendation is in compliance with our Procurement of Goods and Service Policy as per Section 14.4 Single Source, clauses d and e:

- d. "There is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract (i.e. contract extension or renewal);"
- e. "The required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience; "

Approval is being requested as per Section 14.5 (a) (ii) of the Procurement of Goods and Services Policy:

- a. Awards which qualify to be considered as a Single Source or Sole Source process require the following approval:
  - ii. Committee and City Council must approve an award greater than \$50,000, unless otherwise permitted by this Policy.

### **3.0 Financial Impact**

The total annual expenditure on Navistar OEM parts in 2021 was \$178,589 (excluding HST). Fleet Services anticipates similar demand and costs for Navistar parts moving forward. All parts are charged to specific fleet assets upon consumption and are funded through the Fleet Maintenance operating budget.

### **Conclusion**

Fleet Services and Purchasing and Supply have determined that the single source agreement and negotiations with the local dealer in 2017 have resulted in competitive pricing and value to the City. Using OEM replacement parts provides performance warranties and in-service support that are in line with best practices and good asset management. Ensuring a timely and uninterrupted parts supply is critical to reducing vehicle repair turnaround time. Streamlining processes for our operational and supply chain staff increases efficiency, reduces operational costs, eliminates unnecessary administration, and reduces the amount of time our International Trucks are out of service.

Based on the information and analysis above, Fleet Services in conjunction with Purchasing and Supply, recommend a single source renewal of the Navistar OEM parts contract with the following contractual arrangement; a one (1) year contract with an option to renew for five (5) additional one (1) year periods.

**Prepared by:** Drew Freeman, P.Eng.  
Senior Manager, Fleet

**Submitted by:** Lynda Stewart  
Director, Fleet and Facilities

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

cc: Steve Mollon, Senior Manager of Purchasing and Supply

## Report to Civic Works Committee

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

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

**Subject:** Contract Amendment: RFP 21-38 CNG Side Loading Waste Collection Trucks

**Date:** November 29, 2022

## Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions **BE TAKEN**:

- a) The Supply and Delivery of Compressed Natural Gas (CNG) Split and Single Stream Side Loading Waste Collection Trucks (RFP 21-38) contract value with Vision Truck Group **BE INCREASED** by \$110,000.00 to \$2,415,511.00 (excluding HST) in accordance with Section 20.3 (e) of the Procurement of Goods and Services Policy;
- b) Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this contract amendment;
- c) That the funding for this project **BE APPROVED** as set out in the Source of Financing Report attached, hereto, as Appendix A.

## Executive Summary

RFP21-38 was awarded to Vision Truck Group in November 2021 to supply and deliver five CNG Split and Single Stream Side Loading Waste Collection Trucks. Two single stream side loading trucks will replace existing assets that have reached end of useful life, and three split stream side loaders are additional units that will support the new Green Bin program (currently scheduled for implementation in mid to late 2023).

As reported to Civic Works Committee in 2022, the procurement of new garbage and organic waste collection trucks have been impacted by supply chain pressures, inflationary costs, manufacturing delays, material and labour shortages. Due to these factors, the chassis manufacturer has applied material surcharges and model year price increases to all current heavy-duty truck orders.

This report recommends increasing the original contract value for RFP 21-38 Supply and Delivery of CNG Split and Single Stream Side Loading Waste Collection Trucks by 4.7%.

## Linkage to the Corporate Strategic Plan

### Building a Sustainable City

London's infrastructure is built, maintained, and operated to meet long-term needs of our community

- Manage assets to prevent future infrastructure gaps
- Increase waste reduction, diversion, and resource recovery
- Conserve energy and increase actions to respond to climate change

### Leading in Public Service

Londoners experience exceptional and valued customer service

- Increase responsiveness to our customers
- Increase efficiency and effectiveness of service delivery

## Analysis

### 1.0 Background Information

The five CNG side loading waste collection trucks currently on order are fit for purpose Mack LR 64G chassis equipped with Labrie Expert side loading split and single stream refuse bodies. The side loading units are capable of supporting both garbage and new organic Green Bin collections with various cart tipping options. Additionally, this order of CNG power trucks will contribute towards reducing GHG emissions and dependency on diesel powered vehicles.

#### 1.1 Previous Reports Related to this Matter

Relevant reports can be found at [www.london.ca](http://www.london.ca) under Council and Committees meetings include:

- Updates: Green Bin Program Implementation (June 21, 2022 meeting of the Civic Works Committee (CWC), Item# 2.3)
- Contract Award: RFP21-38 Supply and Delivery of Compressed Natural Gas (CNG) Split and Single Stream Side Loading Waste Collection Trucks (November 2, 2021 meeting of the CWC, Item# 2.5)

### 2.0 Discussion and Considerations

#### 2.1 Discussion

The trucking manufacturing industry has been challenged to overcome many post pandemic and economic conditions that continue to impact manufacturing sectors at large. Mack Truck has been confronted with on-going supply chain bottlenecks and disruptions, material and labour shortages, higher than expected commodity prices and continued strong sales growth. Despite best efforts to mitigate these factors, Mack Truck has communicated the necessity to implement pricing surcharges on all five CNG Side Loading Waste Collection Trucks currently on order for the City of London. The price surcharges are comprised of material surcharges and Model Year (MY2024) price increases totaling \$22,000.00 (excluding HST) per truck.

Material: Material surcharges have been largely driven by significant increases in input costs to manufacture and supply trucks. The key components driving the material surcharges are raw materials (tires, steel, aluminum, plastic, rubber), limited supply (semiconductor shortage), labour, freight and transportation, and energy to manufacture. The combined Mack Truck Inc. 2023 & 2024 production model year material surcharges amount to a \$14,800 (excluding HST) per unit increase. These additional costs are not unique to the City of London's orders. They were applied to all Mack heavy duty truck orders in the same model year.

Model Year: Order backlogs and supply chain bottlenecks have caused production delays, resulting in Mack Truck to reduce the number of chassis manufactured in 2022. The City of London's orders originally scheduled for production in Q4 2022 (MY2023), are now planned for Q1/Q2 2023 production. Since all five units are now manufactured in accordance with the 2024 Model Year (MY2024) design, they are subject to a model year price increase of \$7,200 (excluding HST) per truck.

#### 2.2 Considerations

Supply chain pressures from unforeseen economic conditions and production delays that are not typical of waste truck manufacturing, have resulted in a need for increased funds. Considering the ongoing challenges are industry wide, Fleet Services in consultation with Purchasing and Supply do not believe changing suppliers at this time is beneficial to the City. Renegotiating with a new vendor will result in further manufacturing delays and increased acquisition and operating costs. This approval will support Green Bin Program

rollout (currently scheduled for implementation in mid to late 2023) and replace two assets that are past useful life and are in need of replacement.

### **3.0 Financial Impact**

#### **3.1 Project Funding**

The additional funding required is available within the approved capital budget for New and Emerging Solid Waste Technologies capital project SW6050. The total contract value will need to increase by \$110,000.00 (excluding HST). With the additional funding, the total approved contract value of \$2,305,511.00 (excluding HST) will increase to \$2,415,511.00 (excluding HST), a 4.7% increase in total contract value.

Funding details for this project are outlined in the attached Source of Financing (Appendix A).

### **Conclusion**

In accordance with Section 20.3 (e) of the Procurement of Goods and Services Policy, it is recommended that the contract value be amended for the Supply and Delivery of CNG Split and Single Stream Side Loading Waste Collection Trucks (RFP21-38) contract awarded to Vision Truck Group.

**Prepared by:** Drew Freeman, P.Eng.  
Senior Manager, Fleet

**Submitted by:** Lynda Stewart  
Director, Fleet and Facilities

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

Attached: Appendix A – Source of Financing

cc: Jay Stanford, Director of Climate Change, Environment & Waste Management  
Steve Mollon, Senior Manager of Purchasing and Supply

## Appendix "A"

#22156

November 29, 2022  
(Contract Award Increase)

Chair and Members  
Civic Works Committee

RE: RFP 21-38 Supply and Delivery of CNG Split and Single Stream Side Loading Waste Collection Trucks  
(Work Orders 2530336-2530340)  
Capital Project SW6050 - New and Emerging Solid Waste Technologies  
Vision Truck Group - \$2,415,511.00 (excluding HST)

### Finance and Corporate Services Report on the Sources of Financing:

Finance and Corporate Services confirms that the cost of this project can be accommodated within the financing available for it in the Capital Budget and that, subject to the approval of the Deputy City Manager, Finance Supports, the detailed source of financing is:

Estimated Expenditures	Approved Budget	Committed To Date	This Submission	Balance for Future Work
Consulting	1,000,000	314,729	0	685,271
Construction	24,215,094	52,003	0	24,163,091
Vehicles and Equipment	11,245,906	10,495,317	111,936	638,653
<b>Total Expenditures</b>	<b>\$36,461,000</b>	<b>\$10,862,049</b>	<b>\$111,936</b>	<b>\$25,487,015</b>
<b>Sources of Financing</b>				
Debenture By-law No. W.-5679-335	11,300,000	0	0	11,300,000
Drawdown from Fleet Renewal Reserve Fund	861,000	0	0	861,000
Drawdown from Solid Waste Renewal Reserve Fund	16,351,532	2,913,581	111,936	13,326,015
Canada Community-Building Fund (Federal Gas Tax)	7,948,468	7,948,468	0	0
<b>Total Financing</b>	<b>\$36,461,000</b>	<b>\$10,862,049</b>	<b>\$111,936</b>	<b>\$25,487,015</b>

### Financial Note:

Contract Price	\$2,415,511
Less Amount previously approved	2,305,511
	<u>\$110,000</u>
Add: HST @13%	14,300
Total Contract Price Including Taxes	124,300
Less: HST Rebate	-12,364
Net Contract Price	<u>\$111,936</u>

Jason Davies  
Manager of Financial Planning & Policy

HB

## Report to Civic Works Committee

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

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

**Subject:** 2025 One Water Development Charges Background Study  
Appointment of Consultant

**Date:** November 29, 2022

## Recommendation

That on the recommendation of Deputy City Manager, Environment and Infrastructure, the following actions **BE TAKEN** with respect to the appointment of a consultant for the 2025 One Water Development Charges Background Study:

- (a) Aquafor Beech Limited **BE APPOINTED** as the Consulting Engineer to complete the 2025 One Water Development Charges Background Study in the amount of \$465,814.80 (excluding HST) in accordance with their proposal and Section 15.2 (e) of the City of London's Procurement of Goods and Services Policy;
- (b) the financing for this project **BE APPROVED** as set out in the Sources of Financing Report attached hereto as Appendix 'A';
- (c) the Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this assignment;
- (d) the approval given, herein, **BE CONDITIONAL** upon the Corporation entering into a formal contract with the consultant for the work; and
- (e) the Mayor and City Clerk **BE AUTHORIZED** to execute any contract or other documents, if required, to give effect to these recommendations.

## Executive Summary

### Purpose

The purpose of this report is to award the appointment of a consultant to complete the 2025 One Water Development Charges (DC) Background Study. This study will provide the basis for determining the water-related growth works and associated costs to be used in the calculation of a DC rate.

### Context

Development Charges (DC) represent a key aspect of how infrastructure is financed in the City of London in order to adequately provide for new development. The provincial government regulates the setting of DC rates through the Development Charges Act. Funds that are collected from new development are used to finance infrastructure and services that support current and future growth. The Development Charges Act requires that a municipality conduct a study to forecast and determine needs and costs at least every five (5) years. The City last completed a One Water DC Charges Study in 2019, which was incorporated into the 2021 DC Study update.

## Linkage to the Corporate Strategic Plan

This report supports the 2019-2023 Strategic Plan for the City of London through the Building a Sustainable City strategic area of focus by ensuring infrastructure is built to support future development.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- SPPC – May 18, 2021 – 2025 Development Charges Study Initiation Report
- CWC – November 1, 2022 – 2025 Transportation Development Charges Background Study Appointment of Consultant

### 2.0 Discussion and Considerations

#### 2.1 Work Description

The objective of the 2025 One Water DC Background Study is to identify, prioritize, and calculate the costs of water, wastewater and stormwater infrastructure works over a 20-year planning horizon in order to accommodate the anticipated growth in the City of London. This assignment will calculate the proportions of the project costs that are attributable to growth and non-growth and the share of development charges that are attributable to satisfy water, wastewater and stormwater growth needs.

The work to be completed as part of this assignment will require collaboration with staff and other City consultants currently retained to complete the 2025 DC Study, and will be subject to consultation that is already underway with the DC Stakeholders Committee. The project schedule provided in Aquafor Beech's proposal enables this assignment to be completed within the overall DC process schedule, which is critical to ensure coordination with the broader DC By-law creation.

#### Consultant Procurement Process

This consultant procurement process has followed a two (2) stage process with the first stage being an open, publicly advertised expression of interest/pre-qualification stage and the second stage being a RFP of the short-listed firms as outlined in Section 15.2 (e) of the City of London's Procurement of Goods and Services Policy. Three (3) consulting firms were successfully prequalified and were subsequently invited to submit proposals. As a result of this competitive procurement process, Aquafor Beech is recommended to complete the One Water DC Background Study.

### 3.0 Financial Impact/Considerations

Funds have been budgeted in the Water, Wastewater and Stormwater capital budgets to support this engineering assignment as identified in Appendix 'A', 'Sources of Financing'.

There are no anticipated additional annual operating costs associated with this consulting assignment.

## Conclusion

Aquafor Beech's proposal has demonstrated a comprehensive understanding of the requirements for this project, as well competency and expertise with similar assignments. It is recommended that Aquafor Beech Limited be appointed to undertake the 2025 One Water Development Charges Background Study in the amount of \$465,814.80 (excluding HST) as it is in the best financial and technical interests of the City.



**Prepared by:** Aaron Rozentals, P.Eng., GDPA  
Division Manager, Water Engineering

**Submitted by:** Ashley Rammeloo, MMSc, P.Eng.  
Director, Water, Wastewater, and Stormwater

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

**Attach:** Appendix 'A' – Sources of Financing

**cc:** Steve Mollon, Senior Manager, Purchasing and Supply  
Kevin Graham, Environmental Services Engineer  
Jason Senese, Development Finance  
Chris Denich, Aquafor Beech Limited

**Appendix "A"**

**#22152**

November 29, 2022  
(Appoint Consulting Engineer)

Chair and Members  
Civic Works Committee

RE: 2025 One Water Development Charges Background Study  
(Subledger NT22ES10)  
Capital Project ES3206 - Stormwater Future Development Studies 2024  
Capital Project ES4416 - Wastewater Future Development Charge Studies 2024  
Capital Project EW331222 - 2024 Water Development Charge Study  
Aquafor Beech Limited - \$465,814.80 (excluding HST)

**Finance Supports Report on the Sources of Financing:**

Finance Supports confirms that the cost of this project can be accommodated within the financing available for it in the Capital Budget and that, subject to the approval of the recommendation of the Deputy City Manager, Environment and Infrastructure, the detailed source of financing is:

<b>Estimated Expenditures</b>	<b>Approved Budget</b>	<b>This Submission</b>	<b>Balance for Future Work</b>
<b>ES3206 - Stormwater Future Development Studies 2024</b>			
Engineering	314,573	158,004	156,569
<b>ES4416 - Wastewater Future Development Charge Studies 2024</b>			
Engineering	314,573	158,004	156,569
<b>EW331222 - 2024 Water Development Charge Study</b>			
Engineering	314,573	158,004	156,569
<b>Total Expenditures</b>	<b>\$943,719</b>	<b>\$474,012</b>	<b>\$469,707</b>

**Sources of Financing**

<b>ES3206 - Stormwater Future Development Studies 2024</b>			
Drawdown from City Services - Stormwater Reserve Fund (Development Charges) (Note 1)	314,573	158,004	156,569
<b>ES4416 - Wastewater Future Development Charge Studies 2024</b>			
Drawdown from City Services - Wastewater Reserve Fund (Development Charges) (Note 1)	314,573	158,004	156,569
<b>EW331222 - 2024 Water Development Charge Study</b>			
Drawdown from City Services - Water Reserve Fund (Development Charges) (Note 1)	314,573	158,004	156,569
<b>Total Financing</b>	<b>\$943,719</b>	<b>\$474,012</b>	<b>\$469,707</b>

<b>Financial Note:</b>	<b>ES3206</b>	<b>ES4416</b>	<b>EW331222</b>
Contract Price	\$155,272	\$155,272	\$155,271
Add: HST @13%	20,185	20,185	20,185
Total Contract Price Including Taxes	175,457	175,457	175,456
Less: HST Rebate	-17,453	-17,453	-17,452
Net Contract Price	\$158,004	\$158,004	\$158,004

<b>Financial Note continued:</b>	<b>Total</b>
Contract Price	\$465,815
Add: HST @13%	60,555
Total Contract Price Including Taxes	526,370
Less: HST Rebate	-52,358
Net Contract Price	\$474,012

**Note 1:** Development charges have been utilized in accordance with the underlying legislation and the approved 2019 Development Charges Background Study and the 2021 Development Charges Background Study Update.

**Note 2:** There are no anticipated additional annual operating costs associated with this consulting assignment.

## Report to Civic Works Committee

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

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

**Subject:** Vendor of Record Contract Award: Request for Proposal RFP-2022-170 – Rapid Transit Shelter Infrastructure

**Date:** November 29, 2022

## Recommendation

That on the recommendation of the Deputy City Manager, Environment & Infrastructure, the following actions **BE TAKEN** with respect to the award of contract for the Request for Proposal RFP-2022-170 – Rapid Transit Shelter Infrastructure project:

- (a) Enseicom **BE APPOINTED** to undertake engineering and prototype fabrication at an upset amount of \$563,496.55 (including contingency, excluding HST) in accordance with Section 15.2 (e) of the City of London's Procurement of Goods and Services Policy;
- (b) the Civic Administration **BE AUTHORIZED** to appoint Enseicom as the Vendor of Record for fabrication, supply, and installation of rapid transit shelter infrastructure for periods of one (1) year for final engineering design and prototype works and three (3) years for fabrication, supply, and installation with an option for renewal based on positive performance and price;
- (c) the Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this project;
- (d) the approval given, herein, **BE CONDITIONAL** upon the Corporation entering into a formal contract with Enseicom for this work;
- (e) the funding for the engineering completion and prototype works **BE APPROVED** as set out in the Source of Financing Report, as appended to this staff report dated November 29, 2022; and
- (f) the Mayor and City Clerk **BE AUTHORIZED** to execute any contract or other documents, if required, to give effect to these recommendations.

## Executive Summary

This report recommends assignment of Enseicom as the Successful Proponent to operate as a Vendor of Record as part of future Rapid Transit civil tenders that will include engineering completion, fabrication, supply, and installation of rapid transit shelter infrastructure as part of the Downtown Loop, East London Link, and Wellington Gateway projects.

As part of the Downtown Loop, East London Link, and Wellington Gateway projects, rapid transit shelters are required either curbside or centre-running for implementation at transit stop locations along the corridors. Each stop will include various elements that form a complete facility per location. A modular approach is being taken for the designs to create a consistent image, brand, and functional arrangement.

## Linkage to the Corporate Strategic Plan

The following report supports the Strategic Plan through the strategic focus area of “Building a Sustainable City” by implementing and enhancing safe and convenient mobility choices for transit riders, automobile users, pedestrians, and cyclists.

This report also supports the Strategic Plan through the strategic focus area of “Growing Our Economy” by supporting revitalization of London’s downtown and urban areas.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- Civic Works Committee – June 19, 2012 – London 2030 Transportation Master Plan;
- Strategic Priorities and Policy Committee – July 24, 2017 – Rapid Transit Master Plan and Business Case;
- Strategic Priorities and Policy Committee – April 23, 2018 – Bus Rapid Transit Environmental Assessment Initiative;
- Civic Works Committee – March 14, 2019 – History of London’s Rapid Transit Initiative;
- Strategic Priorities and Policy Committee – March 25, 2019 – Investing in Canada Infrastructure Program, Public Transit Stream, Transportation Projects for Submission;
- Strategic Priorities and Policy Committee – October 28, 2019 – Investing in Canada Infrastructure Program, Public Transit Infrastructure Stream, Approved Projects;
- Civic Works Committee – January 7, 2020 – Downtown Loop and Municipal Infrastructure Improvements Appointment of Consulting Engineer;
- Civic Works Committee – August 11, 2020 – East London Link Transit and Municipal Infrastructure Improvements – Appointment of Consulting Engineer;
- Civic Works Committee – August 11, 2020 – Wellington Gateway Transit and Municipal Infrastructure Improvements – Appointment of Consulting Engineer;

### 2.0 Discussion and Considerations

#### 2.1 Approved Rapid Transit Projects

The Downtown Loop project will implement side-running dedicated transit lanes and look to formalize transit operations that are already in place by focusing transit in bus only lanes with the goal of increasing transit frequency and reliability. Removing buses from mixed traffic will also improve capacity in general traffic lanes. Today there is, on average, a bus every 90 seconds running along the Downtown Loop.

The East London Link corridor is a mixed-use corridor, with existing land uses including historic businesses, residential neighbourhoods, and heavy industrial uses. The corridor is anchored by Downtown London at the western end and Fanshawe College at the eastern end, serving the Western Fairgrounds, Old East Village, 100 Kellogg, the Stackhouse District, future development at the former McCormick and London Psychiatric Hospital lands, and Fanshawe College’s main campus.

The Wellington Gateway corridor is a mixed-use corridor, with existing land uses including historic businesses, residential neighbourhoods, and heavy industrial and commercial uses. The corridor is anchored by Downtown London at the northern end and McDonald-Cartier Freeway (Highway 401) at the southern end, and also provides service to London Health Sciences Foundation’s Wellington campus and the White Oaks Mall.

LTC currently has local transit stops along the rapid transit corridors with associated shelter infrastructure in select locations. The approved rapid transit projects include the upgrade to fully accessible, enhanced stops as part of the rapid transit program.

Figures 1, 2, and 3 below depict the approximate limits of coverage of the works.



Figure 1: Limits of Downtown Loop



Figure 2: Limits of East London Link



**Figure 3: Limits of Wellington Gateway**

## 2.2 Project Description

This is a large and complex assignment that involves procurement of a Vendor of Record (VOR) for the engineering, fabrication, supply, and installation of rapid transit shelter infrastructure for use as part of future civil contracts. The schedule for the design and installation of the shelters will be staged over a period of several years and accommodate the overall rapid transit system's construction schedule and staging.

The installation of shelters will generally follow the construction of the civil rapid transit work once the concrete platforms have been constructed. A VOR is required to ensure transit system consistency, functional arrangement, technology and amenities are consistent throughout all the proposed transit shelters.

The VOR will be responsible for the following:

- Preliminary design, engineering and project management;
- Design completion and shop drawing preparation;
- Shelter mock-up to confirm all details are agreed upon before mass fabrication. Contract deliverables include: the fabrication of a single module as a prototype for review of configuration, connection details, lighting, materials and general appearance, and a full demonstration station with a curbside shelter, service module and all components to be installed at an existing curbside stop location on a prepared platform; and
- Fabrication, supply, and installation of transit shelters through coordination with future civil contracts.

## 2.3 Public Engagement and Consultation

Extensive public consultation was completed as part of the approved Environmental Assessment (EA) to determine the overall design of the shelters. This engagement period was an opportunity for property owners, businesses and residents within and immediately bordering the project area to bring forward questions and concerns. It was also a chance for the general public to learn more about the project.

The overall design of the transit stops was built on input received through proactive engagement which guided the design in the following ways:

- Modular and consistent design to be applied across all the rapid transit projects.
- The sizing of the shelters is based on anticipated passenger capacity including integration with LTC where feasible.
- Opportunities for future expansion where feasible if passenger capacity is exceeded.
- Stops being integrated with existing and future land use context where possible.
- Following principles of crime prevention through environmental design that includes anti-graffiti materials and design choices.
- Designed for accessibility.
- Designed following industry best practices that supports the Safe Cities London action plan which included completion of independent station location safety audits.

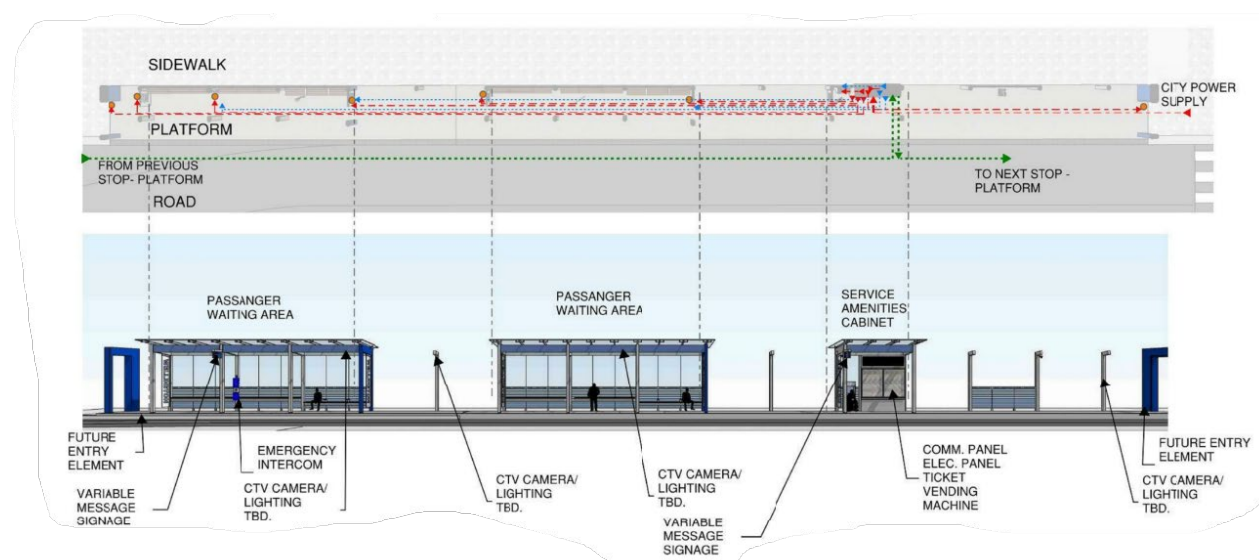
## 2.4 Station Design

The design of each station location has been refined to ensure modularity and brand consistency while also needing minor customization and value engineering per location to work within existing area context and manage project budgets. Input through stakeholder engagement shaped the overall design and included amenities while also building on other industry best practices.

Building on the completed EA that recommended four (4) station types based on ridership, and location, the rapid transit design team has further refined the overall designs based on the above noted design objectives

Through the new refined designs, there will be three (3) shelter variants and two (2) service amenity cabinet variants required depending on curbside or centre running stations that will still follow iterations of the Type A+, A, B, and C concepts.

Figure 4 below details a progressed rendering of an example proposed station that is subject to refinement following design progression by the Vendor of Record.



**Figure 4: Proposed Station Rendering**

Various station components will be secured through either the Vendor of Record, hard specified through future civil contracts, or other RFP's and will form part of constructing completed stations at each specific location.

Amenities that will be hard specified in stations include:

- Utilities cabinet;
- Branding and regulatory signage;
- Guardrail and safety railings;
- Servicing and amenities cabinet;
- Waste receptacles;
- Emergency intercom;
- CCTV cameras;
- Provisions for ticket vending infrastructure;
- Shelter separate lighting infrastructure;
- Benches;
- Ad-cases;
- Optional Heating system.

Amenities that will be secured through other vendors include:

- Public artwork;
- Variable message signage; and
- Obelisk branding and identity landmarks to help define the entrance to each rapid transit station;

The shelters are enclosed in glass panels for maximum transparency, meeting aesthetic targets and following Accessibility for Ontarians with Disabilities Act and Crime Prevention Through Environmental Design principles at a minimum with further regard for safety from a gender and anti-racism/anti-oppression lens. All glass will be tempered laminated and will include bird collision prevention measures.

### **3.0 Financial Impact/Considerations**

#### **3.1 Request for Proposal Summary**

The vendor selection process was undertaken in accordance with the Procurement of Goods and Services Policy using a two-stage process. Request for Proposal's for the Rapid Transit Shelter Infrastructure project were received on October 25, 2022, and reviewed by a team consisting of City, Consultant Team, and LTC members. Based on the evaluation criteria and selection process identified in the request for proposal, the evaluation committee determined the proposal from Enseicom provides the best overall value to the City. Three proposals were submitted with Enseicom being of best value to the City at \$563,496.55 (including contingency, excluding HST).

#### **3.2 Opportunities for Cost Efficiencies**

The Successful Proponent will work closely with the City, LTC, Engineering Consultant Team, and others to finalize the design and fabrication of the shelters. A modular approach is being taken for the designs to create a consistent image, brand, and functional arrangement. The proposals included cost estimates for sample curbside and centre-running shelter designs based on a three-year staged construction approach with inflation considered, which was comparable to the most recent engineering estimates received by the rapid transit detailed design consultant. The successful proponent will work closely with the team to seek efficiencies in shelter design to reduce fabrication cost without compromising quality.



## **Conclusion**

Civic Administration has reviewed the proposal submissions and recommends Enseicom be appointed as a Vendor of Record for rapid transit shelter design, fabrication, and installation services for the Downtown Loop, East London Link, and Wellington Gateway projects at the submitted price of \$563,496.55 (including contingency, excluding HST) which is further detailed in the appended Source of Finance.

**Prepared by:** Ted Koza, P.Eng., Division Manager, Major Projects

**Submitted by:** Jennie Dann, P.Eng., Director, Construction & Infrastructure Services

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

Appendix A – Sources of Financing report

## Appendix "A"

#22154

November 29, 2022

(Appoint Engineering and Prototype Fabrication)

Chair and Members

Civic Works Committee

RE: Vendor of Record Contract Award: Request for Proposal RFP-2022-170 - Rapid Transit Shelter Infrastructure (Subledger RD220014)

Capital Project RT1430-1D - Wellington Gateway South - Stops Rapid Transit

Capital Project RT1430-3D - East London Link - Stops Rapid Transit

Capital Project RT1430-7D - Downtown Loop - Stops Rapid Transit

Enseicom - \$563,496.55 (excluding HST)

### Finance Supports Report on the Sources of Financing:

Finance Supports confirms that the cost of this project can be accommodated within the financing available for it in the Capital Budget and that, subject to the approval of the recommendation of the Deputy City Manager, Environment and Infrastructure, the detailed source of financing is:

Estimated Expenditures	Approved Budget	Committed To Date	This Submission	Balance for Future Work
<b>RT1430-1D - Wellington Gateway - Stops Rapid Transit</b>				
Engineering (Note 2)	10,632,000	0	265,729	10,366,271
<b>RT1430-3D - East London Link - Stops Rapid Transit</b>				
Engineering	264,515	26,758	237,757	0
Construction	8,656,485	356,435	0	8,300,050
<b>RT1430-3D Total</b>	<b>8,921,000</b>	<b>383,193</b>	<b>237,757</b>	<b>8,300,050</b>
<b>RT1430-7D - Downtown Loop - Stops Rapid Transit</b>				
Engineering	122,628	52,700	69,928	0
Construction	4,320,171	557,940	0	3,762,231
City Related Expenses	201	201	0	0
<b>RT1430-7D Total</b>	<b>4,443,000</b>	<b>610,841</b>	<b>69,928</b>	<b>3,762,231</b>
<b>Total Expenditures</b>	<b>\$23,996,000</b>	<b>\$994,034</b>	<b>\$573,414</b>	<b>\$22,428,552</b>
<b>Sources of Financing</b>				
<b>RT1430-1D - Wellington Gateway - Stops Rapid Transit</b>				
Capital Levy	1,616,266	0	40,396	1,575,870
Public Transit Infrastructure Stream (PTIS)-Federal Funding	4,252,800	0	106,292	4,146,508
Public Transit Infrastructure Stream (PTIS)-Provincial Funding	3,543,646	0	88,567	3,455,079
Drawdown from City Services - Transit Reserve Fund (Development Charges) (Note 1)	1,219,288	0	30,474	1,188,814
<b>RT1430-1D Total</b>	<b>10,632,000</b>	<b>0</b>	<b>265,729</b>	<b>10,366,271</b>
<b>RT1430-3D - East London Link - Stops Rapid Transit</b>				
Capital Levy	1,356,162	58,253	36,144	1,261,765
Public Transit Infrastructure Stream (PTIS)-Federal Funding	3,568,400	153,277	95,103	3,320,020
Public Transit Infrastructure Stream (PTIS)-Provincial Funding	2,973,369	127,718	79,244	2,766,407
Drawdown from City Services - Transit Reserve Fund (Development Charges) (Note 1)	1,023,069	43,945	27,266	951,858
<b>RT1430-3D Total</b>	<b>8,921,000</b>	<b>383,193</b>	<b>237,757</b>	<b>8,300,050</b>

## Appendix "A"

#22154

November 29, 2022

(Appoint Engineering and Prototype Fabrication)

Chair and Members

Civic Works Committee

RE: Vendor of Record Contract Award: Request for Proposal RFP-2022-170 - Rapid Transit Shelter Infrastructure (Subledger RD220014)

Capital Project RT1430-1D - Wellington Gateway South - Stops Rapid Transit

Capital Project RT1430-3D - East London Link - Stops Rapid Transit

Capital Project RT1430-7D - Downtown Loop - Stops Rapid Transit

Enseicom - \$563,496.55 (excluding HST)

### RT1430-7D - Downtown Loop - Stops Rapid Transit

Capital Levy	675,420	92,859	10,630	571,931
Public Transit Infrastructure Stream (PTIS)-Federal Funding	1,777,200	244,337	27,972	1,504,891
Public Transit Infrastructure Stream (PTIS)-Provincial Funding	1,480,852	203,593	23,307	1,253,952
Drawdown from City Services - Transit Reserve Fund (Development Charges) (Note 1)	509,528	70,052	8,019	431,457
<b>RT1430-7D Total</b>	<b>4,443,000</b>	<b>610,841</b>	<b>69,928</b>	<b>3,762,231</b>
<b>Total Financing</b>	<b>\$23,996,000</b>	<b>\$994,034</b>	<b>\$573,414</b>	<b>\$22,428,552</b>

<b>Financial Note:</b>	<b>RT1430-1D</b>	<b>RT1430-3D</b>	<b>RT1430-7D</b>	<b>Total</b>
Contract Price	261,133	233,645	68,719	563,497
Add: HST @13%	33,947	30,374	8,933	73,254
Total Contract Price Including Taxes	295,080	264,019	77,652	636,751
Less: HST Rebate	-29,351	-26,262	-7,724	-63,337
Net Contract Price	\$265,729	\$237,757	\$69,928	\$573,414

**Note 1:** Development charges have been utilized in accordance with the underlying legislation and the approved 2019 Development Charges Background Study and the 2021 Development Charges Background Study Update.

**Note 2:** RT1430-1D is included in the 2020-2023 Multi-Year Budget capital plan and is subject to Council re-confirmation of the 2023 Annual Budget Update. The actual expenditures committed to this project will not occur until 2023.

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Jason Davies

Manager of Financial Planning & Policy

jg\hb

## Report to Civic Works Committee

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

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

**Subject:** Mobility Master Plan Update

**Date:** November 29, 2022

## Recommendation

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

- a) That this report **BE RECEIVED** for the purpose of providing Municipal Council with an update on the progress of the consultation for the Mobility Master Plan; and,
- b) The following Vision and Guiding Principles for the development of the Mobility Master Plan **BE APPROVED**:

### Vision Statement:

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

### Guiding Principles:

- Environmentally Sustainable
- Equitable
- Financially Sustainable
- Healthy and Safe
- Integrated, Connected and Efficient.

## Executive Summary

### Purpose

The purpose of this report is to provide Municipal Council with an update on the Mobility Master Plan community engagement completed to date, an overview of key themes heard from the community, how the feedback confirms the draft Vision and Guiding Principles, and a summary of next steps.

This report also recommends the approval of the Vision and Guiding Principles which will be the framework for the decision making process for the development of the Mobility Master Plan.

### Context

The London Plan identifies that a Transportation Master Plan may be prepared and updated regularly, to implement the mobility policies of the plan including supporting sustainable land use, mobility choices and safety. On November 2, 2021 Council approved the general framework for the community engagement program for the

development of the Mobility Master Plan and the general scope for the consultant assignment to assist in preparation of the plan.

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

## **Linkage to the Corporate Strategic Plan**

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

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

## **Analysis**

### **1.0 Background Information**

#### **1.1 Previous Reports Related to this Matter**

- November 2, 2021, Civic Works Committee, Initiation of the Mobility Master Plan Development
- March 1, 2022, Civic Works Committee, Mobility Master Plan Appointment of Consultant
- April 20, 2022, Civic Works Committee, Appointment of Transportation and Mobility Big Data Provider – Irregular Result

### **2.0 Discussion and Considerations**

#### **2.1 Community Engagement Overview**

The first phase of engagement for the Mobility Master Plan phase was designed to gather information about Londoners' experiences moving around the City. This engagement has occurred throughout 2022 and will continue into early 2023 as the project transitions to the second of three phases. The input obtained provides a deeper understanding of what the community cares about, uses, has challenges with and wants out of a transportation and mobility system. The input collected through Phase 1 will be considered alongside technical data and analysis related to Londoners' travel patterns to understand the current state of transportation and mobility in London, and inform the development of alternatives and solutions to be explored in Phase 2.

#### **Methods**

To initiate research using a community-informed approach, the City began working with Community Connectors (individuals with diverse backgrounds, networks and skillsets,

who speak multiple languages), Anti-Racism and Anti-Oppression Community Liaison Advisors and multi-disciplinary staff. This team integrated census data and advice from various subject matter experts as part of the process to develop a robust outreach list and strategies to reach people from equity-deserving communities, varying geographies and socio-economic backgrounds.

Prior to launch, engagement questions were beta tested and multiple introductory meetings with community organizations and committees were held. This was an important step to understand their preferred engagement approaches, identify potential opportunities to collaborate and determine if the proposed engagement questions were meaningful for various audiences. Introductory meetings were also used to provide clarity on the scope of the project, share the draft Vision and Guiding Principles and information about related plans to help educate community partners on current City initiatives in a holistic way. This was followed by the broader public launch in April 2022.

Through subsequent phases, direct community involvement and the multi-disciplinary team will remain a core part of the engagement approach. This structure enables the process, communication material, incoming feedback and barriers to participation to be reviewed and addressed through multiple lenses.

## **Data Collection**

The Mobility Master Plan feedback form was designed to help the project team understand the alignment of the Vision and Guiding Principles with community mobility challenges and aspirations. The feedback form collects demographic information, which is provided by participants on a voluntary basis, and poses a series of open-ended questions. The feedback form is also used to guide one-on-one conversations with the public.

Opportunities for the public to provide feedback included:

- Attending in-person or virtual focus groups co-led by community partners and staff
- Attending a community pop-up event and having a conversation with a community connector
- Completing a hard copy or online version of the feedback form
- Calling, emailing or sharing feedback with the Project Team via social media
- Attending or viewing the Community Conversation webinar hosted by the City on September 29, 2022 ([recording](#) available on the project Get Involved [website](#))

Comments previously submitted to related plans such as the Safe Cities Scoping Study and the Mutli-Year Accessibility Plan have also been incorporated into the study.

Highlights of participation to date include:

- More than 1,400 feedback forms have been received
- More than 1,000 one-on-one conversations
- More than 80 pop-up events, community and organization meetings at locations throughout the city
- 6,500 web page visits
- More than 1,300 Community Conversation webinar views to-date
- Meetings with eight former advisory committees and the new Integrated Transportation Community Advisory Committee

The engagement approach, to date, has helped ensure that the Mobility Master Plan reflects a diversity of perspectives and people with intersectional identities. Resources will continue to be allocated to ensure engagement with hard-to-reach communities,

local and urban Indigenous communities and established organizations remains a focus.

Through 2023, staff will remain flexible on the delivery of project communication and milestones, to allow for the continued development of community partnerships and input. The Project Team continues to seek opportunities to integrate existing data, studies and research as well as combine Climate Emergency Action Plan and ReThink Zoning engagements to minimize consultation fatigue where possible.

## 2.2 What We Have Heard So Far

Feedback was received from Londoners on a wide variety of issues that influence how they move around the city and reach their destinations. The findings are valuable in identifying gaps from the experiences and perspectives of users. There are many apparent emerging patterns in mobility experiences among participants. Key themes that emerged from the feedback with example comments from residents are as follows:

- **Transit reliability:** Transit was one of the most frequent topics of discussion throughout the Phase 1 engagement with Londoners, indicating challenges meeting daily travel needs using the current transit system. Specifically, many concerns were raised about service frequency, wait times, and the lack of transit service to certain parts of the city. Participants also expressed support for more express service and concerns with the length of time it takes to use transit as opposed to walking or driving/using taxi service. However, it is noteworthy that transit service was reduced during this period due to COVID-related resource challenges.

“I have to transfer, and it takes me 90 minutes to get to work using transit.” - resident

- **Affordability:** Based on Stats Canada data the average after-tax income of 25 to 34 year-olds in Ontario was \$43,200 in 2019/2020. Many Londoners interviewed highlighted challenges associated with being able to afford transportation (e.g. gas, a bus pass) in addition to other daily needs, including food and housing. Affordability directly impacts the ability of Londoners to get and maintain a job and/or participate in social, recreational and other activities.

“For me, it’s a choice between groceries or a bus pass.” – resident

- **Pedestrian connectivity and sidewalk conditions:** Londoners expressed that the lack of sidewalks in certain areas, and the condition of existing sidewalks, is a barrier for walking, pushing strollers, and using wheelchairs and/or other mobility aids in the city. Sidewalk condition issues raised included the quality of curb ramps, cracked and uneven sidewalks causing trip hazards, and many sidewalks being too narrow. There was particular concern about sidewalk conditions in the winter, including when accessing transit. Many who rely on mobility aids (e.g. walkers and wheelchairs) feel they cannot leave their homes when the sidewalks are icy and/or covered in snow, leaving them feeling isolated and unable to access their everyday needs and wants for days at a time.

“The winter is extremely isolating. I am unable to leave my home because I can’t get my wheelchair through the snow.” – resident

- **Cycling connectivity:** Feedback received through all platforms indicated a strong desire for more separation between people on bikes and drivers. Many Londoners who participated in Phase 1 engagement noted that protected bike lanes make them feel safer and more likely to travel by bike. Many cyclists

commented on how disconnected the current cycling network is and expressed a strong desire to see missing links connected. Many cyclists indicated they feel extremely limited to what they can access using comfortable bike facilities.

“The protected bike lane on Colborne has improved my life immensely, allowing me to shop, work and play at a variety of locations safely.” - resident

- **Road safety:** Londoners are concerned about how safe it is to walk, bike and access bus stops in the city. Participants expressed concerns about walking along, crossing, and riding bikes on busy, multi-lane streets in close proximity to cars. Numerous Londoners who highlighted road safety concerns also highlighted the importance of high-quality pedestrian environments, pedestrian crossovers and protected bike lanes.

“Every day on the way to work I am scared of being run over by a speeding car or an inattentive driver making a left/right turn without paying attention to people on the roads.” - resident

- **Accessible transportation:** Both through the community engagement for this project as well as through the development of the Multi-Year Accessibility Plan, findings showed that the specialized transit service and accessible cabs are not meeting the needs and desires of Londoners. All trips taken on the specialized transit service are pre-booked which limits what individuals can access and the quality/spontaneity of their everyday life.

“My child had to go home sick from school but there was no specialized transit or accessible cabs available, so I had to cab there to pick her up and go home with her on my lap.” – resident

- **Road congestion:** Londoners expressed concerns about increasing traffic congestion and corresponding increases in travel times to reach important destinations, especially during the morning and evening rush hours. Many who ride transit also expressed concern about busses being slowed by traffic congestion, including several comments about the length of time to make cross-town trips by bus.

“Moving across the city is a frustrating experience due to traffic congestion and lack of efficient transit options.” - resident

- **Personal safety, racism, and discrimination:** Many Londoners reported feeling unsafe and experiencing racism, discrimination, and/or violence while using transit, accessing transit, and/or using the City’s active mobility and pathway network. Londoners have also reported feeling unsafe while navigating the downtown core and walking at night in areas with limited lighting, with many suggesting that tools like emergency buttons and increased supports for individuals experiencing unsafe situations would be valuable.

“I don’t feel comfortable speaking my native language on the bus.” – resident

- **Accessing daily needs:** In general, many Londoners expressed a connection between the ways they move around city with where they live, work or need to go on a regular basis. A desire to more easily access everyday needs and wants including jobs, grocery stores, health care, community spaces and family-oriented destinations was expressed by many. Londoners also highlighted the need to use a car and/or an inability to access nearby destinations due to unpleasant pedestrian conditions/crossings.



“I need to be in walking distance to my local pharmacy and variety store to meet my daily needs.” – resident

### 2.3 Confirming the Vision and Guiding Principles

The draft MMP Vision and Guiding Principles were initially developed by the project team in alignment with key policy documents including The London Plan and the Climate Emergency Action Plan.

Feedback collected through Phase 1 engagement confirmed that the draft Vision and Guiding Principles are in line with Londoners’ current needs and aspirations for the future. Londoners expressed strong support for transportation and mobility options that are environmentally sustainable, reliable and provide more convenient access to people, places, and services. Phase 1 engagement also underscored the importance of transportation being affordable and developing an MMP that furthers safety and comfort for all residents and users of the mobility system. Highlights of feedback related to each Guiding Principle is provided below:

- **Environmentally sustainable:** Feedback underscored strong support for walking, cycling, and riding transit and a desire to start or continue to use them.
- **Financially sustainable:** Feedback highlighted the need for affordable mobility options.
- **Equitable:** Feedback highlighted the significant differences in mobility experiences and ability to meet daily needs based on age, ability, income level, etc.
- **Healthy and safe:** Feedback emphasized the need to plan a mobility system where everyone feels safe and protected, using all modes, year-round and at any time of day in addition to infrastructure and amenities that help encourage active lifestyles.
- **Integrated, connected and efficient:** Feedback underlined strong support for efficient cross-town trips, improved transit reliability and greater access to the entire city among all modes.

The confirmation that the Vision and Guiding Principles are in alignment with Londoner’s current and future needs, was also considered in the current context of the climate emergency, rapid population growth, rising prices, the housing and homelessness crisis, COVID-19 recovery, and community discussions about racism and discrimination.

### 2.4 Next Steps

Analysis of Phase 1 engagement findings is on-going. Notably, the project team will be using demographic data voluntarily provided by many engagement participants to further analyze feedback received to date. This includes making connections between participants’ location, age, ability, gender, ethnicity, income, etc. and their responses, such as how and why people move around the city, to identify variations. This will provide a deeper understanding of engagement findings and enable more targeted context-specific transportation and mobility recommendations. Demographic data will also be used to better understand who has participated in engagement events and enable adjustments to future engagement activities if needed to encourage an even greater diversity of participation in MMP engagement activities.

Input on the MMP continues to be welcomed and new engagement opportunities are being planned. Currently, the project team is in the process of developing evaluation criteria for community input. The evaluation criteria is being developed based on the

Guiding Principles, and will be used to evaluate currently planned projects and inform the development of new recommended improvements for the mobility network.

The ability to achieve London's climate goals is a paramount consideration as part of this project. The project team will undertake a comprehensive assessment to determine ambitious, achievable mode share targets for the primary methods of travel which will enable London to meet its climate and city-building goals. Various factors will be considered in determining mode share targets including the assumed pace of electric vehicle adoption, the potential impacts of emerging technologies and new mobility options such as e-bikes. The proposed mode share targets will be presented to Council for approval.

The process to identify future improvements to meet the Council-approved mode share targets will include technical analysis of the mobility network under current and future conditions based on anticipated growth mapped out in detail across the city. Various factors and scenarios will be considered as part of the analysis including post-covid travel patterns, transportation demand management (TDM) programs and policies.

The identification, technical assessment and evaluation of improvement alternatives will be an iterative process that will result in recommended priority networks for different modes of travel. Community consultation and engagement will be sought as part of the process and these key recommendations will be presented to the Civic Works Committee for Council approval.

All of the above will be completed as part of Phase 2 through much of 2023. The third and final phase will continue into early 2024 and will include the development of an implementation plan informed by project prioritization and project cost estimates.

## Conclusion

This report provides Council with an update on the Mobility Master Plan community engagement completed to date, an overview of key themes heard from the community, how the feedback confirms the draft Vision and Guiding Principles.

This report recommends the approval of the Vision and Guiding Principles as the framework for the decision-making process for the development of the Mobility Master Plan.

The project team will continue to progress with the development of the Mobility Master Plan using a thorough consultation process, technical analysis, and consideration of The London Plan, Council's Strategic Plan and associated initiatives such as the Climate Emergency Action Plan. Reports to the Civic Works Committee will be submitted to ensure that Council members are engaged with and can provide direction to the Mobility Master Plan as it progresses. Extensive public consultation and engagement will continue throughout all phases of this process.

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c: Mobility Master Plan Internal Steering Committee  
Integrated Transportation Community Advisory Committee