

Childcare Advisory Committee

Report

2nd Meeting of the Childcare Advisory Committee
April 15, 2019
Committee Room #4

Attendance PRESENT: D. Gordon(Chair), T. Blaney, S. Carter, B. Jackson, J. Keens; and P. Shack(Secretary)
 ALSO PRESENT: L. Cross, J. Frederick, M.Ludlow, A. Rae and B. Westlake-Power
 ABSENT: S. McKee and J. Rinker

The meeting was called to order at 1:33 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 Advisory Committees

That it BE NOTED that the following Municipal Council resolutions were received:

a) the Municipal Council resolution adopted at its meeting held on November 20, 2018 with respect to the recruitment and appointment of Advisory Committee members for the up coming term; and,

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

it being further noted the Childcare Advisory Committee heard a verbal update from B. Westlake-Power, Deputy City Clerk, with respect to the Advisory Committees.

3. Consent

3.1 3rd and 1st Reports of the Childcare Advisory Committee

That it BE NOTED that the 3rd and 1st Reports of the Childcare Advisory Committee, from its meetings held on November 6, 2018 and March 19, 2019, respectively, were received.

4. Sub-Committees and Working Groups

4.1 Childcare Advisory Committee Work Plan - 2019

That the attached 2019 Childcare Advisory Committee Work Plan BE FORWARDED to the Municipal Council for consideration.

4.2 Adopt a Councillor 2019

That it BE NOTED that the Childcare Advisory Committee heard a verbal update from J. Frederick with respect to the Adopt a Councillor 2019 program.

5. Items for Discussion

5.1 City of London Update - A. Rae

That it BE NOTED that the attached Child Subsidy Application and Placement Stats and Licensed Spaces and Vacancies at City of London Child Care Subsidy Sites, from A. Rae, Manager, Childrens Services, were received.

5.2 Thames Valley District School Board Update - H. Gerrits

That it BE NOTED that no report was received with respect to an update from the Thames Valley District School Board as the representative was not in attendance.

5.3 London District Catholic School Board Update - A. Benton

That it BE NOTED that the attached report submitted by A. Benton, London District Catholic School Board(LDCS) with respect to the LDCS updates, was received.

5.4 Licensed Child Care Network Update - B. Jackson

That it BE NOTED that the attached report submitted by B. Jackson, Licensed Child Care Network (LCCN), with respect to the LCCN updates, was received.

5.5 Services for Special Need Update - L. Cross

That it BE NOTED that the attached report submitted by L. Cross, with respect to services for children with special needs, was received.

5.6 Indigenous-led Child Care and Family Centres Update - J. Keens

That it BE NOTED that the attached report submitted by J. Keens, with respect to Indigenous-led Child Care and Family Centres, was received.

5.7 Childcare Advisory Committee Work Plan - 2018 Review

That the attached 2018 Childcare Advisory Committee Work Plan BE FORWARDED to the Municipal Council for their information.

6. Deferred Matters/Additional Business

None.

7. Adjournment

The meeting adjourned at 3:10 PM.

Next Meeting Date: October 30, 2019



London
CANADA

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

November 21, 2018

C. Saunders
City Clerk

I hereby certify that the Municipal Council, at its meeting held on November 20, 2018 resolved:

That the following actions be taken with respect to the recruitment and appointment of Advisory Committee members for the up-coming term:

- a) the recruitment for voting members, BE UNDERTAKEN;
- b) the appointments for the above-noted recruitment BE LIMITED to a term from June 1, 2019 to February 28, 2021; it being noted that the current terms of Advisory Committee members will be extended to the date of June 1, 2019; and
- c) the City Clerk BE DIRECTED to report back to the Corporate Services Committee with respect to input from current Advisory Committee members related to existing Terms of Reference and the recommendations from the Diverse Voices for Change project, prior to the end of February 2019. (2.4/20/CSC) (2018-C04)

C. Saunders
City Clerk
/hw

cc: B. Westlake-Power, Deputy City Clerk
M. Schulthess, Manager of Legislative Services
H. Lysynski, Committee Secretary
J. Bunn, Committee Secretary
P. Shack, Committee Secretary



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

London
CANADA

March 27, 2019

C. Saunders
City Clerk

I hereby certify that the Municipal Council, at its meeting held on March 26, 2019 resolved:

That, the following actions be taken with respect to the 2019 appointments to the City of London Advisory Committees (ACs):

- a) the Civic Administration, who currently serve as non-voting resources to ACs, BE REQUESTED to assist in the ACs work plan development, based on advice or initiatives that are related to work currently being undertaken by the Civic Administration;
- b) notwithstanding the current Terms of Reference for each Advisory Committee, the current voting member recruitment for the abbreviated term of June 1, 2019 to February 28, 2021 (previously approved by Council), BE CONDUCTED seeking only 'members-at-large' for appointment;
- c) the attached communication dated March 15, 2019 entitled "Enhancing the Effectiveness of Advisory Committees - Executive Summary" BE REFERRED for consideration during the Advisory Committee review process; and,
- d) the Civic Administration BE REQUESTED to meet with the Chairs of the Advisory Committees to gain their insight and feedback as part of the Advisory Committee review process;

it being noted that an exception will be required for the accessibility advisory committee based on provincial legislation;

it being further noted the Corporate Services Committee received a communication dated March 17, 2019 from Councillor M. van Holst with respect to this matter.
(2.6/7/CSC) (AS AMENDED) (2019-C12)

C. Saunders
City Clerk
/hw

cc: B. Westlake-Power, Deputy City Clerk
M. Schulthess, Deputy City Clerk
H. Lysynski, Committee Secretary
J. Bunn, Committee Secretary
P. Shack, Committee Secretary

Enhancing the Effectiveness of Advisory Committees - Executive Summary

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

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

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

Tariq Khan and Dan Foster
2019-03-15

Recommendations

A. Temporary Working Group:

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

B. General:

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

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

C. TAC Specific

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

Enhancing the Effectiveness of Advisory Committees - Report

1. Background

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

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

2. The Role of Advisory Committees in Municipal Governance

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

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

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

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

3. Advisory Committees - City of London

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

Community & Protective Services: Accessibility AC
 Animal Welfare AC
 Child Care AC
 Community Safety & Crime Prevention AC
 Diversity, Inclusion & Anti-Oppression AC
 Housing AC

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

Civic Works: Cycling AC
 Transportation AC

3.1 Committee Effectiveness - TAC Case Study

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

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

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

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

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

project perspective, TAC seems to be an ineffective Advisory Committee but in reality things are altogether different and the apparent 'ineffectiveness' of TAC may not be attributed to its present members by any means. In Sections 4-6 of this document, the root cause will be analyzed in more detail.

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

4. Sustainability and Continuous Improvement

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

4.1 Recruitment and Selection Processes

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

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

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

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

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

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

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

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

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

Recommendation:

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

5. Operations: The Business of Advisory Committees

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

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

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

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

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

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

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

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

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

5.2 Time Boxing: Currently, Staff applies a very rigid form of Consultation with its Advisory Committees. It is very common that a project plan, an environmental assessment or a policy

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

Recommendations:

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

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

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

Recommendations:

- Standing Committee members should commit to periodic presence at Advisory Committee meetings.
- Advisory committees should be encouraged to select the most suitable time for their members so this problem causing quorum issue may be avoided.
- Chair/Vice chair should be formally empowered to take a more active role in attendance management.
- Advisory Committee voting members who fail to attend 3 consecutive meetings should be referred to their parent Standing Committee for review and action up to and including dismissal.

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

Recommendation:

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

6. Merger of TAC and CAC into TMAC

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

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

Recommendations:

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

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

Childcare Advisory Committee

Report

3rd Meeting of the Childcare Advisory Committee
November 6, 2018
Committee Room #4

Attendance PRESENT: D. Gordon(Chair), T. Blaney, S. Carter, B. Jackson, J. Keens, S. McKee, J. RInker; and P. Shack(Committee Secretary)
ALSO PRESENT: A. Benton, L. Cross, J. Frederick, H. Gerrits and A. Rae

The meeting was called to order at 1:40 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Scheduled Items

None.

3. Consent

3.1 2nd Report of the Childcare Advisory Committee

That it BE NOTED that the 2nd Report of the Childcare Advisory Committee, from its meeting held on April 10, 2018, was received.

3.2 Municipal Council Resolution from its meeting held on May 8, 2018 with respect to the 2nd Report of the Childcare Advisory Committee

That it BE NOTED that the Municipal Council resolution, from its meeting held on May 8, 2018, with respect to the 2nd report of the Childcare Advisory Committee, was received.

4. Sub-Committees and Working Groups

4.1 2019 Work Plan

That it BE NOTED that the Childcare Advisory Committee held a general discussion with respect to the 2019 Work plan.

4.2 Adopt a Councillor 2018-2019

That it BE NOTED that the Child Care Advisory Committee (CCAC) held a general discussion with respect to updating the information packages for new councillors for the Adopt a Councillor/Trustee program; it being noted that the Committee Secretary will forward the names to the CCAC when information is available.

5. Items for Discussion

5.1 City of London Update-A. Rae

That it BE NOTED that the attached, Child Subsidy Application and Placement Statistics, and Licensed Spaced and Vacancies at City of London Child Care Subsidy Sites Statistics from A. Rae, Manager, Childrens Services, were received.

5.2 Thames Valley District School Board Update-H. Gerrits

That it BE NOTED that the attached report, submitted by H. Gerrits, Thames Valley District School Board (TVDSB), with respect to TVDSB updates, was received.

5.3 London District Catholic School Board Update-D. Gordon

That it BE NOTED that the attached report from A. Benton, London District Catholic School Board (LDCSB), with respect to the LDCSB updates, was received.

5.4 Licensed Child Care Network Update-B. Jackson

That it BE NOTED that the attached report submitted by B. Jackson with respect to the Licensed Child Care Network, was received.

5.5 Services for Special Needs Update-L. Cross

That it BE NOTED that the attached report submitted by L. Cross, with respect to services for children with special needs, was received.

5.6 Indigenous-led Child Care and Family Centres Update-J. Keens

That it BE NOTED that the attached report submitted by J. Keens , with respect to Indigenous-led Child Care and Family Centres, was received.

5.7 2018 Work Plan Review

That it BE NOTED that the Childcare Advisory Committee (CCAC) held a general discussion with respect to their 2017 and 2018 Workplan.

5.8 Membership Review

That it BE NOTED that the Child Care Advisory Committee held a general discussion with respect to the review of the membership.

6. Deferred Matters/Additional Business

None.

7. Adjournment

The meeting adjourned at 3:10 PM.

Childcare Advisory Committee Report

1st Meeting of the Childcare Advisory Committee
March 19, 2019
Committee Room #4

Attendance

PRESENT: D. Gordon(Chair), T. Blaney, B. Jackson;
and P. Shack(Committee Secretary)

ABSENT: S. Carter, J. Keens, S. McKee and J. Rinker

ALSO PRESENT: A. Benton, L. Cross, J. Frederick, H. Gerrits
and M. Ludlow

The meeting stood adjourned at 2:00 PM, due to lack of quorum.

Child Care Advisory Committee Work Plan – 2019

Project/Initiative	Background	Lead/Responsible	Proposed Timeline	Proposed Budget
“Adopt a Councillor/ Trustee 2019” preparation	Adopt a Councillor/ Trustee Sub-Committee to reconvene in 2019 to update the child care information binders ready for “Adopt a Councillor/ Trustee 2019-20” and to recruit child care programs as adopters.	Adopt a Councillor/ Trustee Sub-Committee	2019-20	\$200 to cover binders and printing
Invitation to attend CCAC	Standing invitation for Mayor and Chair of Community and Protective Services	Diane Gordon	Ongoing	\$0
Review of the One List	CCAC to meet with City Managers upon request to review the One List (Centralized Wait List), the statistics collected and their use	CCAC/ CCAC Sub-Committee in conjunction with City Manager	TBD	\$0
Evaluation of Child Care Vacancy Data	- Review the process of collection of vacancy data for accuracy of stats collected - Clarification regarding operational versus licensed capacity	CCAC in conjunction with City Manager	Fall 2019	\$0
Membership Review within a Terms of Reference Review	- A review of voting/ non-voting members - A review of membership - Recruitment - Review and Feedback to General Terms of Reference	CCAC/CCAC Sub-Committee	Fall 2019	\$0

2019 Child Subsidy Application and Placement Stats													
LONDON	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Average
# paid child placements	3,017	3,006	3,124										3,049
# of applications	147	115	87										116
# of ineligible applications	11	4	7										7
% ineligible	7.5%	3.5%	8.0%										6.3%
# of children on wait list...beginning of month	795	731	690										739
# of wait list placements	135	31	28										30
OW Placements into DNA due to Earnings or OSAP	10	3	8										7
Emergency Placements due to Professional Referrals for immediate care*	1	0	0										0
2018 Child Subsidy Application and Placement Stats													
LONDON	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Average
# paid child placements*	3,135	3,125	3,232	3,228	3,141	3,193	3,137	3,049	3,045	3,032	3,026	2,949	3,108
# of applications*	143	100	112	127	137	120	148	183	237	140	141	101	141
# of ineligible applications	21	22	22	28	33	35	36	41	38	24	12	17	27
% ineligible	14.7%	22.0%	19.6%	22.0%	24.1%	29.2%	24.3%	22.4%	16.0%	17.1%	8.5%	16.8%	19.5%
# of children on wait list...beginning of month	164	189	180	206	226	185	198	205	261	414	543	669	287
# of wait list placements	87	128	93	137	136	126	252	183	0	0	0	0	106
OW Placements into DNA due to Earnings or OSAP	5	1	0	0	4	3	13	3	0	10	3	1	4
Emergency Placements due to Professional Referrals for immediate care*	3	0	1	0	2	0	2	0	10	3	0	3	2
2017 Child Subsidy Application and Placement Stats													
LONDON	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Average
# paid child placements	2,891	2,804	2,960	2,926	2,879	2,925	2,980	2,916	3,225	2,962	3,058	3,056	2,965
# of applications	102	139	144	144	146	181	135	200	161	109	112	66	137
# of ineligible applications	19	35	36	27	34	36	39	42	28	16	3	12	27
% ineligible	18.6%	25.2%	25.0%	18.8%	23.3%	19.9%	28.9%	21.0%	17.4%	14.7%	2.7%	18.2%	20.0%
# of children on wait list...beginning of month	167	180	208	205	231	207	206	206	261	218	191	161	203
# of wait list placements	0	79	59	118	84	80	137	101	125	96	157	0	104
OW Placements into DNA due to Earnings or OSAP	4	5	0	1	7	8	4	4	8	5	2	2	4
Emergency Placements due to Professional Referrals for immediate care	5	6	5	5	6	4	1	2	1	1	0	0	3
2016 Child Subsidy Application and Placement Stats													
LONDON	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Average
# paid child placements	2,639	2,724	2,841	2,839	2,774	2,817	2,795	2,726	3,058	2,776	2,900	2,833	2,810
# of applications	113	118	153	125	109	121	81	191	181	103	101	123	127
# of ineligible applications	22	24	35	30	22	38	24	45	30	24	10	27	28
% ineligible	19.5%	20.3%	22.9%	24.0%	20.2%	31.4%	29.6%	23.6%	16.6%	23.3%	9.9%	22.0%	21.8%
# of children on wait list...beginning of month	370	292	163	194	164	127	145	139	293	200	178	163	202
# of wait list placements	260	0	148	0	101	0	114	0	168	106	0	91	64
OW Placements into DNA due to Earnings or OSAP	4	4	6	N/A	7	8	4	3	10	1	2	0	4
Emergency Placements due to Professional Referrals for immediate care	3	0	0	1	3	1	1	3	1	0	1	0	1

* Reinstated

Licensed Spaces and Vacancies as Reported - City of London Child Care Subsidy Sites																									
	Infant					Toddler					Presch					Kindergarten/Primary-Junior/Junior SA					TOTALS				
	L	O	V	% Use L	% Use O	L	O	V	% Use L	% Use O	L	O	V	% Use L	% Use O	L	O	V	% Use L	% Use O	L	O	V	% Use L	% Use O
Jan 2017	509		15	97.1%		1,190		91	92.4%		2,662		271	89.8%		6,764		959	85.8%		11,125		1,336	88.0%	
Feb 2017	509		18	96.5%		1,190		82	93.1%		2,662		209	92.1%		6,764		1,096	83.8%		11,125		1,405	87.4%	
Mar 2017	515		18	96.5%		1,200		91	92.4%		2,678		152	94.3%		6,764		1,100	83.7%		11,157		1,361	87.8%	
Apr 2017	515		34	93.4%		1,200		103	91.4%		2,694		204	92.4%		6,764		1,084	84.0%		11,173		1,425	87.2%	
May 2017	515		44	91.5%		1,210		98	91.9%		2,694		122	95.5%		6,789		1,099	83.8%		11,208		1,363	87.8%	
Jun 2017	515		40	92.2%		1,210		95	92.1%		2,694		167	93.8%		6,789		1,576	76.8%		11,208		1,878	83.2%	
Jul 2017	515		33	93.6%		1,210		121	90.0%		2,694		121	95.5%		6,789		1,508	77.8%		11,208		1,783	84.1%	
Aug 2017	525		34	93.5%		1,240		136	89.0%		2,750		206	92.5%		6,871		1,314	80.9%		11,386		1,690	85.2%	
Sep 2017	525		38	92.8%		1,240		145	88.3%		2,750		335	87.8%		6,983		1,107	84.1%		11,498		1,625	85.9%	
Oct 2017	525		41	92.2%		1,240		119	90.4%		2,750		238	91.3%		6,893		1,493	78.3%		11,498		1,891	83.6%	
Nov 2017	535		29	94.6%		1,270		118	90.7%		2,798		209	92.5%		7,095		1,540	78.3%		11,698		1,896	83.8%	
Dec 2017	535		32	94.0%		1,270		93	92.7%		2,798		158	94.4%		7,095		1,532	78.4%		11,698		1,815	84.5%	
Jan 2018	535		45	91.6%		1,270		139	89.1%		2,798		196	93.0%		7,095		1,618	77.2%		11,698		1,998	82.9%	
Feb 2018	535		25	95.3%		1,270		100	92.1%		2,750		170	93.8%		7,095		1,625	77.1%		11,650		1,920	83.5%	
Mar 2018	535		29	94.6%		1,270		88	93.1%		2,750		194	92.9%		7,095		1,455	79.5%		11,650		1,766	84.8%	
Apr 2018	535		22	95.9%		1,270		81	93.6%		2,742		98	96.4%		7,108		1,518	78.6%		11,655		1,719	85.3%	
May 2018	535		23	95.7%		1,270		74	94.2%		2,742		70	97.4%		7,108		1,564	78.0%		11,655		1,731	85.1%	
Jun 2018	535		27	95.0%		1,270		90	93.0%		2,742		105	96.2%		7,108		1,567	78.0%		11,655		1,788	84.7%	
Jul 2018	535	505	30	94.4%	94.1%	1,270	1,127	105	91.7%	90.7%	2,742	2,273	140	94.9%	93.8%	7,108	5,298	1,570	77.9%	70.4%	11,655	9,203	1,845	84.2%	80.0%
Aug 2018	535	481	31	94.2%	93.6%	1,270	1,123	120	90.6%	89.3%	2,742	2,186	172	93.7%	92.1%	7,108	4,981	942	86.7%	81.1%	11,655	8,711	1,265	89.1%	85.5%
Sep 2018	535	501	22	95.9%	95.6%	1,270	1,138	116	90.9%	89.8%	2,742	2,230	248	91.0%	88.9%	7,108	4,409	236	96.7%	94.6%	11,655	8,278	622	94.7%	92.5%
Oct 2018	535	511	24	95.5%	95.3%	1,270	1,137	129	89.8%	88.7%	2,742	2,167	250	90.9%	88.5%	7,108	5,224	1,451	79.6%	72.2%	11,655	9,039	1,854	84.1%	79.5%
Nov 2018	535	511	16	97.0%	96.9%	1,270	1,138	109	91.4%	90.4%	2,742	2,285	220	92.0%	90.4%	7,108	5,268	1,636	77.0%	68.9%	11,655	9,202	1,981	83.0%	78.5%
Dec 2018	535	511	11	97.9%	97.8%	1,270	1,113	109	91.4%	90.2%	2,742	2,254	216	92.1%	90.4%	7,108	5,273	1,589	77.6%	69.9%	11,655	9,151	1,925	83.5%	79.0%
Jan 2019	535	501	16	97.0%	96.8%	1,270	1,123	127	90.0%	88.7%	2,742	2,254	203	92.6%	91.0%	7,108	5,271	1,608	77.4%	69.5%	11,655	9,149	1,954	83.2%	78.6%
Feb 2019	535	501	16	97.0%	96.8%	1,270	1,105	116	90.9%	89.5%	2,742	2,239	223	91.9%	90.0%	7,108	5,215	1,654	76.7%	68.3%	11,655	9,060	2,009	82.8%	77.8%
Mar 2019	535	494	14	97.4%	97.2%	1,270	1,108	64	95.0%	94.2%	2,742	2,236	145	94.7%	93.5%	7,108	5,173	1,670	76.5%	67.7%	11,655	9,011	1,893	83.8%	79.0%

Last Month's Vacancy Rate

2.8%

5.8%

6.5%

32.3%

21.0%

* Data not available. Used averages.
** The reason found for these outliers is that LSAP for both English and French does not have vacancy data in the report in July & August. Added 700 vacancies to normalize it in both 2017 &2018
*** Data is as reported by providers on monthly billing

London District Catholic School Board Report
London Child Care Advisory Committee

Provided By: Amanda Benton, RECE – Early Year Support Specialist

Projected Enrollment

We are projecting an increase in kindergarten enrollment for the 2019-2020 school year. Specifications regarding new classrooms, etc. will be available by April.

Kindergarten Orientation

We have revised the Kindergarten orientation process by eliminating TVNELP. Schools will be engaged in planning and facilitating their own unique kindergarten orientation event and are encouraged to invite their community partners to attend.

Capital Projects

The addition of the East London Family Centre to Blessed Sacrament Elementary School continues to be on hold as we wait to hear from the Provincial government.

School Board Early Years Leadership Strategy

We are continuing to work alongside the TVDSB and area CMSMs to engage in the strategy and work towards our proposed outcomes.

- Any additional projects or initiatives have been put on hold as we await the Ministry of Education announcement on March 15.



LCCN Report – Child Care Advisory Committee

March 19, 2019

Licensed Child Care Network (LCCN) continues to meet the last Tuesday of each month, excluding July, August and December. Our network continues to grow and has become a place of support for many licensed child care operators, early years' professionals and child care advocates.

LCCN has been working with adHOME to create a marketing campaign to support the attraction and retention of RECEs in London & Middlesex. There is a huge shortage of RECEs in our region as well as provincially. LCCN would like to create an emotional video that speaks to the importance of the profession, in hopes that we can attract students in high school, college, and university or second career professionals into the field of early childhood education. The video will also display the benefits of working as an RECE as a way to retain professionals already working in the field. The video will be located on a website landing page, along with testimonials from early childhood professionals, currently employed in the early years' sector. Posters with the theme "Unsung Heroes" will be used to drive the audience to the landing page for more information. These posters will be displayed throughout our region, including on bus shelters. There is a goal to share the attraction and retention video at Cineplex theatres.

LCCN recently submitted recommendations to the provincial government around the proposed amendments to the Child Care and Early Years Act (CCEYA) under Bill 66, Schedule 3. LCCN collaborated to ensure our full range of expertise was accessed to share an informed response to the proposed amendments. It is our hope that our recommendations will be considered to maintain the current level of exceptional education and care our community is providing for children and families.

Members of the LCCN gathered signatures for a petition presented by the Ontario Coalition for Better Child Care and the Association for Early Childhood Education in Ontario (AECEO), to support the continuation of the Wage Enhancement Grant (WEG) for educators working in licensed child care who are making less than RECEs in the school boards. This petition has been presented to the province. During this process two of our licensed operators had the opportunity to tour local MPPs within their organizations. Peggy Sattler and Terence Kernaghan visited two different centres and spent some time learning about the important work being done in licensed child care facilities.

LCCN will continue to work with adHOME in developing an impactful attraction and retention marketing campaign to address the shortage of qualified educators working in the early years' profession in London & Middlesex. LCCN will continue to share its early learning expertise with all levels of government, in a variety of formats, to promote and advocate for early childhood education.



All Kids Belong
Updates for Child Care Advisory Committee
March 2019

All Kids Belong (AKB,) with endorsement of its Advisory Committee, has submitted its 2018 Service Plan Report and 2019 Service Plan.

The 2018 report reflects our achievement of service targets, and the progress we made in alignment with our 2016-2020 Strategic Plan. In 2018 AKB provided Resource Consultant support to over 600 children, provided funding for over 70,000 hours of in-classroom support, and offered 52 professional learning opportunities. We made significant improvements to our professional learning materials, and continued to build community partnerships and collaborations.

AKB's 2019 plan includes service targets based on 2018 results, and outlines all of the actions steps that will continue our progress in the key areas outlined in the Strategic Plan. AKB has a strong focus on program evaluation in 2019, which will include outcomes-based surveys for the three main components of the AKB program (resource consultation, in-classroom supports, and knowledge exchange.) The first of these surveys is underway at the time of this report.

Respectfully submitted,

Lee-Anne Cross
Program Manager, All Kids Belong



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London Child Care Advisory Committee

Journey Together Report

March 19, 2019

Southwest Ontario Aboriginal Health Access Centre (SOAHAC) is the lead agency for the Indigenous Child Care and Family Centre.

The centre will be located on Hill St where the former St John Catholic French Immersion Elementary School stood. Demolition of the school will take place later this spring.

The Journey Together group is preparing 150 resource 'gifts' to assist the child care community in gaining knowledge and understanding of the history of local Indigenous people. The gifts will include music CD's and books from local musicians and authors. They will include a dream catcher, maps, and access to free resources to research Indigenous nations across Canada.

Strive will promote a professional learning opportunity later this year and will introduce the resource gifts. Each participant will be given a resource gift to use at their centre.

The floor plan for the propose Indigenous Child Care and Family Centre will be viewed and discussed at the March 18, 2019 Journey Together meeting.

Child Care Advisory Committee Work Plan – 2018 Completion Summary

Project/Initiative	Completion Summary	Lead/Responsible	Completion Date	Budget
Improved Communication to Councillors	We are now ensuring that all reports and updates from members are submitted in written rather than verbal format and attached to all Reports of the Childcare Advisory Committee	All members providing reports to the secretary	Implemented at November 6, 2018 meeting and ongoing	\$0
“Adopt a Councillor/ Trustee 2019” preparation	Adopt a Councillor/ Trustee Sub-Committee to reconvene in 2019 due to the election held in the fall of 2018.	Adopt a Councillor/ Trustee Sub-Committee	2019-2020	\$0
Invitation to CCAC	Standing invitation for Mayor and Chair of Community and Protective Services	Diane Gordon	Ongoing	\$0
Evaluation of available child care spaces	Diane Gordon, Chair and Julie Keens, Vice-Chair, met with City managers to discuss the One List. Further meetings for the full group to review the One List (Centralized Wait List), the statistics collected and their use are to be determined	CCAC/ CCAC Sub-Committee in conjunction with City Manager	TBD	\$0
Be Informed on Community Initiatives and Conversations regarding Special Needs Resourcing	Lee-Anne Cross continues to update the committee on Services for Special Need, community initiatives and conversations taking place	Lee-Anne Cross	Completed and Ongoing	\$0