

Agenda Including Addeds

Trees and Forests Advisory Committee

4th Meeting of the Trees and Forests Advisory Committee

April 24, 2019, 12:15 PM

Committee Room #2

The City of London is committed to making every effort to provide alternate formats and communication supports for Council, Standing or Advisory Committee meetings and information, upon request. To make a request for any City service, please contact accessibility@london.ca or 519-661-2489 ext. 2425.

	Pages
1. Call to Order	
1.1 Disclosures of Pecuniary Interest	
2. Scheduled Items	
2.1 <i>(ADDED) 12:15 PM A. Valastro - Removal of Trees and Exempting Property Owners from Planting Replacement Trees</i>	
3. Consent	
3.1 1st Report of the Trees and Forests Advisory Committee	2
3.2 2nd Report of the Trees and Forests Advisory Committee	4
3.3 3rd Report of the Trees and Forests Advisory Committee	5
3.4 Municipal Council Resolution - 2019 appointments to the City of London Advisory Committees	7
4. Sub-Committees and Working Groups	
5. Items for Discussion	
5.1 Mitigation Banking as it Relates to Urban Forest Strategy - C. Linton	
5.2 Tree Planting in Subdivision - C. Linton	
5.3 Trees and Forests Advisory Committee 2018 Work Plan	18
5.4 Trees and Forests Advisory Committee 2019 Work Plan	
6. Deferred Matters/Additional Business	
7. Adjournment	

Next Meeting Date: May 22, 2019

Trees and Forests Advisory Committee

Report

1st Meeting of the Trees and Forests Advisory Committee
January 23, 2019
Committee Room #4

Attendance PRESENT: R. Mannella (Chair), T. Khan, J. Kogelheide, A. Meilutis, A. Morrison, M. Szabo, S. Teichert, R. Walker; and P. Shack (Secretary)

ABSENT: C. Haindl, C. Linton and G. Mitchell

ALSO PRESENT: A. Beaton, R. Cosby, J. Spence

The meeting was called to order at 12:15 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

1.2 Election of Chair and Vice Chair for the term ending June 1, 2019

That the existing appointments of the Chair and Vice Chair for the Trees and Forests Advisory Committee BE EXTENDED to June 1, 2019, to coincide with the end of the current term.

2. Scheduled Items

None.

3. Consent

3.1 11th Report of the Trees and Forests Advisory Committee

That it BE NOTED that the 11th Report of the Trees and Forests Advisory Committee, from its meeting held on November 28, 2018, was received.

3.2 Municipal Council Resolution with respect to the recruitment and appointment of Advisory Committee members for the up coming term.

That it BE NOTED that the Municipal Council resolution from its meeting held on November 20, 2018, with respect to the recruitment and appointment of Advisory Committee members for the up coming term, was received.

3.3 ReThink Zoning Draft Terms of Reference

That it BE NOTED that the ReThink Zoning Draft Terms of Reference, dated October 31, 2018, was received.

3.4 City of London Trees Website - J. Kogelheide

That it BE NOTED that the communication from J. Kogelheide, dated December 9, 2018, was received.

4. Sub-Committees and Working Groups

None.

5. Items for Discussion

5.1 1576 Richmond Street Project - A. Morrison

That it BE NOTED that the attached presentation from A. Morrison, with respect to the construction at the property located at 1576 Richmond Street, was received.

6. Deferred Matters/Additional Business

6.1 (ADDED) RFP 1903 Tree Inventory Update

That it BE NOTED the Trees and Forest Advisory Committee held a general discussion, with respect to RFP 1903, Tree Inventory Update and provided the following comment:

"the information that the City of London gathers may not be of good quality information to support the 2014 Urban Forestry Strategy due to the short timeline".

7. Adjournment

The meeting adjourned at 1:14 PM.

Trees and Forests Advisory Committee

Report

2nd Meeting of the Trees and Forests Advisory Committee
February 27, 2019
Committee Room #4

Attendance PRESENT: R. Mannella (Chair), J. Kogelheide, C. Linton, A. Meilutis, A. Morrison, R. Walker; and P. Shack (Secretary)

ABSENT: C. Haindl, T. Khan, G. Mitchell, M. Szabo and S. Teichert

ALSO PRESENT: J. Spence

The meeting was adjourned at 12:45 PM, due to lack of quorum.

Trees and Forests Advisory Committee

Report

3rd Meeting of the Trees and Forests Advisory Committee
March 27, 2019
Committee Room #4

Attendance PRESENT: C. Linton (Acting Chair), T. Khan, J. Kogelheide, A. Meilutis, A. Morrison, M. Szabo, S. Teichert, R. Walker; and P. Shack (Secretary)

ABSENT: C. Haindl, R. Mannella and G. Mitchell

ALSO PRESENT: A. Beaton and J. Spence

The meeting was called to order at 12:20 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 Oak Wilt

That it BE NOTED that the ~~attached~~ presentation from J. Spence, Manager, Urban Forestry, with respect to Oak Wilt, was received.

3. **Consent**

3.1 2nd Report of the Trees and Forests Advisory Committee

That the 2nd Report of the Trees and Forests Advisory Committee, BE DEFERRED to next meeting.

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

None.

5. **Items for Discussion**

5.1 Boulevard Tree Protection By-Law

That it BE NOTED that the Trees and Forests Advisory Committee heard a verbal update from J. Spence, Manager Urban Forestry, with respect to the Boulevard Tree Protection By-Law.

5.2 Tree Protection By-Law

That it BE NOTED that the Trees and Forests Advisory Committee heard a verbal update from J. Spence, Manager, Urban Forestry, with respect to the Tree Protection By-Law.

5.3 Dingman SWM EA Update

That it BE NOTED that the Trees and Forests Advisory Committee heard a verbal update from C. Linton, with respect to the Dingman Stormwater Management Environmental Assessment.

5.4 City Emerald Ash Borer Program

That it BE NOTED that the Trees and Forests Advisory Committee heard verbal update from A. Beaton, Manager Operations-Forestry, and J. Spence, Manager, Urban Forestry, with respect to the Emerald Ash Borer Program.

5.5 Tree Location Policy for projects that impact lands not covered under the Boulevard or Private Tree By-Laws

That it BE NOTED that the Trees and Forests Advisory Committee held a general discussion, with respect to Tree Location Policy for projects that impact lands not covered under the Boulevard or Private Tree By-Laws.

6. Deferred Matters/Additional Business

None.

7. Adjournment

The meeting adjourned at 2:00 PM



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 fraction 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.

**Trees and Forests Advisory Committee
Advisory Committee Work Plan – 2018**

March 2018

Project/Initiative	Background	Lead/ Responsibility	Proposed Timeline	Proposed Budget	Link to Strategic Plan
Planting & Monitoring Efforts	<ul style="list-style-type: none"> • Continue to follow the progress of recommendations made in the Tree Planting Strategy and the Urban Forest Strategy • Monitor progress of the watering program 	ReForest London/Tarik	Q3	\$0	Robust Infrastructure 1A Strong and Healthy Environment 3C
Green Legacy	<ul style="list-style-type: none"> • The province has recently voted to try and take Wellington County's "Green Legacy" model (through which school children volunteer at county-owned greenhouses to grow, distribute, and plant free trees throughout the County) province wide. Rob Johnson, the program manager in Wellington, attended TFAC in Spring 2016 to share information about their program. We then recommended to PEC that the City investigate the possibility of bringing such a program to London, in partnership with local partners, and possibly Middlesex County. They supported this recommendation • ReForest London's Ontario Trillium Foundation bid proposal was accepted in June 2017 • An update will be provided to TFAC in September regarding the progress and status of the initiative 	TBD – New ReForest London Rep	Q2	\$0	Strong and Healthy Environment 3C

Project/Initiative	Background	Lead/ Responsibility	Proposed Timeline	Proposed Budget	Link to Strategic Plan
Climate Change	<ul style="list-style-type: none"> • Climate change is expected to have enormous impacts on Canadian forests, with a minimum of 4°C of warming predicted for our country (vs. the global average of 2°C) by the end of the century, and worst case projections from the IPCC suggesting that increases as high as 10°C may be possible (for Canada) • Goal is to develop recommendations around: <ul style="list-style-type: none"> ○ Acquisition and establishment of more southerly stock ○ Piloting more southern species as street trees ○ Collaborating with more southern municipalities on climate change issues ○ Revised numbers for max warming for Canada by end of century now stand at 14°C, following unexpectedly rapid warming in the past 2 years since the last IPCC report came out ○ Follow-up on recommendations that were made around these issues last year. Request an update on the progress of these recommendations and make further and determine if further recommendations concerning the use of a standardized “climate scenario” for planning are required 	Randy	Q2	\$0	Building a Sustainable City 1E: Fund innovative ways to adapt to Climate Change.
Committee Development	<ul style="list-style-type: none"> • Identify potential educational/outreach opportunities for members to possibly attend to help keep abreast of current developments in urban forestry (e.g., forestry conferences) and plan to have at least 3 TFAC members attend such opportunities this year. 	TFAC	Ongoing	\$500	Innovative and Supportive Organizational Practices 2B: Use innovative and best practices in all organizational and management activities

Project/Initiative	Background	Lead/ Responsibility	Proposed Timeline	Proposed Budget	Link to Strategic Plan
Fruit & Nut Tree Initiatives	<ul style="list-style-type: none"> • There is a growing interest in food security issues in London. With climate change, food prices are expected to increase by 11-131% (depending on species) for staples such as corn, rice and wheat by 2050: an increase in food prices of as much as 4% is expected for 2016 alone • Feb. 2017: TFAC supported AAC's Urban Agriculture conference last year. Recommendations on this issue this year would probably be pretty short • Continue to monitor progress around this topic with respect to the Tree Planting Strategy 	Randy	Q3	\$0	Caring and Compassionate Services 3A: Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.
Phased Planting in Unassumed Subdivisions	<ul style="list-style-type: none"> • TFAC made a recommendation to PEC concerning the idea of doing two phases of plantings in new subdivisions to speed up planting last year; was supported by PEC • Andrew has said it should be possible to make progress on this issue in 2017 – For 2018, follow-up on status of progress 	Craig/Jill-Anne	Q2	\$0	Strong and Healthy Environment 3C
Shade Policy	<ul style="list-style-type: none"> • TFAC received presentation and report from UWO environmental health promotion students in 2016, and recommend City consider adopting a shade policy that would deal with both living and manmade sources of shade on city properties; was supported by PEC. Toronto already has a municipal shade policy in place and could be a great source of inspiration • Randy (MLHU) will continue to spearhead this (Although park/recreational space-focused, Toronto's policy was driven by efforts from their local health unit) 	Randy	Q4	\$0	Strong and Healthy Environment 3C

Project/Initiative	Background	Lead/ Responsibility	Proposed Timeline	Proposed Budget	Link to Strategic Plan
Invasives Strategy	<ul style="list-style-type: none"> • The use of invasive tree species within London’s Urban Forest continues to be of great concern to TFAC: London’s two most common trees (by stem count and volume) are both invasive species • We should look to see some progress on this issue in the Tree Planting Strategy, the City’s new Invasives Strategy, and the Tree Planting Guidelines. TFAC has previously recommended a “Non-Invasive Species First” planting policy wherein an invasive species would never be planted in a given planting location first (i.e., could only be considered as a replacement after another tree had been proven to fail, whereas now, an invasive species could be used right from the start) 	Jill-Anne	Q2	\$0	<p>Strong and Healthy Environment 3E</p> <p>April presentation by City Staff</p>
Woodland Acquisition Policy	<ul style="list-style-type: none"> • TFAC wishes to gain a better understanding of how the woodland acquisition policy currently works • We hope to request presentation this spring (2017) and provide comment from there 	Craig	Q2	\$0	Strong and Healthy Environment 3E
Tree Planting Guidelines	<ul style="list-style-type: none"> • Continue to facilitate collaboration between Lydon Hydro and City Staff to ensure Right Tree, Right Place • London Hydro would like to be consulted and kept in the loop for the change process of the guidelines • Working Group is to be established by the City and London Hydro is to be included 	Roberto	Q3	\$0	Strong and Healthy Environment 3E

Project/Initiative	Background	Lead/ Responsibility	Proposed Timeline	Proposed Budget	Link to Strategic Plan
Urban Forest Strategy: Tree Protection	<ul style="list-style-type: none"> • Provide feedback on tree retention policy • Provide feedback on “No Net Loss” policy (draft expected December 2017; communications plan may be drafted over summer) <ul style="list-style-type: none"> ○ Feb. 2017: On tree loss topic, City Tree Protection Bylaw currently in limbo (since focus was turned to the private tree protection bylaw last year instead) – we should seek to follow-up about this item this year. Andrew notes that it will likely will be December, 2017 that that review will be ready. (May start as early as July for a communication plan) ○ Feb. 2017: Private Tree Protection Bylaw is expected to undergo a one-year review (Sept. 1 2017): City expects they’ll be taking comments, doing open houses, etc. with report back to PEC in the Fall ○ TFAC has previously expressed interest in receiving an (informal) 6 month update ○ TFAC should aim to get comments in relatively early – may be August/September 	Jill-Anne	Q2	\$0	<p>Robust Infrastructure 1A: Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations.</p> <p>Strong and Healthy Environment 3C: Plant more trees and better protect them from deforestation, invasive species, and other threats.</p> <p>Strong and Healthy Environment 3E: Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.</p>

NEW 2018					
Boulevard Tree Bylaw	<ul style="list-style-type: none"> City Staff will be looking for TFAC input on replacement bylaw 	Jill-Anne	Q2	\$0	Strong and Healthy Environment 3E
COMPLETED					
Urban Forest Strategy: General	<ul style="list-style-type: none"> The Urban Forest Strategy is a multi-million dollar 20 year strategy to help ensure the growth and health of one of the Forest City's most important features. Providing advice on the formation and implementation of London's Urban Forest Strategy is at the core of TFAC's mandate. Monitor progress on the Urban Forest Strategy and make recommendations concerning its ongoing implementation Ensure PEC is being kept informed of progress on the UFS Receive 2 UFS Semi-Annual Updates <i>(It is noted that a template for a semi-annual updated was provided to Ivan Listar last year but not really followed in the first update: we should revisit our template and look for a more formalized structure in the reporting this year)</i> 	Amber & Roberto		\$0	<p>Robust Infrastructure 1A: Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations.</p> <p>Strong and Healthy Environment 3C: Plant more trees and better protect them from deforestation, invasive species, and other threats.</p> <p>Strong and Healthy Environment 3E: Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.</p>
Tree Planting Strategy	<ul style="list-style-type: none"> Assist City staff in the development of a Planting Strategy for London (as a part of the UFS) Provide feedback on "Right Tree Right Place" (part of the UFS) Feb. 2017: Tree Planting Strategy is under development, and City staff have developed a number for how many new trees need to be planted each year (~45,000) for ___ years in order to reach canopy cover targets. TFAC should expect to review a draft this spring and provide comment on it. Staff would like us to specifically explore, as a part of this, how we can incent private landowners to plant trees. (Planting on city-owned land, by comparison, will be the "easy part"). <p>We should also inquire as to the status of the Community</p>			\$0	Strong and Healthy Environment 3C

	Planting Projects Report which is normally prepared in January by Parks Planning's Community Projects Coordination each year.				
Infrastructure Replacement Projects in Roadways	<ul style="list-style-type: none"> Road work and tree cutting in Rowntree and Queenston neighbourhoods over the past two years has provided an opportunity to review the processes affecting street trees in London Our goal is to make recommendations to improve citizen understanding of decisions to make removals, and to reduce the impact of construction on trees Feb. 2017: A presentation was received in the last couple of months about the work happening on roadways and a new system the City has to "score" contractors based on the work they've done and problems encountered. This is expected to reduce the odds of Queenston-type damage happening again. However, TFAC would still like to review core road construction documents as they relate to trees and make comment. 	Working group		\$0	Robust Infrastructure 1A
Tree establishment recommendations	<ul style="list-style-type: none"> Explore ways to reduce mortality of newly planted street and park trees, including: <ul style="list-style-type: none"> Future tree watering options report for 2017 Potted stock in lieu of caliper trees Feb. 2017: Currently appears likely that potted trees will be a greater focus in the Tree Planting Strategy in light of the cost savings they bring and the need to significantly increase planting levels to hit municipal targets. (Great progress here). We are still waiting on a report on watering options for trees and should consult with staff about when this could be prepared. 	Amber		\$0	Robust Infrastructure 1A Strong and Healthy Environment 3C
Identification of Publicly Owned Plantable Spaces	<ul style="list-style-type: none"> As the largest single landowner in London, the City owns an enormous amount of plantable land, not all of which is in parks. 			\$0	Strong and Healthy Environment 3C

	<ul style="list-style-type: none"> • TFAC will work to make recommendations to help ensure that there is a regular process for identifying all plantable spaces on City-owned land and that there are systems in place to help get them planted and contributing to London’s canopy cover targets. • Invite James MacKay, Ecologist to a future meeting (2017) to speak to this. 				
Trees Protection Strategy Construction Mitigation	<ul style="list-style-type: none"> • Provide an opportunity for the TFAC to review and possibly make recommendations to this tree protection strategy for construction mitigation early spring 2017 (added following the Road Work Construction presentation in November 2016) 	Amber			Strong and Healthy Environment 3E
Orientation for new City Forester	<ul style="list-style-type: none"> • TFAC will provide a presentation and briefing to the new City Forester about recent recommendations and the areas our group is hoping to focus on moving forward 				Strong and Healthy Environment 3C & 3E
Asian Longhorn Beetle	<ul style="list-style-type: none"> • Asian Longhorn Beetle Report & Update on current state of affairs in North America will be given by City staff (suggested by Andrew) 				Strong and Healthy Environment 3C