

# **Governance Working Group**

## **Report**

5th Meeting of the Governance Working Group  
November 15, 2021

ABSENT: Councillors J. Morgan (Chair), S. Hillier, S. Lewis, M. van Holst

ALSO PRESENT: M. Schulthess, B. Westlake-Power  
Remote Attendance: L. Livingstone, J. Bunn, H. Lysynski, A. Pascual, C. Saunders, M. Somide  
The meeting is called to order at 12:00 PM; it being noted that Councillors M. van Holst and S. Hiller were in remote attendance.

### **1. Call to Order**

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### **2. Consent Items**

#### 2.1 Report of the 4th Meeting of the Governance Working Group

That the 4th Report of the Governance Working Group BE APPROVED.

**Motion Passed**

### **3. Items for Discussion**

#### 3.1 Advisory Committee Review Final Report

Moved by: S. Lewis

That, on the recommendation of the City Clerk, the following actions be taken with respect to the City of London Advisory Committee Review:

a) the report dated November 15, 2021 entitled “Advisory Committee Review – Final Report”, BE RECEIVED and the current review BE CLOSED;

b) the attached revised Terms of Reference for London Community Advisory Committees BE APPROVED for enactment in 2022;

c) the Civic Administration BE DIRECTED to report back to the Governance Working Group with respect to an updated General Terms of Reference for All Advisory Committees, to support the structure approved in part b), above; and,

d) the membership appointments to the Ecological Community Advisory Committee, Environmental Stewardship and Action Advisory Committee and Integrated Transportation Community Advisory Committee BE PAUSED until such time as the work of the Mobility Master Plan and Climate Emergency Action Plan Task Forces have initiated and/or completed their work.

**Motion Passed**

### **4. Deferred Matters/Additional Business**

#### 4.1 Draft Members' Expense Account Policy Revisions

That the attached revised Council Members' Expense Account Policy BE FORWARDED to the Strategic Priorities and Policy Committee for approval; it being noted that the proposed changes would come into effect for the next term of Council.

4.2 Governance Working Group Meeting Schedule

That it BE NOTED that future meetings will be at the call of the Chair.

**5. Adjournment**

Moved by: S. Lewis

Seconded by: M. van Holst

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 12:33 PM.

# Governance Working Group

## Report

4th Meeting of the Governance Working Group  
November 8, 2021

PRESENT: Councillors J. Morgan (Chair), S. Hillier, S. Lewis, M. van Holst

ALSO PRESENT: M. Schulthess, B. Westlake-Power  
Remote Attendance: Councillor E. Pelozza; L. Livingstone, M. Somide

The meeting is called to order at 12:00 PM; it being noted that the following were in remote attendance: Councillors M. van Holst and S. Hillier.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent Items

None.

### 3. Items for Discussion

#### 3.1 Council Members' Expense Account Policy

That the Civic Administration BE DIRECTED to report back to the November 15 meeting of the Governance Working Group with respect to draft information related to the following potential amendments to the Council Members' Expense Account Policy, prior to moving any recommendations to the SPPC:

- a) an amendment to the Councillor Expense Account that would provide for one annual ward-wide mail out per year, including printing and distribution by Canada Post, to be covered by the Office budget, not individual expense accounts; it being noted that this opportunity would provide for a more equitable opportunity for outreach with citizenry between wards of various size and population;
- b) an amendment to the Councillor Expense Account (and related policies) that would remove the ability to claim home internet costs for reimbursement;
- c) an amendment to 4.2 c) iii) to add additional permissive wording for community and/or ward events, including but not limited to prizes, rental or other "sponsorship" while maintaining the annual \$1,200 maximum value and include some potential examples of these uses;
- d) an amendment to 4.2 c) vi) to add more permissive wording for advertisements that would reduce limitations on use and types including to not be limited to newspaper publications, permit various media opportunities and while maintaining the annual \$1,000 maximum;
- e) an amendment to 4.2 a) to include conference registration for FCM and AMO as an expense that is excluded from the expense account, and to be covered by the general office budget; it being noted that any associated travel expenses would continue to be covered by c) i).

**Motion Passed**

Voting Record:

Moved by: S. Lewis

Seconded by: M. van Holst

That the Civic Administration BE DIRECTED to report back to the November 15 meeting of the GWG with respect to draft information related to the following potential amendment to the Council Members' Expense Account Policy, prior to moving any recommendations to the SPPC:

an amendment to the Councillor Expense Account that would provide for one annual ward-wide mail out per year, including printing and distribution by Canada Post, to be covered by the Office budget, not individual expense accounts; it being noted that this opportunity would provide for a more equitable opportunity for outreach with citizenry between wards of various size and population

**Motion Passed**

Moved by: S. Lewis

Seconded by: S. Hillier

That the Civic Administration BE DIRECTED to report back to the November 15 meeting of the GWG with respect to draft information related to the following potential amendment to the Council Members' Expense Account Policy, prior to moving any recommendations to the SPPC:

an amendment to the Councillor Expense Account (and related policies) that would remove the ability to claim home internet costs for reimbursement

**Motion Passed**

Moved by: S. Lewis

Seconded by: M. van Holst

That the Civic Administration BE DIRECTED to report back to the November 15 meeting of the GWG with respect to draft information related to the following potential amendment to the Council Members' Expense Account Policy, prior to moving any recommendations to the SPPC:

an amendment to the Councillor Expense Account (and related policies) that would provide for an inflationary increase to the monthly travel allowance amount in place

**Motion Failed**

Moved by: S. Lewis

Seconded by: M. van Holst

That the Civic Administration BE DIRECTED to report back to the November 15 the GWG with respect to draft information related to the following potential amendment to the Council Members' Expense Account Policy, prior to moving any recommendations to the SPPC:

an amendment to 4.2 c) iii) to add additional permissive wording for community and/or ward events, including but not limited to prizes, rental or other "sponsorship" while maintaining the annual \$1,200 maximum value and include some potential examples of these uses

**Motion Passed**

Moved by: S. Lewis  
Seconded by: J. Morgan

That the Civic Administration BE DIRECTED to report back to the November 15 meeting of the GWG with respect to draft information related to the following potential amendment to the Council Members' Expense Account Policy, prior to moving any recommendations to the SPPC:

an amendment to 4.2 c) vi) to add more permissive wording for advertisements that would reduce limitations on use and types including to not be limited to newspaper publications, permit various media opportunities and while maintaining the annual \$1,000 maximum

**Motion Passed**

Moved by: S. Lewis  
Seconded by: M. van Holst

That the Civic Administration BE DIRECTED to report back to the November 15 meeting of the GWG with respect to draft information related to the following potential amendment to the Council Members' Expense Account Policy, prior to moving any recommendations to the SPPC:

an amendment to 4.2 a) to include conference registration for FCM and AMO as an expense that is excluded from the expense account, and to be covered by the general office budget; it being noted that any associated travel expenses would continue to be covered by c) i)

**Motion Passed**

Moved by: S. Lewis  
Seconded by: J. Morgan

That the Civic Administration BE DIRECTED to report back to the November 15 meeting of the Governance Working Group with draft information related to these changes, prior to a recommendation to the Strategic Priorities and Policy Committee.

**Motion Passed**

### 3.2 Operations of Municipal Council

That the following actions be taken with respect to the general operations of Municipal Council:

a) the Civic Administration BE DIRECTED to make the necessary changes to facilitate Council meetings to be held starting at 1:00 PM, beginning with the 2022 term of Council, while still being based on the current meeting schedule; it being noted that the 2022/2023 meeting calendar will reflect this change when it is brought forward to a future Corporate Services Committee meeting for consideration; and,

b) the Civic Administration BE DIRECTED to report back to the GWG with respect to recommendations related to the survey results and other feedback related to the staff support model in the Councillors' office, in terms of the themes of increased resources and more flexibility in support duties;

it being noted that the Governance Working Group received the Councillor survey results with respect to this matter.

**Motion Passed**

Voting Record:

Moved by: S. Lewis

Seconded by: M. van Holst

That the Civic Administration BE DIRECTED to make the necessary changes to facilitate Council meetings to be held starting at 1:00 PM, beginning with the 2022 term of Council, while still being based on the current meeting schedule; it being noted that the 2022 meeting calendar will reflect this change when it is brought forward to a future CSC meeting for consideration.

**Motion Passed**

Moved by: S. Lewis

Seconded by: J. Morgan

the Civic Administration BE DIRECTED to report back to the GWG with respect to recommendations related to the survey results and other feedback related to the staff support model in the Councillors' office, in terms of the themes of increased resources and more flexibility in support duties.

**Motion Passed**

3.3 Governance Working Group Meeting Schedule

That it BE NOTED that this matter was deferred to the Governance Working Group meeting scheduled for November 15, 2021.

**4. Deferred Matters/Additional Business**

None.

**5. Adjournment**

Moved by: S. Lewis

Seconded by: J. Morgan

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 2:10 PM.

## Report to Governance Working Group

**To:** Chair and Members  
**Governance Working Group**  
**From:** Cathy Saunders, City Clerk  
**Subject:** Advisory Committee Review Final Report  
**Date:** November 15, 2021

## Recommendation

That, on the recommendation of the City Clerk, the following actions be taken with respect to the City of London Advisory Committee Review:

- a) the report dated November 15, 2021 entitled “Advisory Committee Review – Final Report”, BE RECEIVED and the current review BE CLOSED;
- b) the attached revised Terms of Reference for London Community Advisory Committees BE APPROVED for enactment in 2022; and,
- c) the Civic Administration BE DIRECTED to report back to the Governance Working Group with respect to an updated General Terms of Reference for All Advisory Committees, to support the structure approved in part b), above.

## Executive Summary

The purpose of this report is to provide information related to the feedback with respect to a proposed new advisory committee structure previously provided to the committee, provide for a committee discussion with respect to the revised proposed structure, and to consider any additional recommendations related to a future state of advisory committees in London.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- Finance and Administrative Services Committee, February 27, 2012
- Strategic Priorities and Policy Committee, December 16, 2013
- Strategic Priorities and Policy Committee, March 17, 2014
- Civic Works Committee, June 19, 2018
- Corporate Services Committee, November 13, 2018
- Corporate Services Committee, March 19, 2019
- Governance Working Group, August 24, 2020
- Governance Working Group, November 10, 2020
- Corporate Services Committee, April 19, 2021
- Governance Working Group, May 17, 2021

#### 1.2 Previous Council Direction

That the following actions be taken with respect to the 3rd Report of the Governance Working Group from its meeting held on May 17, 2021:

- a) on the recommendation of the City Clerk, the following actions be taken with respect to the Advisory Committee Review:
  - i. the report dated May 17, 2021 entitled Advisory Committee Review - Interim Report VI", BE RECEIVED; and,

- ii. the Civic Administration BE DIRECTED to report back to a future meeting of the Governance Working Group with respect to the feedback related to the draft Terms of Reference appended as Appendix A to the above-noted staff report; and,

b) clause 1.1 BE RECEIVED. (4.1/10/SPPC)

## **2.0 Discussion and Considerations**

### **2.1 Comments Received**

Attached to this report as Appendix A, are various submissions related to the proposed revised structure.

The following are comments that the Civic Administration noted during attendance at various meeting of the advisory committees when the above-noted report was reviewed:

- notation of the need for representation from specific sectors (i.e. Western University)
- the revised mandate is too broad
- the revised names of the committees create a hierarchy of committees
- concern that the removal of “advisory” from the name, removes the role of the group to provide advice
- want to keep the ‘status’ of being an advisory body
- there needs to be an advisory committee focused on housing; a larger committee needs to be created
- there needs to be an advisory committee focused on the city’s co-ordinated response
- the advisory committees need to have better interaction with each other
- the committees are too reactionary; staff need to better engage earlier [with projects]
- strict policies and procedures are oppressive; policies are barriers
- meetings should be a safe space for concerns to be raised; staff attendance can limit this
- combining committees creates too much work for a limited membership
- councillors should be attending, to hear discussions
- there should be monthly meetings regardless of whether there are agenda items
- there is not enough direction to the advisory committees to facilitate discussion; needs better co-ordination
- committees should continue in their current form, or revert back to form prior to the at-large appointments
- groups/organizations have been marginalized due to the ‘at-large’ appointment of members
- need to maintain a reporting relationship with council/standing committees, not a reporting relationship to staff

Some of the feedback from civic administration included the following:

- there are some efficiencies to be realized in combining like committees
- term limits are required and need to be adhered to in order to make room for new and different membership

In addition, there has been various commentary in (social) media, which is not summarized as a part of this report.

## **2.2 Potential Revisions Based on Feedback**

The following potential revisions do not apply to those committees that are provincially legislated.

The draft terms of reference and proposed committees were presented based on Council's direction to maintain public engagement and to promote citizen participation in Council decision making, with respect to specific matters. The formation of any such committees is intended to reflect the community in the ability to participate as members of the committees. While it is noted that the committee names were 'working titles', the observation that the differing titles does have the potential to create a hierarchy of importance is noted. To this end, the term "community advisory panel" is suggested for all of the committees; the attached Appendix B of revised Terms of Reference (ToR) reflect this proposed change (note: there are subtitles included for provincially mandated committees).

The revised ToR have been left as broad as possible with respect to mandates. It is intended that matters will be able to be brought forward to the committees as required and with less restrictions with these broad mandates. It is critical to keep in mind that while the scope of mandate may appear quite large, these committees are not required to engage on every matter within a specific sphere but rather be able to focus on projects, initiatives, etc. that may originate from the committee, civic administration or from Council.

All ToRs have been updated to reflect membership of upto 15 members, for consistency. To provide for the fullest community participation possible, specific membership requirements have been removed. In addition, the potential Resource members have also been removed. The resource/non-voting members are not appointed and therefore need not be specified. Resource participation can be sought as required by the committees at any time. In all cases, the membership is as permissive as possible and intended to reflect the London community.

## **2.3 Additional Considerations**

Recently, a standing committee endorsed the formation of a new Master Mobility Plan Community Advisory Panel. This will be considered by Council on November 16. The Council has also approved a recommendation from the current Environmental and Ecological Planning Advisory Committee with respect to the formation of a special advisory committee to actively participate in the Climate Emergency Action Plan development and implementation (September 2021). These committees are proposed to be outside of the current/proposed advisory committee structure. These committees will have significant, if not entire overlap, with committees proposed in this new advisory committee structure. At this time, it may be advisable to pause on the implementation of the following proposed committees: Ecological Community Advisory Panel, Integrated Transportation Community Advisory Panel and the Environmental Stewardship and Action Community Advisory Panel.

## **3.0 Next Steps**

### **3.1 Moving to a New Structure**

Following the Council direction related to the committees, it will be necessary to establish some additional terms of reference for all committees. To be addressed in these general terms of references will be matters such as term length, term limits, committee structure (parliamentary or otherwise), etc. These and other matters have been the subject of previous related reports. Some of the feedback included in this report will be addressed in the future report.

Advertising for applications can begin upon approval of the structure. There will be some time required to finalize the additional terms of reference noted above, but that does not need to limit the start of a recruitment process.

#### **4.0 Financial Impact/Considerations**

None at this time.

#### **5.0 Conclusion**

The proposed committees are not the only engagement opportunity with the City of London. As was previously reported, there are many committees/groups that exist and provide information to Council outside of this structure. The City engages with the public informally and formally in many ways including, but not limited to the options in the Council Community Engagement Policy, “Get Involved”, surveys, community meetings, social media, etc. Working Groups, Task Forces, and/or advisory committees can be created at any time by Council.

The responses received from current advisory committee members, and others, related to the previously considered structure varied significantly. This is not unlike the previous feedback that was provided in the report from March 2019, which included the previous advisory committee membership.

The proposed structure meets the general guidelines provided by Council to maintain engagement opportunities that can be achieved with new efficiencies.

#### **Prepared, Submitted and Recommended by:**

**Cathy Saunders, City Clerk**  
**Michael Schulthess, Deputy City Clerk**  
**Barb Westlake-Power, Deputy City Clerk**

## Feedback

Thank you for the opportunity to review the latest report from the Governance Working Group related to the City's Advisory Committees.

First, I want to start by thanking the City, and in particular the staff in the Clerk's office and other members of the Working Group, for tackling the governance issue during these extraordinary times. The experiences of the past year have highlighted for everyone that local government is an essential part of our lives as citizens. We have never been more aware of the need to hear from all segments of the community during the decision making process as well as the need for the municipality to be agile in its ability to respond to unforeseen challenges. Hats off to everyone at the City involved in serving the residents during the COVID emergency!

As a member of both the Agricultural Advisory Committee and London Advisory Committee on Heritage, I support the latest proposal for one "Advisory Committee" with an overall mandate tied to land use planning. In particular, the proposed Terms of Reference includes the flexibility for "sub-committees" or "working groups" comprised of committee and community members who can dive down into the details and then report back to the main group.

This approach works extremely well with LACH where, for example, the Stewardship Sub-committee researches designation requests and pre-reviews incoming heritage-related requests such as additions/removals from the heritage register. Working groups have been reviewing the Heritage Impact Assessments and planning related documents associated with the land use applications. The Education Sub-Committee helps with the development of heritage recognition signage and other recognition projects. These sub-groups allow for very thorough and thoughtful review as well as efficient time management when the overall committee meets.

This type of flexibility would also assist in dealing with rural/agriculture or urban agriculture issues when they arise.

Thanks again for the opportunity to comment.

---

I was invited by Audrey Pascual yesterday to share comments on a *May 17 Report to GWG Advisory Committee* item as well as the accompanying *Report Appendix A*. I will preface my comments by saying that I am new to the City's Advisory Committees, having been appointed by Council earlier this month as a member of the Trees and Forests Advisory Committee (TFAC). As a result, I haven't yet attended a meeting as a TFAC member. In any case, here are my two cents' worth for your consideration.

Copy editing:

- Since the *Report to GWG Advisory Committee* item is dated May 17, I sense that there may be an opportunity to tweak this draft. The last part of the sentence that starts at the bottom of page 2 and continues to the top of page 3 is muddled and therefore confusing to the reader. Consider amending "... or that would (require?) attendance of any resource members for all meetings."

Items of substance:

- What jumps out at me, not surprisingly, is that there is no mention in either document of TFAC. Similarly, I note that there is no mention of some other current ACs (e.g. Cycling, Heritage, etc.) Based on the "Background Information" at section 1.1 of the *Report to GWG Advisory Committee* item, I feel sure this isn't an oversight.
- I do note that in the "Terms of Reference for the Environmental Stewardship and Action Community Engagement Panel" (i.e. the sixth part of *Report Appendix A*) the fifth and sixth of seven bullet points in the Mandate section relate directly to the current work of TFAC. As a result, I gather that the core work of TFAC would be subsumed into the Environmental Stewardship and Action Community Engagement Panel.

- I think it is a challenge for TFAC, a 13-person Advisory Committee, to fulfil its current mandate. Advising on the *City of London Urban Forest Strategy* in itself is significant. As a result, I have a concern that the proposed 13-person Environmental Stewardship and Action Community Engagement Panel with an extremely broad mandate would be overwhelmed. Even if sub-committees and/or working groups were established by this Engagement Panel, there are limits to what 13 dedicated Engagement Panel volunteer members can generate in twelve meetings per year.
- Advisory Committees and Engagement Panels must of course add value for the City by fulfilling their mandates. Governance Working Group members should make doubly sure that any changes don't inadvertently point to a path of diminishing effectiveness of Advisory Committees and Engagement Panels.

---

## Terms of Reference Child Care and Early Years Advisory Committee

### Role

The role of an advisory committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the advisory committee.

### Mandate

The Child Care and Early Years Advisory Committee provides information, advice and recommendations to Municipal Council through the Community and Protective Services Committee on **matters** (issues) **relevant to** (affecting) early learning and **(licensed)** child care of children such as, but not limited to:

- Special needs funding
- Resource centre funding
- Wage subsidy
- Child care fee subsidy
- Early Years programming
- Health and safety issues
- Implementation of provincial child care and early years policy framework, including priorities of affordability, access, quality, and responsiveness

**In keeping with the Municipal Council's Strategic Plan principles, the Advisory Committee will report to City Council on facilitated input received from informed community partners on programs and ideas and to assist in enhancing the quality of life of the community in the support of families of young children.**

The Advisory Committee also provides an opportunity for information sharing between Municipal, Provincial and Federal social service administrations and the child care community.

### Composition

#### Voting Members

Up to thirteen members-at-large, representing the following sectors:

- Licensed Child Care Providers (at least seven **community-engaged** members representing the current composition of multi and single site child care and early learning sector for children, from infancy through 12 years of age, including representation from the French language child care sector, Licensed Home Child Care Sector, **Indigenous Child Care sector**);
- Fanshawe Early Childhood Education Program;
- EarlyON / On y va child and family centres; and
- Informed Community Members

#### Non-Voting Resource Group

At least one representative of each of the following"

- City of London, Child Care and Early Years division
- Local School Boards – TVDSB, LDCSB, CS Viamonde, CSC Providence
- Middlesex-London Health Unit

- Support Service for children with special needs

### **Sub-committees and Working Groups**

No change

### **Conduct**

No change

### **Meetings**

No change

---

### **The working group recommends the following be sent to City staff for its consideration:**

1. The reduction in membership to 19 is supported
2. Quorum as a requirement for committee business be maintained
3. The existing Terms of Reference be maintained with one alteration highlighted below
4. The existing name be maintained
5. As the technical expertise needed is sometimes hard to obtain, term limits may not be suitable. This could be addressed by one or more of the following:
  - a. No term limits;
  - b. Three council cycles (12 year limit);
  - c. Current limit be continued but extensions be permitted on the advice of the Chair
6. Given the specialized knowledge required for membership:
  - a. the City be asked to circulate application information to the relevant Department Chairs at Western University and Course Coordinators at Fanshawe. The Chair and Vice Chair can provide assistance in identifying the appropriate contacts;
  - b. the information circulated include a contact name from EEPAC so that potential applicants can ask questions about membership prior to applying.
7. In the selection process, consideration be given to asking the current Chair and Vice Chair for assistance.

Add to the existing mandate:

“to provide advice on any global (**e.g climate change**), regional or local issue related to the long-term sustainability of the Natural Heritage System.”

---

That the following actions be taken with respect to the staff report dated May 17, 2021, from C. Saunders, City Clerk, related to the Advisory Committee Review – Interim Report VI:

- a) the Governance Working Group BE ADVISED that the London Housing Advisory Committee (LHAC) endorses the continuation of an advisory committee dedicated to addressing housing and homelessness issues in the City of London;
  - b) the Governance Working Group BE REQUESTED to consider broadening the mandate of LHAC;
- 

In the “Advisory Committee Review – Interim Report VI” dated May 17, 2021 and included in the May TFAC agenda package, it was reported that the City is exploring the possibility of merging a number of current advisory committees together, including TFAC, into a new “Environmental Stewardship and Action Community Engagement Panel”.

We anticipate that trying to merge forestry in with such other “environmental” topics such as water, wastewater, waste, renewable energy, green building, transportation planning, etc. will have a number of major deleterious effects, including:

- 1) **Reduced participation & interest from the forestry community:** Few forestry experts will want to sit through meetings where likely 80% of the content being covered is so outside their area of professional interest or expertise. We also note that this seems to align badly with the stated purpose of the “community engagement panels” in the same report, which was described as convening for “a purpose more closely related to engagement on *specific* matters” (emphasis added)
- 2) **Dilution of expertise:** With such a broad mandate and no requirement for technical background or expertise, the panel will likely only have one or two members on it that have a strong background in any given area. This reduces the breadth of knowledge, as well as the volunteer time, that can be brought to bear on any one issue.
- 3) **Inability to effectively support the Urban Forest Strategy & Tree Planting Strategy:** The number of action items in these two strategies are most than sufficient to keep a committee busy for many, many years. Without a dedicated team working specifically on forestry issues, elements of the current TFAC mandate, such as:
  - providing advice on the development and monitoring of London's Urban Forest Strategy
  - providing advice on City's policies, by-laws and guidelines which effects treeswill be poorly effected and ill-served indeed.

#### **RECOMMENDATIONS:**

- 1) Assuming that the main issues are cost and municipal staff resources, we would strongly recommend that rather than attempting to merge all “environmental” issues together in one committee – a much, much broader mandate than other committees like “animal welfare” or “accessibility” or “agriculture” have – that the City explore a forestry committee that meets bi-monthly. Bi-monthly meetings would only cost half as much to run, reduce staff time obligations, and allow committee members to meet as working groups in the intervening months – likely dramatically increasing overall productivity as well. A bi-monthly schedule increases flexibility for participants and reduces the number of set meetings they must attend, so may also improve committee recruitment.
- 2) In order to ensure the committee has sufficient expertise to serve City goals related to the Urban Forest Strategy and municipal policy, we would recommend this modified TFAC be classified as an “Expert Panel” rather than a “Community Engagement Panel”.

---

#### **“At Large” Configuration**

##### **Strengths**

- Terms of Reference as currently written provide clear direction and convey a strong mandate (TMP/CMP)
- AC provides a much broader and considered platform to share ideas with Council
- Fosters a sense of independent thinking
- Promotes diversity and inclusion in group representation
- Ideas may come from the “bottom up” in addition to the “top down”
- Accountable to Council (via Civic Works Committee) vs. Civic Administration
- Integrated leadership amongst Council, Staff and AC (vs. Straight-line accountability)

- The parliamentary org structure promotes order, transparency and good organizational governance
- Promotes and sustains relationship building amongst like-minded Londoners
- Meets and/or exceeds the requisite level of SMEs in the committee makeup, often organically
- Demonstrated three-year track record of success in the case of TAC
- A strong Work Plan process was developed by TAC which is outcome-driven and aligned to London Plan (Strategic Vision vs. Tactical)

### **Weaknesses**

- The sometimes, the overly long cycle times of the formal process often preclude expedited matters from being fully explored...TAC has learned that a strong WP process can often mitigate this risk...but not fully
- Information flows slowly and often incompletely to/from Council due to barriers inherent in the parliamentary process
- AC mandates as outlined in their TORs are not always fully respected by the Civic Administration
- The Work Plan process, while providing structure, may sometimes have the effect of stifling new idea generation on topics not aligned to strategic interests of Council vs. the needs/desires of the Public
- The “At Large” pilot was established without success criteria and metrics for proper evaluation at the conclusion of the pilot period.
- The recruitment (Striking Committee) and selection processes (Council) need to be improved and focussed on expertise/merit vs. reward/vanity

### **Opportunities**

- Continue TAC in its current AC structure (with or without CAC) and undertake a proper comparative analysis which may drive improvement opportunities and models for those Advisory Committees which will remain in place.
- Recommendations regarding refinements of the recruitment and/or selection process for remaining ACs may result
- Introduction of enhanced analytics of AC effectiveness may result and be leveraged for future iterations/pilots/improvement initiatives

### **Threats (Risks)**

- Lack of support from Council
- Time-boxing by Civic Administration
- Poor assumptions/attitudes amongst many current AC members regarding mandate, attendance, due diligence, dedication and work group participation)
- Lack of skills development and succession planning for AC members threatening process sustainability
- No process to document understanding acquired to enhance the knowledge base of ACs
- No exit interview process (Early Warning System of AC dysfunction)
- Entropy associated with competing special interests
- Conflicts of interest

### **Community Engagement Panel**

#### **Strengths**

- In effect the CEP, as envisioned, is simply an expanded, topic-driven PIC process utilizing a more flexible, “focus-group” structure lead by the Civic Administration
- Since this approach is as yet untested, see the “Opportunities” slide for potential strengths.

#### **Weaknesses**

- Work planning will not be leveraged to provide focus and alignment to the London Plan and TOR
- Maintaining two different structures (AC and CEP) may not drive the expected benefits/efficiencies
- The CEP process and structure is still not entirely clear because it remains under development
- CEPs tend to be subject-focussed and steered (Command & Control vs. Collaboration) which eliminates the opportunity for free and independent thinking/input from the community (Tactical vs. Visionary)
- The level of transparency of the process from the point of view of the public (published meeting agendas, minutes, video) has not been established and/or properly evaluated.
- The CEP model has a lack of organizational structure and mature finesse and is largely ad hoc (Tactical)
- The pilot is being undertaken without criteria/metrics for proper evaluation at the conclusion of the pilot period (same mistake as with the “At Large” pilot)
- The model lacks a robust track record of success (going operational without the benefit testing)

### **Opportunities \***

- Expand the level of diversity and inclusion of the target audience on questions/issues requiring feedback to Council
- Reduced the cycle time for feedback to Council on time-sensitive matters, though the feedback may be much narrower in scope
- Enhance community engagement and feedback (Diversity and Inclusion)

\* (Untested and therefore purely theoretical)

### **Threats (Risks)**

- Special interest group bias could become a dominant feature of this model
- Pre-qualified lists of key individuals and/or special interest groups may be employed by Civic Administration as a pre-screen (thus undermining the benefits of convening a broader audience)
- Engagement fatigue (Public)
- Negativity on the part of Council and/or Civic Administration (due to Overwork/Disinterest/Stress associated with recent Covid-19 protocols)
- Negative reaction in Traditional/Social Media

## ***Feedback on the Proposed Advisory Committee Restructuring***

### **Urban League of London Background**

The Urban League is an umbrella group whose members include neighbourhood associations, community groups and individuals from across the City of London, Ontario. The restructuring of the Advisory Committees is a topic near and dear to the Urban League's heart as we strongly support and encourage community engagement in municipal decisions, and Advisory Committees have long provided a structured environment for this type of input.

**With that in mind, the Urban League of London Board and members are open to change.** We appreciate the opportunities to provide input on this restructuring, and appreciate the ongoing reflections that staff have offered by way of reports to Council on this topic. **We are eager to see a final resolution on this file, one that balances better engagement for residents and the need from Council and staff to have broad and expert feedback on municipal decisions.**

Through discussions and meetings with various League members (individuals, Sherwood Forest, London Urban Beekeepers Collective, Carling Heights, Northridge and Byron Community Organization and League Board members), the following feedback has been compiled regarding the proposed changes to the Advisory Committees at the City of London. We have themed them into specific categories for ease of reading. There are items that have been bolded as a **recommendation** and a few items that are **questions** for the Clerk's Office.

---

### **Streamlined Approach for Residents to Understand Engagement Options**

- Currently it is difficult for the community to understand how to engage "properly" with City Hall. The move towards having AC's and CEP offers the potential for broader participant and inclusion of resident's voices in City Hall planning. It does not eliminate other barriers to participation however, and can be somewhat difficult to understand. In order for residents' input to be relevant and successfully received by Council and staff, residents need to understand how they can offer input to Council.
- **Recommendation:** A Community Engagement Office, with dedicated staff resources, BE CREATED to ensure full implementation of the Community Engagement Policy and all related policies and programs. This recommendation comes from the 2012 [Community Engagement Task Force Phase II Report](#) (see page 10)

## ***Feedback on the Proposed Advisory Committee Restructuring***

- This Community Engagement Office would run a Civic 101 course, which would explain what AC's and CEP's are, as well as a variety of ways residents can get involved with decision making. It would answer common resident questions, like how to change a bylaw or have input on the budget process. ([Community Engagement Task Force Phase II Report](#) (see page 10))
- City staff provide annual training to any new advisory committee members and citizen engagement panel members regarding: function of the committees, role of the Chair etc.

### **Transportation / Cycling Committee Restructuring**

- The concern of insufficient representation of “regular” cyclists can be overcome by making a recommendation on committee membership. For example, “a representative who uses cycling as their primary means of transportation who is not a member of an advocacy group”
- **Recommendation:** the terms of reference be broadened to be inclusive of all forms of transportation (walking, biking, busing, driving)

### **Value of an Expert vs. General Community Insight**

- **Recommendation:** greater clarity about the value of engagement in Advisory Committees and Community Engagement Panels so that the expectations of volunteers, City staff, and Councillors are squared.
- Do we wish to attract and engage people with a high level of knowledge (through lived experience and/or academic learning and/or professional qualifications) as a way to cultivate their engagement and as a way for the whole City to benefit from their insight; and/or is the priority to make accessible opportunities for civic volunteerism; or is something else the priority?

### **Housing Advisory Committee**

- Affordable housing has for decades ranked as one of the most challenging problems facing Ontario municipalities, due in no small part to political decisions made by higher levels of government (including withdrawal of funding and downloading) in the 1990s, and exacerbated in recent decades by the commodification of housing in international financial markets.
- Although the crisis will only start to be resolved when positive change is undertaken by provincial and federal governments (in the form of increased funding and recognition of responsibility) municipalities can continue to play a role, for instance by taxation and zoning rules, as well as by innovative strategies such as community land trusts.
- As the city employs its best efforts to chip away at the backlogged demand for affordable housing, the crisis grows; it would therefore be short sighted to eliminate a committee specifically directed to consider housing issues and to facilitate public input to city

## ***Feedback on the Proposed Advisory Committee Restructuring***

council. The city would benefit from creating a means to engage citizen voices and to fulfill the mandate of the London Housing Advisory Committee (LHAC), as currently published on the city's website. We need the energy and expertise of researchers, homelessness and housing workers and activists, people with lived experience, developers, builders and citizens-at-large, including those across the generations and from diverse ethnic and marginalized communities.

- **Recommendation:** This goal would best be achieved by means of a dedicated engagement panel, directed to fulfill the mandate of the current housing advisory committee. The panel would provide a forum for robust debate, generation of ideas and, ultimately, informed recommendations to council on the path forward. To that end, a budget in line with that of the current LHAC would allow the panel to hold online or in-person mini-conferences from time to time on various housing topics. Continued valued and informative input from staff, who currently attend LHAC meetings as non-voting members, would be important.

### **Diversity, Equity and Inclusion in Structure and Process of AC's and CEP's**

- DIACC - issue with terms of reference because the TOR looks like there will be very little submission from Council to DIACC
  - **Recommendation:** Specifically outline how or when items are sent for review to DIACC
- **Recommendation:** that the structure and process be examined by the City of London's Anti-Racism and Anti-Oppression Division, perhaps also referencing work done with the Federation of Canadian Municipalities on the Diverse Voices for Change Project. We are hopeful that the City of London will apply a racial, ethnic and gender equity lens to this important form of community engagement, revising the application process to solicit applications from a diverse population that more accurately reflects our community, and removing barriers to participation (such as reviewing the timing of meetings and facilitating the provision of childcare, to list a few examples) in order to attract contributions from a broader range of citizens with professional and lived experience to share.

### **Addressing Barriers to Advisory Committee Participation**

- **Recommendations:**
  - Lower age restriction to 16
  - Any resident of London may apply to join an Advisory Committee or Community Engagement Panel (ie. doesn't have to be a registered voter)
  - MISSING - inclusion of feedback from citizen engagement report from 8-10 years ago (ie. having childcare during AC's or CEP's times)

### **Question for Clerk's Office staff regarding the 2 Year Experiment**

## ***Feedback on the Proposed Advisory Committee Restructuring***

- Beginning in June, 2019, the Advisory Committee composition, using Transportation as an example, was changed from a majority of 9 Representatives from Organizations and 4 Members at Large to 13 Members at Large, all voting members.
- **Question:** What data has been gathered over the last 2 years, compiled from existing members and exit interviews from any member that had left before their end of term, to determine the success, strength and weaknesses of the 2 yr. experiment, to warrant continuing with the current composition?

### **Non-Voting Resource Group**

- Original Representatives from Organizations, all voting members under the former structure, are now being included in the new Non-Voting Group.
- **Question:** What guidelines are being established to assist Voting Members, new to the Committee, to determine which Non-Voting representatives should be called upon to attend & provide input?

### **Being A Valued Part of the City's Engagement Process**

- **Recommendation:** Chair of the Standing Committee meet with the Chairs of the various Advisory Committees or Engagement Panels once or twice a year to ensure the Advisory Committee or Engagement Panel is meeting the expectations of the various Standing Committees and receive feedback on how to work better together

**Terms of Reference**  
**Community Advisory Committee on Planning**  
**(Planning Community Advisory Committee)**

**Role**

The role of a Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Community Advisory Committee on Planning (CACP) shall serve as the City's municipal heritage committee, pursuant to Section 28 of the *Ontario Heritage Act*, RSO 1990, c O.18. As part of their decision-making process, Municipal Council shall consult with the London Planning Community Advisory Committee in accordance with the *Ontario Heritage Act*, as specified through the passing of a by-law or policy, or as set out in this mandate. The CACP shall also serve as the City's planning Community Advisory Committee, pursuant to Section 8(1) of the *Planning Act*, RSO 1990, c P.13.

The Community Advisory Committee on Planning reports to the Municipal Council, through the Planning and Environment Committee.

The role of the CACP includes the following:

- to advise Municipal Council within its capacity as the City's municipal heritage committee;
- to recommend and to comment on appropriate policies for the conservation of cultural heritage resources within the City of London, including Official Plan policies;
- to recommend and to comment on the protection of cultural heritage resources within the City of London, such as designation under the *Ontario Heritage Act*;
- to recommend and to comment on the utilization, acquisition and management of cultural heritage resources within the City of London, including those that are municipally owned;
- to recommend and to comment on cultural heritage matters, agricultural and rural issues;
- to recommend and comment on various planning and development applications and/or proposals;
- to review and to comment on the preparation, development, and implementation of any plans as may be identified or undertaken by the City of London or its departments where and when cultural heritage, rural and/or agricultural issues may be applicable;
- to advise Municipal Council and comment on legislation, programs, and funding that may impact the community's cultural heritage resources and rural issues; and
- to assist in developing and maintaining up-to-date information on cultural heritage resources, and to assist in the identification, evaluation, conservation, and management of those resources on an ongoing basis through the review of documents prepared by the Civic Administration and/or local community groups.

**Composition**

**Voting Members**

The London Planning Community Advisory Committee shall consist of a minimum of five members to a maximum of fifteen members. Appointments to the London Planning Community Advisory Committee may include the following:

- Three members-at-large;
- One representative from a Youth-Oriented Organization (i.e. ACO NextGen); and,

- Where possible, appointments to CACP may include a representative of the following broad sectors or spheres of interest:
  - Built Heritage (Architectural Conservancy Ontario London);
  - Local History (London & Middlesex Historical Society);
  - Archaeology/Anthropology (Ontario Archaeological Society, London Chapter);
  - Natural Heritage (Nature London);
  - Movable Heritage – Archives, (Archives Association of Ontario);
  - Movable Heritage – Museums & Galleries;
  - Neighbourhood Organizations;
  - Development Community (London Home Builders Association/London Development Institute);
  - London and area Planning Consultants;
  - Representative of the Indigenous Population;
  - Agricultural organizations; and
  - London Society of Architects.

Should it not be possible to represent a sector or sphere of interest on CACP, after consultation with other organizations in the respective sector, member-at-large appointments may increase.

#### Non-Voting Resource Group

The Community Advisory Committee may engage resource members from applicable organizations or sectors as may be deemed necessary.

#### Sub-committees and Working Groups

The London Planning Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide support resources to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the CACP and may include outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the CACP.

#### Term of Office

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

#### Conduct

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

#### Meetings

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the London Planning Community Advisory Committee. Length of meetings shall vary depending on the agenda. Meetings of sub-committees and/or working groups that have been formed by the CACP may meet at any time and at any location and are in addition to the regular meetings of the CACP.

## Terms of Reference

### Accessibility Community Advisory Committee (Accessibility Community Advisory Committee)

#### Role

The role of a Community Advisory Committee is to provide recommendations, advice and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

The establishment and role of the Accessibility Community Advisory Committee is mandated by the *Accessibility for Ontarians with Disabilities Act, 2005*, SO 2005, c 11.

#### Definitions (AODA 2005)

“the organizations” refers to:

- the City of London and may refer to the City's Agencies, Boards and Commissions, to be determined subject to the *Ontarians with Disabilities Act, 2001* (ODA 2001) and the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005) and its regulations. It is intended that the Accessibility Community Advisory Committee shall advise comprehensively upon issues for a barrier-free London which may entail forwarding recommendations to the City's Agencies, Boards and Commissions and/or other outside organizations;

“barrier” means:

- anything that prevents a person with a disability from fully participating in all aspects of society because of their disability, including a physical barrier, an architectural barrier, an information or communication barrier, an attitudinal barrier, a technological barrier, a policy or a practice (“obstacle”);

“disability” means:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- a condition of mental impairment or a developmental disability;
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- a mental disorder; or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*; (“handicap”).

#### Mandate

The Accessibility Community Advisory Committee (ACAC) shall advise and assist “the organizations” in promoting and facilitating a barrier-free London for citizens of all abilities (universal accessibility). This aim shall be achieved through the review of municipal policies, programs and services, which may include the development of means by which an awareness and understanding of matters of concern can be brought forward and the identification, removal and prevention of barriers faced by persons with disabilities, and any other functions prescribed under the *Ontarians with Disabilities Act, 2001* (ODA 2001), *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005) and regulations.

The Accessibility Community Advisory Committee reports to Municipal Council, through the Community and Protective Services Committee. The Accessibility Community Advisory Committee is responsible for the following:

**Duties Required by the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005)**

- (a) participating in the development and/or refinement of the City of London's Multi-Year Accessibility Plan, which outlines the City of London's strategy to prevent and remove barriers for persons with disabilities;
- (b) advising the City of London on the implementation and effectiveness of the City's Multi-Year Accessibility Plan to ensure that it addresses the identification, removal and prevention of barriers to persons with disabilities in the City of London's by-laws, and all its policies, programs, practices and services;
- (c) selecting and reviewing in a timely manner the site plans and drawings for new development, described in section 41 of the *Planning Act*;
- (d) reviewing and monitoring existing and proposed procurement policies of the City of London for the purpose of providing advice with respect to the accessibility for persons with disabilities to the goods or services being procured;
- (e) reviewing access for persons with disabilities to buildings, structures and premises (or parts thereof) that the City purchases, constructs, significantly renovates, leases, or funds for compliance with the City of London's Accessibility Design Standards (FADS);
- (f) Consulting on specific matters as prescribed under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005)

**Other Duties**

- (g) advising "the organizations" on issues and concerns (barriers) faced by persons with disabilities and the means by which "the organizations" may work towards the elimination of these barriers;
- (h) annually reviewing and recommending changes to The City of London's Facility Accessibility Design Standards (FADS) and other applicable and related policies including, but not limited to, sidewalk design, traffic signalization, public works etc.;
- (i) supporting, encouraging and being an ongoing resource to "the organizations", individuals, agencies and the business community by educating and building community awareness about measures (such as the availability of employment, leisure and educational choices) for improving the quality of life for persons with disabilities, through the removal of physical barriers, incorporation of universal design standards, and education to overcome attitudinal barriers to make London an accessible, livable City for all people.

**Composition**

Voting Members

A maximum of fifteen members consisting of:

- a majority of the members (minimum 8) shall be persons with disabilities as required under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005). The Committee members shall be representative of gender, ethnicity and diverse types of disabilities wherever possible; and
  - a maximum of seven additional members, as follows:
    - o one member (parent) representing children with disabilities; and
    - o six members-at-large, interested in issues related to persons with disabilities
- \* it being noted that these additional members may also have a disability.

Non-Voting Resource Group

Non-Voting and Resource members may be engaged as the committee deems necessary.

Staff Resources

Staff resources will be allocated as required, however the specific liaison shall be the Accessibility Specialist (AODA), or designate.

Sub-committees and Working Groups

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resources or support to these groups. These sub-committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory Committee.

**Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the Community Advisory Committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the Community Advisory Committee.

**Terms of Reference**  
**Ecological Community Advisory Committee**

**Role**

The role of an Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Ecological Community Advisory Committee (ECAC) reports to the Municipal Council, through the Planning and Environment Committee. The Ecological Community Advisory Committee provides technical advice to the City of London on matters which are relevant to the City of London's Official Plan, including London's natural heritage systems as it relates to Environmentally Significant Areas, woodlands, stream corridors, etc.

The ECAC works with Civic Administration, including Ecologists, and may provide advice including, but not limited to, the following matters:

- natural areas, environmental features and applicable policies which may be suitable for identification and/or recognition in the Official Plan;
- management and enhancement of the Natural Heritage System, including Official Plan Policy, Environmental Management Guidelines and other policies and practices;
- to provide advice as part of the development of Conservation Master Plans for London's Environmentally Significant Areas and in Subwatershed Studies;
- reports, projects and processes that may impact the natural heritage system, including Areas Plans, Natural Heritage Studies, Environmental Impact Studies (EIS), Subject Land Status reports, Environmental Assessments, etc.;
- projects (including City-lead) occurring within the Official Plan trigger distance for an EIS, regardless of whether or not the project includes a formalized EIS;
- technical advice, at the request of the Municipal Council, its Committees or the Civic Administration, on environmental matters which are relevant to the City's Official Plan or Natural Heritage System;
- any matter which may be referred to the Committee by Municipal Council, its Committees, or the Civic Administration.

**Composition**

**Voting Members**

Up to fifteen members of the community with an interest in the matters included in the mandate of the ECAC. A professional designation, education or experience in related fields is not a requirement but is considered an asset based on the technical nature of the committee work. Areas of expertise may include the following: Biology, Ornithology, Geology, Botany, Zoology, Landscape Architecture, Forestry, Ecology, Resource Management, Hydrology, Geography, Environmental Planning, Limnology and Natural History.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-

APPENDIX B  
November 2021

committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory Committee.

**Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the ECAC. Length of meetings shall vary depending on the agenda. Meetings of sub-committees and/or working groups that have been formed by the ECAC may meet at any time and at any location and are in addition to the regular meetings of the ECAC.

**Terms of Reference**  
**Child Care Community Advisory Committee**

**Role**

The role of a Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Child Care Community Advisory Committee (CCCAC) provides information, advice and recommendations to Municipal Council through the Community and Protective Service Committee on matters relevant to early learning and (licensed) child care of children such as, but not limited to, special needs funding, resource centres funding, wage subsidy, childcare fee subsidy and health and safety issues.

The Community Advisory Committee also provides an opportunity for information sharing between Municipal, Provincial and Federal social service administrations and the child care community. In keeping with the Municipal Council's Strategic Plan principles, the Advisory Committee will report to City Council on facilitated input received from informed community partners on programs and ideas and to assist in enhancing the quality of life of the community in the support of families of young children.

**Composition**

**Voting Members**

Up to fifteen members-at-large, representing the following sectors:

- Licensed Child Care Providers (at least seven community-engaged members representing the current composition of multi and single site child care and early learning sector for children from infancy through 12 years of age, including representation from the French language child care sector and the Licensed Home Child Care sector, Indigenous Child Care sector);
- Fanshawe Early Childhood Education Program;
- EarlyON and Family Centres; and
- Informed Community Members.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory Committee.

**Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

**Conduct**

APPENDIX B  
November 2021

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

**Meetings**

Meetings shall be held a minimum of three times annually at a date and time set by the City Clerk in consultation with the Community Advisory Committee; additional meetings may be convened as may be deemed necessary. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the Community Advisory Committee.

**Terms of Reference**  
**Integrated Transportation Community Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Integrated Transportation Community Advisory Committee (ITCAC) reports to the Municipal Council through the Civic Works Committee. The ITCAC will advise and support City Council in the implementation of various municipal plans, including but not limited to:

- Transportation Master Plan (TMP);
- London Road Safety Strategy (LRSS); and
- Bicycle Master Plan (BMP).

The ITCAC shall be available to the Civic Administration to provide review and feedback for initiatives related to all forms of transportation and transportation planning. This shall include, but not be limited to the following matters:

- transportation master planning studies and implementation projects carried out for the City of London;
- the long-term capital plans for pedestrians, transit, active transportation (including cycling), road and parking facilities;
- significant land use plans that affect transportation matters;
- Area Planning Studies, Secondary Plans and Official Plan reviews;
- assisting the development of new active transportation and transportation demand management policies, strategies and programs;
- advising on measures required to implement the City's commitment to active transportation, including safety features; and
- recommending and advising on new transportation planning initiatives in the context of available approved budgets and under future potential budget allocations.

**Composition**

*Voting Members*

Up to fifteen members of the community with an interest in the matters included in the mandate of the Integrated Transportation Community Advisory Committee.

*Non-Voting Resource Group*

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the community advisory committee and may include outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the community advisory committee.

**Term of Office**

Appointments to community advisory committee shall be determined by the Municipal Council.

**Conduct**

The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.

**Terms of Reference**  
**Environmental Stewardship and Action**  
**Community Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Environmental Stewardship and Action Community Advisory Committee (ESACAC) reports to the Municipal Council, through the Planning and Environment Committee. The Environmental Stewardship and Action Community Advisory Committee provides input, advice and makes recommendations on environmental matters affecting the City of London.

The Environmental Stewardship and Action Community advisory committee is a Council resource with respect to matters such as the following:

- remedial planning toward the clean-up of contaminated areas;
- waste reduction, reuse and recycling programs;
- water and energy conservation measures;
- climate change mitigation;
- the development and monitoring of London's Urban Forest Strategy and Climate Emergency Action Plan and a resource for other related policies and strategies;
- the maximization of the retention of trees and natural areas; and
- other aspects of environmental concerns as may be suggested by the Municipal Council, its other Committees, or the Civic Administration.

**Composition**

**Voting Members**

Maximum of fifteen members consisting of individuals with an interest and/or background in environmental initiatives.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Environmental Stewardship and Action Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resources or support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the Environmental Stewardship and Action Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Environmental Stewardship and Action Community Advisory Committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Environmental Stewardship and Action Community Advisory Committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the Environmental Stewardship and Action Community Advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Environmental Stewardship and Action Community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the Environmental Stewardship and Action Community Advisory committee.

**Terms of Reference**  
**Diversity, Inclusion and Anti-Oppression Community**  
**Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) reports to the Municipal Council, through the Community and Protective Services Committee. The DIACAC is to provide leadership on matters related to diversity, inclusivity, equity and the elimination of discrimination in the City of London.

The Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) may be called upon for the following:

- to provide consultation, advice, report findings and make recommendations to City Council as necessary or at such times as Council may deem desirable, on matters of discrimination as defined by the Ontario Human Rights Code and matters related to diversity, inclusivity and equity in the City of London;
- to act as a resource for the City in the development, maintenance and refinement of policies and practices that facilitates an inclusive and supportive work environment. This includes, but is not limited to, human resource policies related to recruitment, hiring, training, and promotion that provide equitable opportunity for members of London's diverse populations;
- to participate in the development of new policies and programs or the refinement of existing ones, related to matters of discrimination, diversity, inclusivity and equity in the City of London; and
- to be a source of information to the Council on community resources available regarding issues of discrimination.

**Composition**

**Voting Members**

- fifteen members-at-large
- a minimum of one individual who is primarily French-speaking

**Non-Voting Members**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resource support to these sub-committees or working groups. These sub-committees and working groups shall draw upon members from the Community advisory committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.

**Terms of Reference**  
**Animal Welfare Community**  
**Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Animal Welfare Community Advisory Committee (AWCAC) reports to the Municipal Council through the Community and Protective Services Committee. The mandate of the Animal Welfare Community Advisory Committee is to advise the Municipal Council on issues relating to animal welfare for domestic animals, urban wildlife and animals for use in entertainment, within the City of London. Farm animals do not, however, fall within the mandate of the Animal Welfare Community Advisory Committee.

The Animal Welfare Community Advisory Committee will act as a resource on issues and initiatives relating to animal welfare within the City of London include animal control legislation (municipal, provincial and federal); licensing and other fees; public education and awareness programs; off-leash dog parks; adoption programs; spay/neuter programs; feral cats; discussing and understanding animals in entertainment; and enforcement.

Typical duties of the AWCAC would include:

- advising on issues and concerns faced by animals within the City of London;
- advising on opportunities that have been identified within the community to improve animal welfare;
- reviewing and making recommendations to the Community and Protective Services Committee on solutions to improve animal welfare in the City of London;
- supporting, encouraging and being a resource to the Municipal Council and the Civic Administration

**Composition**

**Voting Members:**

A maximum of fifteen voting members consisting of individuals with an interest or background in animal welfare.

Representatives from the following organizations or categories are desirable:

- Friends of Captive Animals;
- London Dog Owners Association;
- Wildlife Rehabilitator, including naturalists with either educational credentials or active involvement with wildlife through an organization;
- Animal Rescue Group;
- Veterinarian or Veterinary Technician; and
- Local Pet Shop/Supply Owner.

Non-Voting Members

Non-Voting and Resource members may be engaged as the committee deems necessary.

Sub-committees and Working Groups

The Community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resource support to these sub-committees or working groups. These sub-committees and working groups shall draw upon members from the Community advisory committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.

## MEMO

**To:** Governance Working Group  
**From:** City Clerk's Office  
**Date:** November 12, 2021  
**Re:** Draft Policy Revisions

Attached you will find for your review a draft of the Council Members' Expense Account Policy, reflecting the changes proposed at the Governance Working Group meeting of November 8, 2021. The policy changes are indicated with paragraph borders for ease of distinction.

There are two additions to part 4.2 a), to indicate additional expenses that are not covered under the expense account. The FCM/AMO registration costs and one annual ward-wide mail out will be excluded from the eligible expenses, and rather be covered under the general office budget were applicable.

Added to the eligible expenses are the following:

- part iii) – additional clarity
- part vi) – 'media publications'
- part vii) – the exclusion of home internet

The financial impact of the above-noted 4.2 a) revisions are being reviewed. The initial cost estimate to the overall office budget, related to the conference registration will be an increase of approximately \$23,000.



## **Council Members' Expense Account Policy**

**Policy Name:** Council Members' Expense Account Policy

**Legislative History:** Adopted September 19, 2017 (By-law No. CPOL.-228-480);  
Amended July 24, 2018 (By-law No. CPOL.-228(a)-427)

**Last Review Date:** August 10, 2021

**Service Area Lead:** City Clerk

### **1. Policy Statement**

- 1.1 This policy establishes the annual budget allocation to individual Council Members to support them in performing their diverse roles and representing their constituents, including the associated conditions for use of the budget allocation.

### **2. Definitions**

- 2.1 Not applicable.

### **3. Applicability**

- 3.1 This policy shall apply to all Council Members, excluding the Mayor.

### **4. The Policy**

#### **4.1 Annual Budget Allocation**

An annual sum of \$15,000.00 shall be allocated to each Council Member.

#### **4.2 Conditions for Use of the Annual Budget Allocation**

- a) This policy does not apply to:
- i) the Head of Council;
  - ii) any travel-related expenses that are not eligible for reimbursement under the Council Policy related to Travel and Business Expenses;
  - iii) travel expenses incurred by any Member of Council who has been nominated by the Municipal Council to represent it as a member of a committee or of the Board of Directors of the Federation of Canadian Municipalities or the Association of Municipalities of Ontario; it being noted that the latter expenses will be subject to Council approval of a source of financing;
  - iv) elected officials' salaries and related payroll costs;
  - v) expenses related to telephone, mobile devices and computers issued by the Corporation; noting that the standards for the aforementioned equipment are established by the City Clerk in consultation with Information Technology Services and are reflected in the Issuance of Computer Equipment to Council Members Policy;
  - vi) City of London business cards, letterhead and envelopes;

2021-11-15 GWG Report 5 Attachment – Council Members' Expense Account Policy

- vii) a limited general supply of pens, pencils, erasers, highlighters, markers, scribble pads, message pads, post-it notes, paperclips, tape, staples, etc.
- viii) expenses for goods or services of a personal nature;
- ix) election-related expenses, including expenses incurred to produce or distribute campaign literature or materials, in accordance with the Travel and Business Expenses Policy;
- x) expenses incurred by delegates who the Mayor may, from time to time and at their discretion, request to attend meetings with federal, provincial or municipal organizations, or of the Mayors and Regional Chairs of Ontario (MARCO) and the Ontario's Big City Mayors (OBCM) on the Mayor's behalf;
- xi) any donations or grants as these items are covered under the City of London Municipal Granting program;

- |       |  |
|-------|--|
| xii)  | registration costs for the Federation of Canadian Municipalities and/or Association of Municipalities of Ontario annual conference(s); it being noted that any related expenses would be eligible for reimbursement from the individual expense account; |
| xiii) | one annual ward-wide mail out, including printing and distribution by Canada Post.   |

- b) The annual allocation shall be subject to annual Budget approval;
- c) The allocated sum may be used by Members of Council for any of the following purposes:
  - i) any conference, seminar or workshop having a direct relationship to municipal concerns or interests; such expenses to be in accordance with the Travel and Business Expenses Policy;
  - ii) educational courses which would assist the elected official in the completion of their Council-related duties and responsibilities;

- |      |  |
|------|--|
| iii) | gifts and souvenirs for protocol and City of London promotional purposes, specific sponsorship or merchandise contributions ward events (such as City merchandise or equipment rental) up to a maximum value of \$1,200.00 annually; it being noted that monetary donation and grants (funding) is excluded as per part a) xi), above; |
|------|--|

- iv) the expenses of a spouse or companion when claiming business hosting expenses, at the discretion of the elected official, when such an expense is considered to be necessary for the advancement of the interests of the City and is in accordance with the Travel and Business Expenses Policy;
- v) office and computer equipment, furniture and supplies exceeding corporate issue, subject to the following conditions:
  - A) purchases of single items exceeding \$750.00 (excluding HST) in value will require the pre-approval of the Expense Review Officer (or designate) and it must be demonstrated that such purchases are necessary in order to effectively represent and serve the constituents;
  - B) purchases of single items exceeding \$750.00 (excluding HST) in value will be returned to the City Clerk upon the completion of the term to determine appropriate Corporate

reuse or redistribution, should the Council Member not be returning for an additional term;

- C) notwithstanding part B), above, out-going Member of Council may purchase a piece of equipment, originally purchased with “City” funds, using personal funds payable to the City, at present-market value;
- D) purchases of single items exceeding \$750.00 (excluding HST) in value in the final year of the term will require the submission of a request for approval to the Corporate Services Committee on an exception basis, and will remain subject to all conditions described above;

vi)	various media and social media publication including notices, messages to extend seasonal greetings, advertise ward or neighbourhood meetings, extend congratulations to community organizations and/or convey Council actions on matters of public interest, helpful contact information up to a maximum value of \$1,000.00 annually;
vii)	expenses related to ward matters and the operation of a “ward office”, including such expenses as: neighbourhood or constituent meetings, notices, lease of constituency office space within the ward, printing, etc., but excluding home internet costs, services or equipment;

- viii) expenses related to the hosting of educational forums related to the business of the Municipal Council, for the benefit of the public (e.g., Speaker’s fees and travel expenses, venue rental for the forum, etc.);
- ix) transportation expenses for business-related travel within the City of London, to be paid by one of the following means at the discretion of individual Members of Council for the balance of 2015 (November and December), and for each entire fiscal year thereafter:
  - A) a monthly transportation allowance in the amount of up to \$150.00 maximum; OR
  - B) a per kilometer rate, based upon submission and approval of a “Corporate Car Allowance Statement” claim form, which provides for both parking and kilometre usage;
- x) contracting of temporary, part time office assistants subject to the following conditions:
  - Members of Council will be responsible for the contracting and supervision of office assistants who will be under a purchase of service agreement with the Council Member.
  - Members of Council shall arrange for their assistants to submit an invoice for work performed at the agreed upon rate. All invoices will be approved by the contracting Council Member prior to submission to the City Treasurer for payment. All payments will be subject to the availability of funding in the Council Member’s Expense Account;
  - temporary office assistants contracted by Members of Council will not be provided with access to the City Hall computer system, but could be provided with access to any

offsite service provided by an outside service provider, at the discretion of the Council Member;

- office assistants working for Members of Council will be provided keys and security card access from 8:00 a.m. to 5:30 p.m., Monday to Friday, to the office of the Council Member for which they are providing services; and,
- the Code of Conduct policy for Members of Council will be followed in supervising these assistants including the protection of confidential information.

xi) community event ticket purchases, for the individual Members of Council.

d) for expenses not included in (c), above, Members of Council may, at their discretion, submit a request, on the required form, through the Corporate Services Committee for approval of an expense, on an exception basis;

e) no goods or services shall be purchased in excess of what the Council Members require to complete their term of office, and all expense claims will require the submission of original, detailed receipts and clear explanation of the City/Ward-related purpose.

f) the City Treasurer will provide an annual report to the Municipal Council detailing elected official remuneration and all expenses incurred against each elected official's expense account, such report to be prepared on or before March 31st of each calendar year;

g) all elected official expense information is considered to be public information, with the exception of any detail that is subject to the *Municipal Freedom of Information and Protection of Privacy Act*, or any other relevant legislation, and shall be posted by the City Clerk, or designate, on the City of London website, on a quarterly basis; and,

h) all eligible claim receipts shall be submitted for processing within 45 (forty-five) days from the date the expense occurred, in order to be considered for reimbursement.