

Agenda Including Addeds Governance Working Group

6th Meeting of the Governance Working Group

January 5, 2022, 3:00 PM

Governance Working Group Virtual Meeting - during the COVID-19 Emergency

Please check the City website for current details of COVID-19 service impacts.

Members

Councillors J. Morgan (Chair), M. Cassidy, J. Fyfe-Millar, M. Hamou, S. Hillier, S. Lewis,
M. van Holst

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To make a request specific to this meeting, please contact abush@london.ca.

Pages

1. **Call to Order**
 - 1.1. Disclosures of Pecuniary Interest
2. **Consent Items**
3. **Items for Discussion**
 - 3.1. Advisory Committee Review Discussion 2
 - a. November 30 - Council Resolution 23
 - b. *(ADDED) Submission - D. Gordon - CCAC Input* 25
 - c. *(ADDED) Resubmission - D. Foster - TAC Input* 33
4. **Deferred Matters/Additional Business**
5. **Adjournment**



Advisory Committees to the Council

Concept , Confusions & Conciliation



Importance of Citizens Participation in decision making process.




Preamble

The concept of citizen participation in the decision making process is not a new idea; rather its roots may be traced to ancient Greece and Colonial New England. In every civilization, there have been various forms of public/citizen participation in the decision making process such as, direct outreach to citizens, independent citizen action groups, direct citizen participation, public information sessions/meetings and information campaigns. etc.

In modern municipal government systems, although nobody knows better about social welfare/development, community pulse, public administration and Governance than the people (elected representatives and public servants) on the frontline, it is also a fact that every group working in a pre-set environment develops its own regimented paradigm. To ensure sustainability and continuous improvement, it is always very important to have some sort of perpetual mechanism to have the input from actual stakeholders (local communities) at the planning to implementation stages, who are not part of that paradigm. Projects rendered without active involvement from the local citizens often cause problems rather than benefits.

The decision-making process in the municipal setting is a very complex task. It requires scientific analytical recommendations from experts(staff), careful deliberation from the elected body and perspective from the citizens who will be affected by the decisions. The broad range of multi-dimensional complex issues being faced by modern cities has caused the trend in decision making process to be technology & technology expertise dependent rather upon wishes & wills of the local people. Although strong arguments may be made in favour of technocratic decision making approaches, we have seen that most of the time these strict scientific & technocratic decision making approaches not only failed to solve social problems on long term basis, but often contributed to them. Two examples of failed policy in this regard are traffic congestion and over-development in the downtowns of all major cities around the globe. In contrast, we observe that there are pockets in those cities where local residents, through their local organizations/societies, have put themselves in a position to keep their residential & commercial areas insulated from such technocratic approaches and thus remain free from many 'modern problems' (e.g traffic congestion, parking, lack of active transportation infrastructure, road user safety, disappearing green spaces, canopy cover, etc) in urban areas.



London is going through a very important transition period of its developmental growth. In the last few years many people/families from all over Canada have made London their new home because City offers unmatched attractions to the newcomers in terms of availability of social services, civic infrastructure, education, health facilities and housing for middle class (although which is also becoming out-of-reach from middle class due to ineffective control and rapid growth of the subdivisions without matching the required infrastructure to support additional population especially in terms of traffic flow at main arteries..the same side effect of technocratic decision making process without involving local communities who are/will be affected.).

The concept behind this non conventional short paper is to highlight the importance of citizen participation (to be more specific its 13 Advisory Committees) in the decision making process. During preparation of this ‘paper cum material’ efforts have been made to keep it simple, precise and to the point hence it is formatted in point form rather than a more conventional descriptive and lengthy paper.

If Governance Working Group or City council desire elaboration of any point(s), sample drafts of detailed terms of reference etc, that can always be done within the shortest possible time.

My sincere thanks to members of CSCP advisory Committee Bessie Fragis, John Slavin and Devindar Luthra for their valuable contributions and support.

Tariq Khan

London Jan 7,2022.



Advisory Committees to the Council Importance of Citizens Participation in decision making process.

Concept , Confusions & Conciliation

Do Cities need Citizen Advisory Committees?

- Elected Council.
- Professional staff (with Broad range of expertise & Experience).
 - Consultants & Contractors at the disposal
 - Public Interface available (Conventional & Digital)
- Interest Groups, NGOs, Media, Activists, Academia.

Public participation contributes to better & sustainable decisions because **City Council & staff will have more complete information** i.e additional facts, local communities sentiments, values, and perspectives.



Constitution of multiple ACs in the Local councils, in addition to the legislatively mandated ACs, is a practice & convention rather requirement by the Act.

Do Citizen Advisory Committees Add Value?

- To support an Elected Council.... Yes!
- To support the Civic Administration.... Yes!
- To represent Interest Groups, NGOs, Media, Activists, Academia.... Yes and No!
- To represent the average Londoner.... No!
 - Community / Local Activists.
 - Representatives of Special Interest groups.
 - Active & Retired Professionals.
 - Resume needy.
 - Political supporters.



Role of ACs.

- **Resource for the Council**
 - Impartial and non-partisan advice & consultation on council initiatives.
 - A volunteer base 'working group' to advise and recommend solutions 'on demand' or on community concerns basis'.
 - Availability of enhanced-community-connection resource.
 - Being a creature of council, all advices / recommendations / proposals are purely advisory & non binding in all respects.
 - **No Advocacy**



Role of ACs.

- Resource and assistance to the Staff (with the council's approval)
 - Share information & collect feedback from the expertise available on the committees.
 - An 'on demand' volunteer-based 'working group' of experts and community activists & interest groups volunteers.
 - Availability of enhanced-community-connection.
 - No direct official relationship with ACs. Provide information to ACs only on the direction of Council.



The Quagmire



ACs gear, sometimes, moves Counter clockwise.

The Quagmire



Advisory Committees **ARE** to the Council

Why The Confusion?

Terms of Reference are too broadbased , not specific enough.

- AC's often **see themselves as 'Representatives' or 'Advocates' vs. "Advisors"**



- Members of ACs are “elected” by Council.
- The formal meeting protocol is same as that of Council.
- Regular official meetings are scheduled.
- Recommendations/proposals submitted by the ACs are subject to public scrutiny.

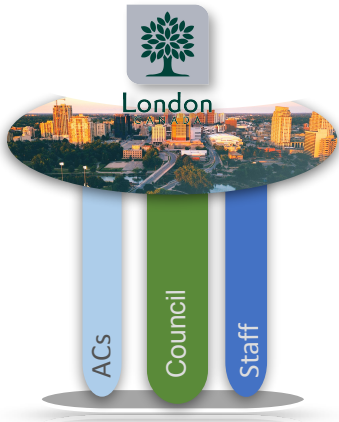
- **Confusion and Ambiguity** often leads to:

- Misinterpretation, misunderstanding, & overstepping.
- Misuse of outreach mandate in the media/community to further special interests.
- **Passionate contributors / volunteers to become passive / unresponsive / careful / confused - CSCP dilemma.**



Root Cause

Ground situation.



- ACs (certain) presume themselves as 'third pillar' of Municipal governance on account of TORs and Mandate.
- Staff is a little uneasy and sometimes view ACs as unwanted critic / detractor / disparager / adversary.

Council, as a whole, is not happy with the situation.

**Path forward....
Revamp, Relinquish or Reinvent?**



Diagnostics

The Juncture.



- Go with Legislatively mandated ACs.
- Approve Clerks report - Reconstitute 9 ACs.
- Implement council's last decision - adding Climate Change AC..
- 2nd sober thought - Latest approach by Council & GWG.

Solutions are always invented.

Smart Fix

interim

2022

long term

2023 onwards



Diagnostics

Revamp, Relinquish or Reinvent?

- Abolishing one or multiple ACs will likely to become an election issue. Time is very short to adopt/test a totally new structure.
- The addition of new ACs, changes in structure, nomenclature or business protocol of ACs will add more confusion than clarity.
- Staff-based steering of Advisory Committees is against the spirit of independent opinion, discussion, deliberations and initiatives.
- Many retired professionals who want to contribute their experience & exposure to the City, will not be interested in serving under such a supervised environment.



Revamping is the Solution.

Keep all ACs as they are; may be renamed, fine tune the TORs; bring clarity in mandate and extend the terms of current members to the end of Nov 2022.

- Reduce the frequency of AC meetings to quarterly.
- To meet with any quorum challenge (due to shortage of applicants) reduce minimum members to 5 in an AC.
- Council may call a special meeting of any AC. Work groups of ACs may meet as per their own convenience.
- Important public projects being planned by the staff should automatically become the items of the Work Plan of concerned AC as soon as these are approved by the council.



Revamping is the Solution.

- All existing members of the ACs must agree upon the amended TOR in order to be extended. Non acceptance of TORs should cause automatic disqualification of concerned member(s).
- There should be built-in mechanism within the TORs of respective AC that in case of violation it may be dealt with internally by the AC. In the case of Collective action by an AC, then the case must be referred to Council by the Clerk.



Revamping is the Solution.

- Restructuring is a continuous-improvement process but should be carried out on a piece-by-piece basis.
- Like Boards & Commissions, ACs term should also coincide with the Council term.
- Legislatively mandated ACs and other Institutional ACs should NOT be mixed with Citizen ACs/CEPs.
- Media interaction policy may be defined with more clarity.



Revamping is the Solution.

- Let's make ACs as part of the Solution rather regarding them as a part of the problem.
- Establish joint committee of GWG member(s) and willing members of different ACs who can evaluate the working of various ACs in this term and develop a diagnostic study (interviews & measurable performance matrix) which may be presented to the current council in its final sessions so that findings may be forwarded to new council.
- Introduce a benchmarking system to measure AC performance.
- Future Appointment criteria should be points based. (80% + 20%)
- Special Quota for new enthusiasts.
- Applications may remain open - process may be automated.



CSCP should be kept intact and further enhanced

- By design, for public interface and connections with the masses, institution-based committees rely upon other similar institutions, associations and organizations. Most of such community associations/organizations, NPOs/NGOs are generally membership-based, hence predominantly driven by certain interest groups. Moreover the motive of a majority of such associations is to look good from an optics point of view as well as on paper, specifically in annual reports, to satisfy their donors & sponsors.
- Whenever CSCP was given a task, the committee has delivered remarkable results in the shortest possible timeframe.
- A rep of London Police requested CSCP assistance for the Bicycle security program outreach. Within days, CSCP members connected with over 30 grassroots-level community organizations



If kept intact, the CSCP Top Priority programs for 2022

- Keeping in view rapidly developing new subdivisions, forming CNGs (Concerned Neighbour Groups) on the same lines like Neighbourhood Watch to fill in the gap due to NHW constraints. CSCP will facilitate newly created CNGs and help them through its platform to interact with the council. Members of ex-CSCP have already completed the ground work.
- Develop & deploy Community safety education plan with help of City & LPS.
- Interact with informal groups and NPO/NGOs working in the city to disseminate City's message related to CS & CP in the city



Questions & Comments





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

December 8, 2021

B. Westlake-Power
Deputy City Clerk

I hereby certify that the Municipal Council, at its meeting held on December 7, 2021 resolved:

That the following actions be taken with respect to the 4th and 5th Reports of the Governance Working Group from its meetings held on November 8 and 15, 2021, respectively:

a) 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:

i) 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;

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

iii) 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;

iv) 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;

v) 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);

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

i) 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,

ii) 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;

c) that consideration of clause 3.1 of the 5th Report of the Governance Working Group, related to the Advisory Committee Review Final Report BE REFERRED to a future meeting of the Governance Working Group (GWG) in order to invite all members of the current advisory committees to have a discussion with the GWG with respect to this matter with specific dialogue to include discussion related to the proposed pause of populating some committees and the associated discussion with respect to the proposed committees/task forces for the Master Mobility Plan and the Climate Emergency Action Plan;

d) 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; and

e) clauses 1.1 and 3.3 from the 4th Report of the Governance Working Group and clauses 1.1, 2.1 and 4.2 from the 5th Report of the Governance Working Group BE RECEIVED:

it being noted that the Strategic Priorities and Policy Committee received a communication dated November 25, 2021 from S. Franke, President, Urban League of London with respect to the City's Advisory Committees. (4.9/18/SPPC) (AS AMENDED)



C. Saunders
City Clerk
/hw

cc: Senior Leadership Team
M. Schulthess, Deputy City Clerk
A. Bush, Administrative Assistant, Administration and Protocol

Child Care Advisory Committee and Licensed Child Care Network Proposal

December 22, 2021

Dear Michael and Barb,

Thank you for the opportunity to provide feedback regarding the Child Care Advisory Committee (CCAC). As you know, the past almost 2 years has been incredibly challenging for everyone. The Pandemic has made the issues affecting licensed child care more apparent than ever. The past few months have certainly been a journey unlike anything we have ever experienced.

Julie Keens, Vice-Chair and I have recently reflected on the mandate and composition of CCAC. We understand that there has been a review process of Advisory Committees and that changes are being proposed. It is important that we provide this feedback in advance of us both stepping down from our positions as Chair and Vice-Chair. We apologize if this input is being provided later than requested. We have been focused on the pandemic and its ever-changing adaptations in our own organizations and our community work has been focused at the Licensed Child Care Network (LCCN) table. I am also co-chair of LCCN. Julie and I are active participants on the Advocacy and/or Marketing sub-committees of LCCN.

We have identified that there is overlap between CCAC and the LCCN in both composition and mandate/goals. We have also identified that LCCN has a broader composition, mandate and reach and that with minimal adaptations, LCCN could adopt any unique roles of CCAC. We are proposing, for this reason, that there could be consideration for dissolving CCAC. The following provides further information regarding LCCN and outlines the breadth of the work taking place.

Licensed Child Care Network (LCCN)

Licensed Child Care Network (LCCN) is a passionate group of licensed Child Care and Early Years leaders from non-profit and for-profit organizations in London and Middlesex. LCCN members work together to mentor and support one another, develop meaningful connections, share best-practices, and collaboratively take action. Over the past almost 2 years, during the pandemic, it has been more important than ever for child care operators and leaders to come together as part of a larger community. The Licensed Child Care Network of London and Middlesex has provided a place for:

- Information sharing
- Support and well-being
- Collaborative planning and action

Our Vision:

A community that understands, promotes and champions early learning and Child Care. We work to achieve this through:

- promoting, advocating, and marketing early learning and licensed Child Care;
- raising public awareness about the importance of early learning and Child Care;
- providing information for families about the range of services available and how to choose quality early learning and Child Care experiences;
- developing strategies to recruit and retain qualified professionals;

- building relationships with committees and groups that have congruous missions.

LCCN offers a welcoming and collaborative space for licensed Child Care operators and early years professionals to share in accomplishments, challenges, advocacy, and networking;

LCCN has built relationships, communicates and works with various community partners. Regular and active participants at LCCN meetings include City and County Managers, representatives from the Middlesex London Health Unit (MLHU), All Kids Belong, Strive and Fanshawe College.

LCCN acts as a resource to elected officials as we support the development of a National Child Care System in Canada and the Ontario specific plan. Our LCCN Advocacy Sub-Committee has been meeting weekly, including virtual roundtable meetings with Federal, Provincial and Municipal representatives. On Thursday, August 19, 2021, we were joined by City of London Ward 5 and Ward 9 Councillors, Anna Hopkins and Maureen Cassidy. This interactive forum gave us the opportunity to discuss the National Child Care plan and share the ways we are advocating for Ontario's plan, and we shared our challenges including those of recruitment and retention of Registered Early Childhood Educators. This positive opportunity has inspired our Advocacy group to continue these conversations with other ward councillors.

LCCN in collaboration with their community partners has collaborated on multiple projects including:

- A 2019 Marketing Campaign to address Recruitment and Retention- including a Cineplex Advertisement, Bus Shelter Ads, Social Media Campaign and a website unsungheroesece.com
- #IAmEssential Campaign- a campaign to recognize and thank all child care professionals in our region for their enormous efforts and contributions during the Covid-19 pandemic and beyond.
- Virtual Early Years Town Hall 2020- a meaningful conversation with elected representatives from municipal, provincial and federal governments. The reality of the early childhood education, the challenges faced including those resulting from Covid-19 and our vision for the future for children, families, educators and the community were discussed.
- Virtual Early Years Town Hall 2021- On November 24, 2021- focused on the question "What if you could invest in one thing that, on its own, could create a wave of positive change in systems that affect us all?" That one thing is child care. An important and engaging panel discussion explored the significant impact of child care both here in London and across Canada. A local parent, employer, child care Executive Director, Registered Early Childhood Educator, and an ECE student made up the panel and came together for a thought-provoking discussion as we seek to answer the question, "Why does child care matter, and why should it matter to me?" This event was attended by multiple elected officials, representatives from the Ontario Municipal Social Services Association, other Advocacy Leaders, educators and families.
- Working with the London Community Recovery Network- resulted in Mayor Ed Holder's Letter of Support for a National Child Care Program on behalf of the City of London.

The following charts aim to outline areas of composition and mandate overlap, the broader reach of LCCN particularly with elected officials and opportunities for LCCN to adapt.

Thank you again for the opportunity to provide feedback. Please let us know if you have questions.

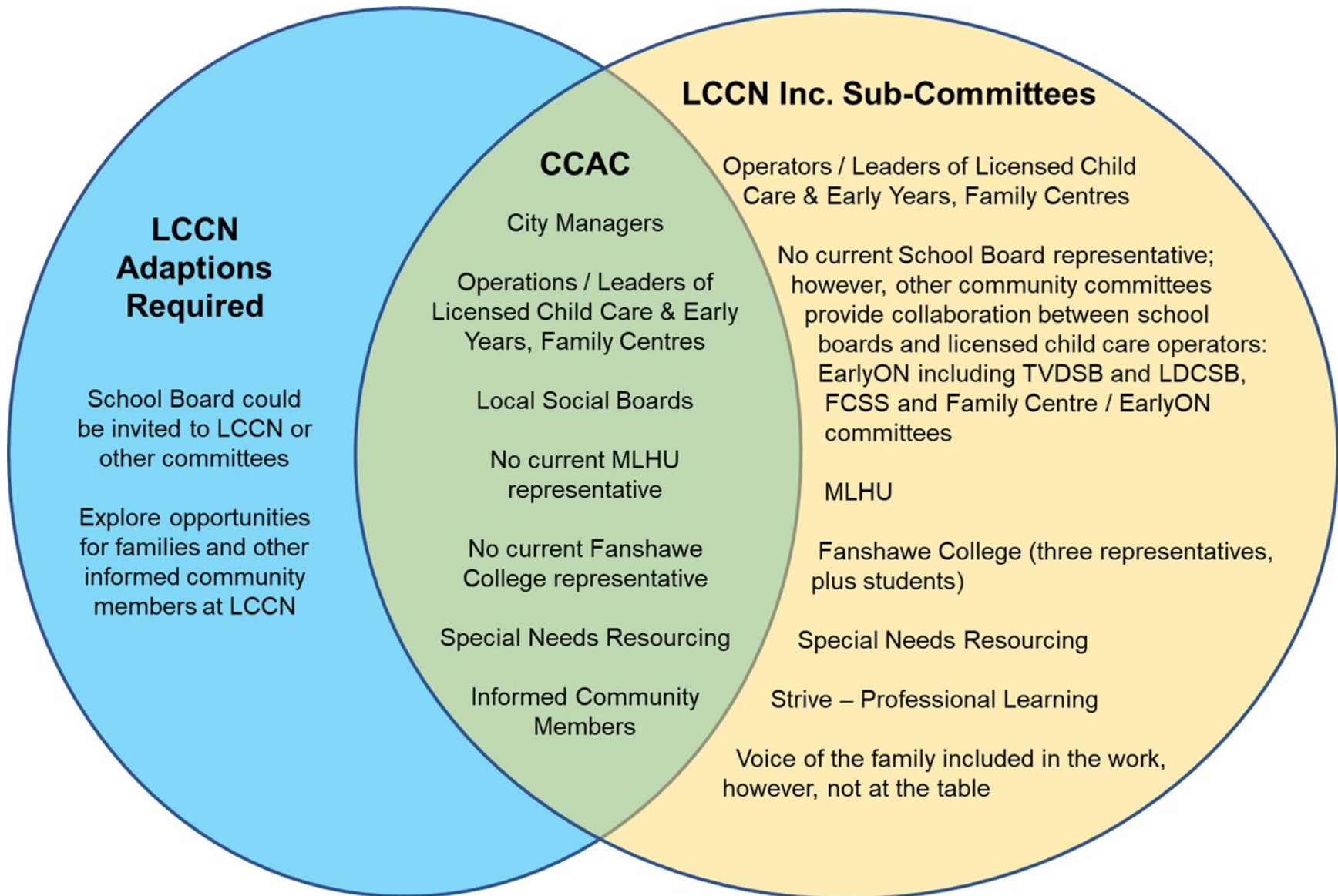
Diane Gordon, Chair CCAC, cc Julie Keens, Vice-Chair CCAC

	CCAC	LCCN inc. sub-committees	LCCN Adaptations Needed
Composition	<p>City Managers</p> <p>Operators/ leaders of Licensed Child Care programs from infancy through 12 years & EarlyON Child and Family Centres, including representation from the French language, Indigenous led and Licensed Home Child Care</p> <p>Local School Boards</p> <p>No current MLHU rep</p> <p>No current Fanshawe College rep</p> <p>Special Needs Resourcing</p> <p>Informed Community Members</p>	<p>City & County Managers</p> <p>Operators/ leaders of Licensed Child Care programs from infancy through 12 years & EarlyON Child and Family Centres, including representation from the French language, Indigenous led and Licensed Home Child Care</p> <p>No current School Board rep- however other community committees provide collaboration between school boards and licensed child care operators/ EarlyON including Thames Valley District School Board (TVDSB) and London District Catholic School Board (LDCSB) and through the Family Centred Service System including Family Centre/ EarlyON Committees</p> <p>MLHU</p> <p>Fanshawe College (3 reps plus students)</p> <p>Special Needs Resourcing</p> <p>Strive- Professional Learning</p> <p>Voice of the family included in the work and campaigns however not at the table</p>	<p>School Board could be invited to attend LCCN, provide written reports or through other community committees</p> <p>Explore opportunities for families and other informed community members at LCCN</p>

	CCAC	LCCN inc. sub-committees	LCCN Adaptations Needed
Mandates/ Goals/ Strategies	<p>Special Needs Funding</p> <p>Wage Subsidy Fee Subsidy</p> <p>Health and Safety</p>	<p>Special Needs Resourcing Manager of All Kids Belong is an active participant and provides report on funding and programming</p> <p>City/ County managers provide updates and guidance on all funding streams- participants have opportunity to ask questions</p> <p>Middlesex-London Health Unit reps at all meetings- discuss new health and safety requirements including COVID protocols- participants have opportunity to ask questions</p> <p>Advocacy with all levels of government</p> <p>Marketing and promoting licensed child care and early years and recruitment and retention</p> <p>Providing information for families about the range of services</p> <p>Mentoring & Support for leaders</p>	

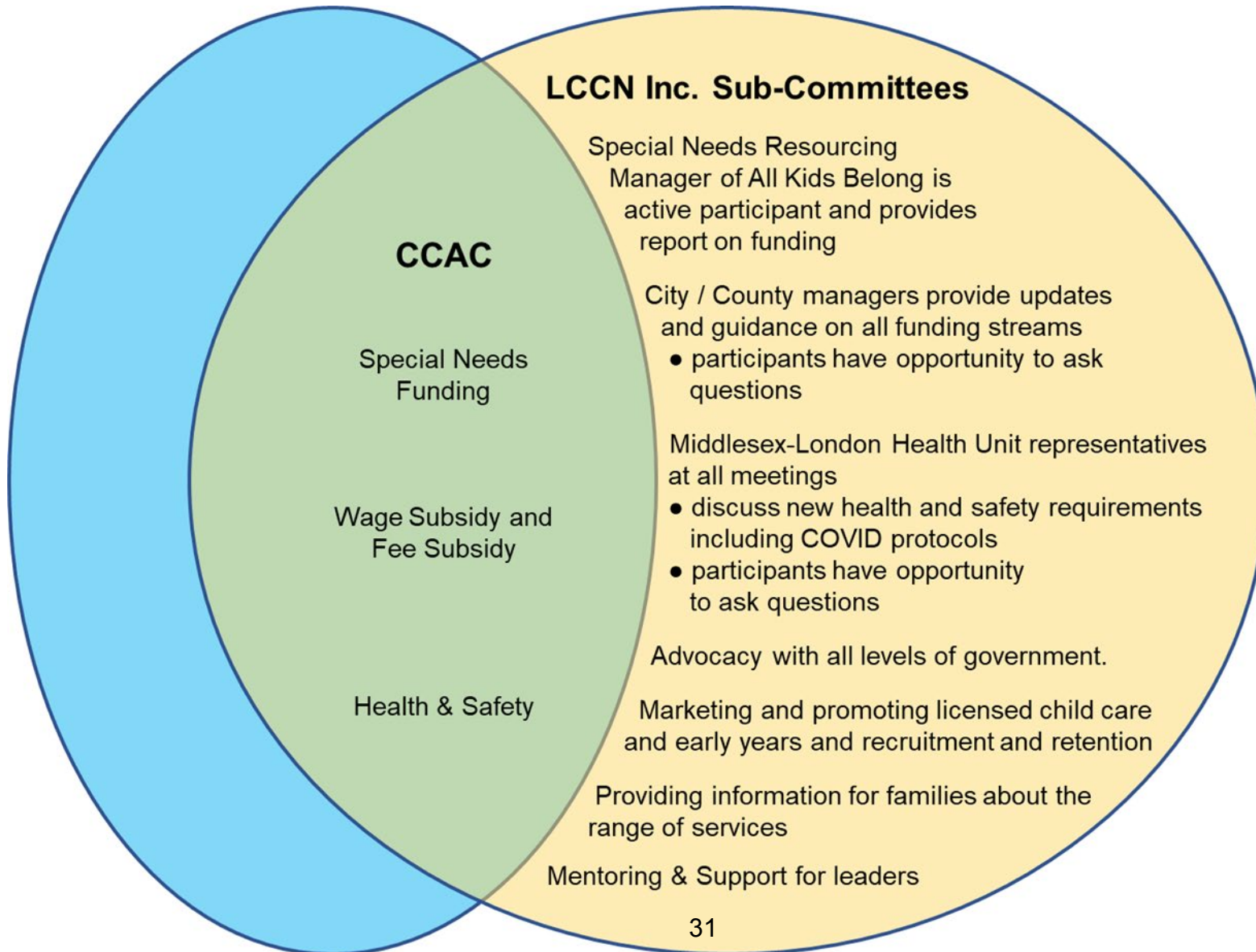
	CCAC	LCCN inc. sub-committees	LCCA Adaptations Needed
Elected Officials	<p>Provide recommendations, advice and information to the Municipal council on matters relating to purpose</p> <p>Provide written reports from the various community partners as part of CCAC minutes</p> <p>No direct communication with councillors except through “Adopt a Councillor”</p>	<p>Acts as resource to elected official of all 3 levels of government; Municipal, Provincial & Federal</p> <p>Opportunities for open dialogue, roundtables, Town Halls with all levels of government including city councillors</p> <p>Active partner with CCAC in “Adopt a Councillor”</p>	LCCN take leadership of “Adopt a Councillor”

**CHILD CARE ADVISORY & LICENSED CHILD CARE NETWORK
COMPOSITION**

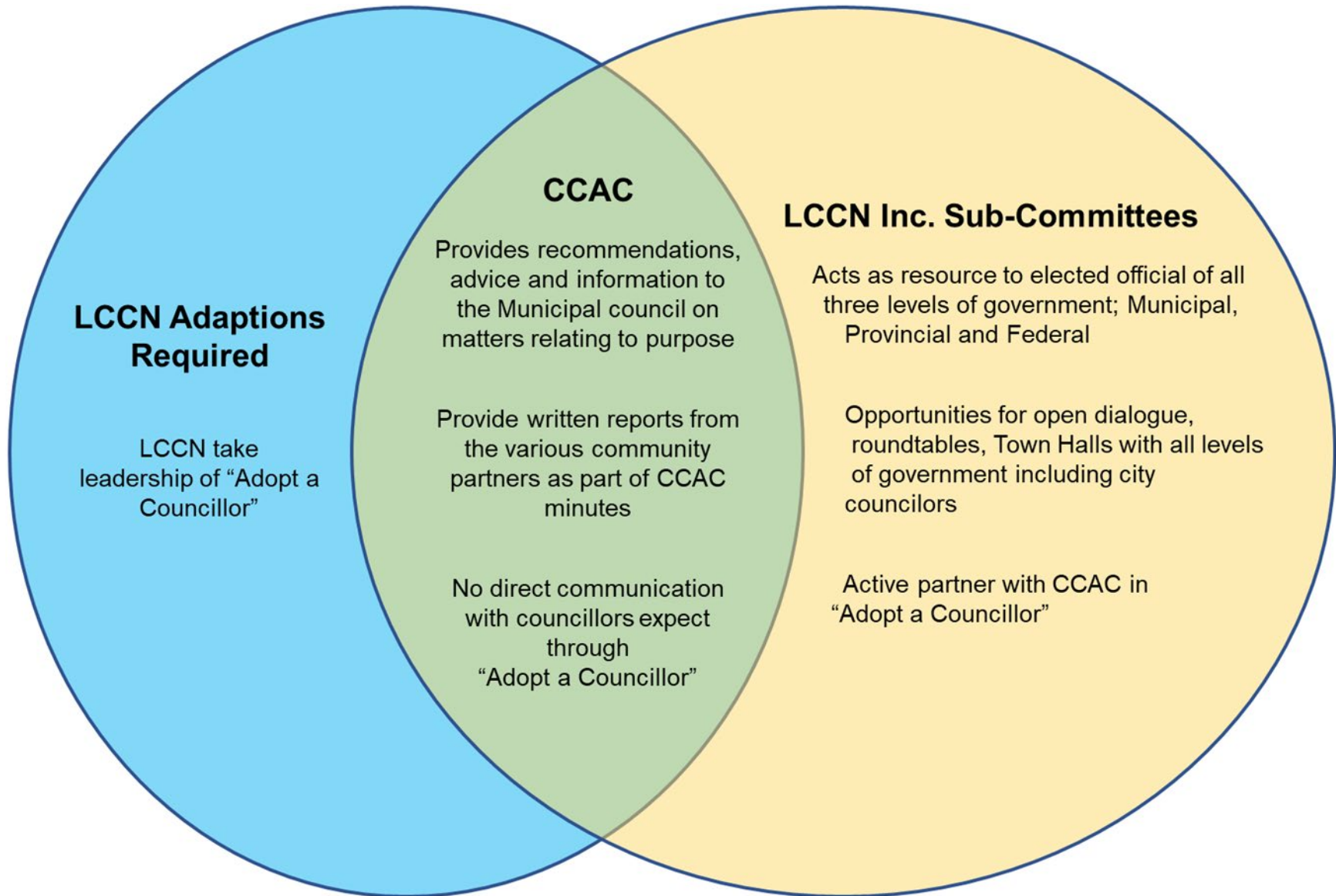


CHILD CARE ADVISORY & LICENSED CHILD CARE NETWORK

MANDATE



**CHILD CARE ADVISORY & LICENSED CHILD CARE NETWORK
ELECTED OFFICIALS**



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. The Advisory Committee Chair/Vice chair should be formally empowered to take a more active role in attendance management.

6. 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.
7. 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 than 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 to 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 be 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 should be voting members and 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.
- 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.

Advisory Committee Pilots - SWOT Comparison

Current “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)

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.

Advisory Committee Pilots - SWOT Comparison

Current “At Large” Configuration

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

Community Engagement Panel

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)

Advisory Committee Pilots - SWOT Comparison

Current “At Large” Configuration

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

Community Engagement Panel

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)

Advisory Committee Pilots - SWOT Comparison

Current “At Large” Configuration

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

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

TAC Evolution

- **Spring 2018**
 - Symptom: No approved 2018 Work Plan (WP) 4 months into the fiscal year
 - Root Cause: Terms of Reference & Work Plan issues. Lack of effective communication with Civic Works Committee & Civic Administration was obvious to new TAC members
- **Summer/Fall 2018**
 - New members advocated for the establishment of a Work Group whose sole focus would be improvement of the Work Plan process
 - Introduced the new WP process and a monthly reporting format utilizing the existing WP Template and a new Work In Progress (WIP) document
 - Improved lines of communication with Civic Works Committee & Civic Administration
 - Focused on alignment to Council Strategic Plans & Civic Admin Planning Process
 - WP Approved (but much too late for maximum effectiveness) so we began the 2019 WP process in the 4th quarter of 2018
 - Established the Advisory Committee (AC) Review Work Group
- **Spring 2019**
 - WP approved (earliest to date but further cycle time reductions required)
 - Report “**Effectiveness of Advisory Committees**” submitted to Council which referred same to Clerk as a key reference document for her ongoing AC Review
 - TAC recommendation to increase the “At Large” component of ACs is endorsed and expanded by the Clerk and approved by Council as a 2-year pilot for all ACs
- **Summer 2019**
 - Clerk implements “At Large” pilot program and new TAC members join the AC

TAC Evolution (Cont'd)

- **Fall 2019**
 - Began 2020 WP planning with a goal to further improve cycle time to approval via a more robust consultation process with Civic Works Committee
- **Spring 2020**
 - Work Plan Approved but COVID caused cessation of all AC activity
- **Winter 2020**
 - Following the COVID hiatus, began unofficial ZOOM meetings to: finalize the 2021 Work Plan; provide input to Clerk's AC Review Reports; and to advocate for re-establishment of virtual AC meetings ASAP.
- **January 2021**
 - 2021 WP Approved (optimum strategic alignment & cycle time achieved) with a focus on ensuring Leads for the 5 key Strategic Work Plan items proposed by TAC and endorsed by the Civic Works Committee
- **February 2021**
 - TAC was the 1st AC to re-establish monthly meetings (via ZOOM)

Recommendations:

1. TAC has completed its evolution into a model Advisory Committee and should therefore maintain its current TOR/Makeup and "At Large" pilot
2. Its progress should be evaluated concurrently with the proposed, but as yet untested, Community Engagement Panel⁴⁸ pilot concept.

**TRANSPORTATION ADVISORY COMMITTEE
2021 APPROVED WORK PLAN
as at October 15, 2021**

Recommended Priority Initiatives: BOLD

Updated: Oct 15, 2021 (Updates/Changes highlighted in RED)

	Project/Initiative	Background	Lead/ Responsible	Proposed Timeline	Proposed Budget	Link to Strategic Plan	Status
TAC 18.5	Connected And Autonomous Vehicles (CAV) & 5G Network (formerly TAC 19.11)	While discussions on the potential benefits of driverless vehicles have increased, it is not well understood what the adoption of the technology will mean for London. It is time for policymakers and transportation professionals to proactively evaluate, assess and plan for the onset of vehicle automation.	John Kostyniuk Mike Rice	Q3-2020		<u>Building A Sustainable City</u> 1A, 2B, 5B <u>Growing Our Economy</u> 3A, 4B, 4C	CAVWG has been established by CWC to develop a strategy by mid-2020. Draft may be ready for review by Q2 2020. Jon K presented at Jan 28 th TAC. A WG lead by Mike R. has been established to respond to Staff request for TAC Input. Approved by CWC. MR advised Feb 25 th that his draft report is on track for April TAC. Preliminary report sent to CAVWG in March. MR advises final report is complete and will be on the Meeting #4 agenda. Complete.
TAC 18.11	Transportation Management Association (TMA)	The City has received funding from the Public Transit Infrastructure Fund (PTIF) to develop a feasibility study and business case for developing a Transportation Management Association (TMA) which would be a 1 st for London. TAC will be consulted for recommendations for invitees for a TDM Primer session and input on governance model and geographic area for TMA.	Allison Miller TDM Coordinator Dan Doroshenko	Ongoing		<u>Strengthening Our Community</u> <u>Building A Sustainable City</u> <u>Growing Our Economy</u>	On hold due to Covid learnings and ability to move forward with employer engagement. Still on hold.
TAC 18.12	Business Travel Wise Program Expansion	City Staff plans to engage local employers to participate in the program which encourages commuting Londoners to use options other than driving alone through programs and incentives. The <i>Commute Ontario</i> project will include actions such as: expanded carpooling; <i>ActiveSwitch</i> walking and cycling rewards program; <i>Emergency Ride Home</i> program; ongoing campaigns, incentives and rewards and – tracking tools to measure ROI.	Allison Miller TDM Coordinator Dan Doroshenko	Ongoing		<u>Strengthening Our Community</u> <u>Building A Sustainable City</u> <u>Growing Our Economy</u>	Project ends April 2021. Input from TAC will be sought on next steps. A WG lead by Dan Doroshenko has been established. Still on hold.
TAC18.16	City Clerk Comprehensive Review of Advisory	In preparation for the City Clerk pending Review of Advisory Committees, a Working Group lead by Tariq Khan has been established to review the TAC Terms of	City Clerk Tariq Khan	Q1-2019		<u>Leading in Public Service</u>	Clerk submitted Report IV to Governance Working Group January 11, 2021.

	Project/Initiative	Background	Lead/ Responsible	Proposed Timeline	Proposed Budget	Link to Strategic Plan	Status
	Committees	Reference.					Barb Westlake-Powers made a presentation at Jan 26 th TAC. Awaiting draft TOR for review and comment. Clerk submitted Report V at Apr 19 th CSC recommending extension of TAC to the end of 2021 with 2 vacancies. AC Pilots SWOT Analysis completed and presented at Meeting #8 for comment. Referred back to Sub Committee and will be re-submitted for motion at Meeting #9. Complete.
TAC 20.3	Hyde Park & Sunningdale Roundabout	Design of the Hyde Park & Sunningdale roundabout that is anticipated to be constructed in 2021.	Peter Kavcic	TBD		<u>Building A Sustainable City</u>	Design reviewed in Meeting #2. No further action required. Complete.
TAC 20.8	Managing Transport-Related GHG Emissions	Based on a presentation to the November 2019 TAC meeting by Ayo Abiola: City Council has declared a climate emergency and it has been proposed that London become net-zero by 2050. A TAC Work Group would be established to determine what level of reduction in transportation-related emissions best meets the city's overall targets under the Climate Emergency, and how does the next transportation master plan help achieve this? The scope could be further expanded to include collaboration with: ACE, CAC and LTC and Best Practises for Investing in Energy Efficiency and GHG Reductions.	Ayo Abiola Jay Stanford	Starting Q1 2020 until next TMP is sent to Council		<u>Strengthening Our Community</u> <u>Building A Sustainable City Leading in Public Service</u>	A WG lead by Ayo Abiola has been established and approved by Council on Feb 11 th , 2020. WG will restarted in 2021 on March 16 th . WG met and reviewed the Get Involved website and provided feedback. Complete.
TAC 21.1	2021 TAC Work Plan	TAC Sub-Committee to review the 2020 Carry-Over Items and suggestions by CWC Chair which will take us through to the end of our mandate which expires on June 30, 2021.	Dan Foster	Q1-2021		<u>TAC Terms of Reference – Planning</u>	WP approved with no amendments. Complete.
TAC 21.2	Vision Zero London Road Safety Strategy	Monitor progress and provide suggestions on London Road Safety Strategy action items.	LMRSC Garfield Dales	Ongoing		<u>Leading in Public Service</u>	Awaiting LMRSC 2021 Work Plan.
TAC 21.3	2021 New Sidewalk Program	Design of sidewalks on various streets within the City that are anticipated to be constructed in 2021.	Doug MacRae	Q1-2021		<u>Building A Sustainable City</u>	TAC reviewed plans in Meeting #2. No further action required.

	Project/Initiative	Background	Lead/ Responsible	Proposed Timeline	Proposed Budget	Link to Strategic Plan	Status
							Complete.
TAC 21.4	Neighbourhood Street Renewal	Sidewalk Improvements indicated as per Complete Streets Policy and recommended following Staff assessment of 2021 Neighbourhood Street Reconstruction Projects.	Doug MacRae	Q1-2021		Building A Sustainable City	TAC reviewed list Jan 26 th and passed a motion in support of all identified location upgrades. Complete.
TAC 21.5	Adelaide Street Underpass Design	Design Phase to be completed in 2021.	Doug MacRae	Q1-2021		Building A Sustainable City	TAC reviewed plans in Meeting #2. No further action required. Complete.
TAC 21.6	2021 Core Construction Mitigation	BRT Construction projects necessitate the removal of cycling lanes on King St and re-routing cycle traffic to Dundas Place in 2021. Various alternatives were presented.	Doug MacRae	Q2-2021		Strengthening Our Community Building A Sustainable City	Presentation received without recommendation. Council opted to take a different approach: thru traffic to Dundas Place will be blocked off at Ridout and Wellington Streets for the 2021 construction season. Complete.