

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON MARCH 19, 2019
FROM:	CATHY SAUNDERS CITY CLERK
SUBJECT:	ADVISORY COMMITTEE REVIEW – INTERIM REPORT

RECOMMENDATION

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

- a) the Civic Administration, who currently serve as non-voting resources to ACs, BE REQUESTED to assist in the ACs work plan development, based on advice or initiatives that are related to work currently being undertaken by the Civic Administration; and
- b) notwithstanding the current Terms of Reference for each Advisory Committee, the current voting member recruitment for the abbreviated term of June 1, 2019 to February 28, 2021 (previously approved by Council), BE CONDUCTED seeking only 'members-at-large' for appointment;

it being noted that an exception will be required for the Accessibility Advisory Committee based on provincial legislation.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- 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

BACKGROUND

The following direction was given, following the November 13, 2018 update report:

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

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

Recruitment, Application and General Comments

In late November 2018, the Civic Administration hosted two workshops to discuss with the community, the role of Advisory Committees (ACs) and more specifically, the application process and barriers to participating as a member of an AC. These sessions were scheduled in conjunction with scheduled AC meetings, in order to encourage the

public to attend a portion of the meeting to see the experience first-hand, as well as to encourage the participation of current members. Approximately 25 individuals participated, the majority of whom were current AC members.

Comments received related to the application and recruitment process were as follows (*indicating multiple notations):

- application needs a “save” function
- better notation about publication of (personal) information
- should have a word limit to encourage “quality over quantity”
- questions are repetitive, therefore answers are similar
- asking about past contributions/experience, can be a deterrent to first-time applicants
- use yes/no questions so application is less wordy
- use plain language *
- there should be minimum qualifications to apply; testing would be beneficial
- leading with a qualifications questions (work experience) is intimidating
- needs to be available in accessible formats
- applicants with experience should be ‘fast-tracked’
- develop applications specific to each committee
- some questions are overly specific
- include information and expectations on application form
- inform shelters, when recruiting
- pre-qualifications for members should be established
- need quicker replacement of members; faster recruitment (establish ‘triggers’ for recruitment, thresholds for membership numbers)
- use social media, community centres, notice boards with foot traffic
- the AC chair should be involved with appointments
- utilize Western; targeted recruitment
- need to be able to remove members that are not participating/contributing
- utilize the Youth Advisory Committee
- use direct mail to recruit
- need different techniques for different demographics
- the current agenda/minute page would deter some applications

These comments are quite similar to issues identified by the Diverse Voices for Change (DV4C) initiative. A separate report will be submitted at a future date responding specifically to the recommendations of the DV4C.

Additional information gathered during these sessions was more generally about the construct of the ACs, including potential barriers that may limit or restrict an individual’s ability to apply and/or participate in ACs. The comments received were as follows (*indicating multiple notations):

Participation/Committee Work –

- current meeting days/times are good
- daytime meetings restrict membership
- committee should establish own meeting times
- virtual meetings – off-site/remote participation in meetings
- staggered terms would be beneficial*
- 2 year terms would be less intimidating*; not all individuals can commit to 4 years (ie. students)
- a manual for members would be helpful*
- poor attendance results in quorum issues
- committees need ‘diverse points of view and experience’ from the membership
- increase members-at-large

General/Additional Comments –

- commitment requirements need to be known upfront (including working groups and subcommittee participation); better information up front (orientation)*
- minutes/reports should reflect the discussion at meetings
- establish a 'buddy system'; mentor for new members
- increase Councillor involvement
- allow AC members to be involved with/participate in new Councillor orientation
- sub-committees require support – that's where the work happens
- being able to use outside resources for subcommittees is helpful
- want to see respect for their work
- utilize workshops and webinars

The most common comments were related to the need for better “orientation” when new members start (especially mid-term), as well as clearer understanding of expectations from Council related to the Advisory Committees' work. The potential to move to staggered terms of appointment could assist in easing this issue; this proposal will be reported in additional detail at a later date.

Terms of Reference

Previous reports from the City Clerk's Office have addressed the overlap of mandates and Terms of Reference matters of existing Advisory Committees. Areas of jurisdiction that cross committee mandates include: the environment (climate change, conservation, etc.), transportation (including safety, cycling and pedestrians), transit, planning matters, 'social services' and public safety. In addition, the memberships overlap with representation on each other's committees. This is a known matter, and while there is significant overlap, there remains separate and distinct over-arching mandates for each AC. In addition to the open house-style events, ACs and the Civic Administration were asked for feedback specific to the Terms of Reference for each AC. This consultation is not yet complete, but is well underway. Below is a summary of the feedback received at the time of this report preparation. Further information will be provided in subsequent reports.

In reviewing the Terms of Reference with members of the **Civic Administration**, the following comments were provided:

- structure of all Terms of Reference(s) should be the same – consistency between the documents for each AC
- add Human Resources Division and Accessibility Specialist to Staff Resources (ACCAC) and the Diversity Specialist as a specific resource for DIAAC.
- add Emergency and Security Management Division to the Non-voting resource group of the Community Safety and Crime Prevention Advisory Committee
- language clarity for membership requirements (per the AODA) for the ACCAC
- some ACs have unbalanced representation in the membership; this has happened slowly over time
- Animal Welfare Advisory Committee should include representation from the Humane Society, the City's animal service provider and the Health Unit
- appointments need to be balanced in the community representation, with clarity of roles for advice (not direction or leadership); there needs to be safeguards to prevent advocacy
- add Parks & Recreation Services as a non-voting resource for the Cycling Advisory Committee
- some Terms of Reference/mandates are within the purview of more than one standing committee making reporting relationships confusing
- duplication of mandates between ACs can cause confusion; getting collaboration between committees is challenging
- better clarity is needed regarding the scope and relationship between governance (Council) and the ACs – clarification of the path from advisory through governance, and then how any applicable implementation (including resourcing) will happen
- needs to be better clarity of the roles of staff – from all areas of the civic administration

In consultation with the **AC members**, this is what we heard:

- there needs to be flexibility in the Terms of Reference
- non-voting/resource members should be evaluated on an on-going basis; needs for resources can change from one meeting to the next
- it is helpful to have specific staff in attendance when a review of one of their files/projects is being discussed
- timing of the AAC meetings seldom allows for meaningful commentary on applications, due to the deadlines for comment; when comments are made, there's not any follow up to know what happened
- more work provided directly to the ACs would help them maintain a focus
- the Terms of Reference are very complete (referring to the General Terms, as well as those specific to the London Advisory Committee on Heritage)
- in many cases the maximum terms identified are exceeded, particularly for members who are appointed to represent other groups/organizations/committees; in some instances this would escalate an existing difficulty in finding members
- term lengths for Chair and Vice-chair – has a nomination ever been refused by Council? Is this more of a guideline for ACs to consider?

There have been ten requests in the past two years from Advisory Committees to amend their Terms of Reference. In all but one case, these change requests have been specific to the membership outlined in the Terms of Reference. In many cases, revisions are being suggested to change specifics in membership requirements due to difficulty in filling the roles and/or because organizations no longer exist.

Additional comments that were not necessarily specific to the Terms of Reference are as follows:

Civic Administration

- AC members would benefit from training on their role at the start of the term; including parliamentary procedure (orientation) *
- staff resources need training/information on their role
- need to better understand how to apply for ACs and how appointments are completed
- there should be resources and support for all ACs (rooms, projectors, wi-fi, etc.)
- a personal reply should go to each applicant
- need for training of all AC members on City policies related to diversity, equity, inclusion, merit, etc.; roles of the City vs. the Provincial or Federal government; and the need for transparency related to policy and strategy development undertaken by staff
- AC members are not always aware of information that is already available or under consideration when making recommendations
- More clarity should be provided to the AC members as to their advisory role
- work plans could be very effective tools for the ACs, particularly if formulated in consultation with staff; at times ACs can move away from work plans, and their mandates due to a lack of awareness of work being undertaken by the Civic Administration
- purposeful consultation (when timing works) with ACs is very effective
- the working relationship between some members of the ACs and staff can sometimes be strained due to opposing viewpoints
- at times resource members (staff) confuse their role
- enhanced training of the Chairs of ACs would be beneficial to help keep committees within their assigned scope (Terms of Reference/mandate)
- AC work should be directly related to work that is already being undertaken by the Civic Administration
- the number of committees should be reduced
- standards need to be established for recommendations that are made by the ACs

- timing needs to be adjusted to allow staff adequate opportunity to be aware of recommendations/respond, prior to being brought forward in AC reports to standing committees/council

Advisory Committee members

- AAC rarely had items sent to the committee to review

DISCUSSION

As outlined above, there are varying opinions of what works, what does not work, and what could be improved. There were also some common themes that emerged that can be put into action in the immediate/near future. There are additional matters that will require further consideration and review.

The attached revised draft application is proposed to be utilized on the city website for the current committee recruitment. The application has been simplified to eliminate repetitive questions and attempts to use more common language and be somewhat less formal. Some of the recommendations have not yet been worked into the application form, due to some technical limitations. The City Clerk's office will continue to work on modernizing this process in accordance with the input that has been received. A project request will be submitted in the next IT project intake process for further improvements to the application process.

It is suggested that a separate application, that may be more formal, be developed for the city's boards and commissions where specific skill sets and experience may be more desirable or necessary for the board membership.

As well, there will be additional outreach undertaken to advise the public as to the active recruitment, including requesting the direct involvement of current AC members to share information within their established networks.

The feedback related to the existing Terms of Reference was primarily related to commentary about 'assignments' not being provided directly to the ACs to focus on.

Recommendation: the Civic Administration, who currently serve as non-voting resources to ACs, BE REQUESTED to assist in the ACs work plan development, based on advice or initiatives that are related to work currently being undertaken by the Civic Administration;

Recommendation: That, notwithstanding the current Terms of Reference for each Advisory Committee, the current voting member recruitment for the abbreviated term of June 1, 2019 to February 28, 2021, BE CONDUCTED to appoint all voting members as 'members-at-large'; it being noted that an exception will be required for the Accessibility Advisory Committee based on provincial legislation.

Subject to the approval of the above-noted recommendations, the population of voting members, for the abbreviated term, is outlined in the following table. This proposed totals of temporary (2 year) members generally reflect the current voting membership total. None of the ACs have proposed a need to reduce their membership numbers.

Advisory Committee	Current Voting Members	Proposed Temporary Members
Accessibility Advisory Committee (ACCAC)	Min. 7 members (the majority of which shall be persons with disabilities) 1 parent representing children with disabilities 5 members (who may have a disability)	Up to 13 members, the majority of whom shall be individuals with disabilities
Advisory Committee on the Environment (ACE)	9 members-at-large 1 rep of environmental/interest group 1 rep of industrial/commercial/institutional sector 1 rep from TREA 1 rep from EEPAC	Up to 13 members-at-large
Agricultural Advisory Committee (AAC)	4 members-at-large 1 alternate member-at-large 1 rep Middlesex Federation of Agriculture 1 rep Christian Farmers Federation 1 rep Middlesex Soil and Crop Improvement Association	Up to 8 members-at-large
Animal Welfare Advisory Committee (AWAC)	10 members-at-large 1 rep Animal Rescue Group 1 Wildlife Rehabilitator/Naturalist 1 Vet/Vet Tech 1 Local Pet Shop Owner 1 rep Friends of Captive Animals 1 rep London Dog Owners Association	Up to 16 members-at-large
Childcare Advisory Committee (CCAC)	7 (minimum) Licensed Child Care Providers 1 rep Fanshawe ECE Program 1 rep Ontario Early Years Child and Family Centres 4 Informed Community Members	Up to 13 members-at-large
Community Safety and Crime Prevention (CSCP)	5 members-at-large 1 youth rep (18-25) 1 rep Thames Valley D.S.B. 1 rep London District Catholic S.B. 1 rep Thames Valley Council of Home & School Associations 1 rep London District Catholic School Council 1 rep Neighbourhood Watch London 1 rep London and Area Council of Women 1 rep Safety Village 1 rep Child Safety Middlesex London 1 rep London Youth Advisory Council	Up to 15 members-at-large
Cycling Advisory Committee (CAC)	2 members-at-large 1 rep from the TAC 1 rep from the ACE 1 rep from London Middlesex Road Safety Committee 1 rep TREA 1 rep from Cycling Club (Ontario Cycling Association member) 1 rep from Chamber of Commerce, with transportation demand management interest 1 rep LDI 1 rep London Cycle Link 1 rep Urban League of London	Up to 11 members-at-large

Diversity, Inclusion and Anti- Oppression Advisory Committee	10 members-at-large 1 member – primarily French speaking	Up to 11 members-at-large
Environmental and Ecological Planning Advisory Committee	17-23 appointments (may have knowledge and expertise in biology, ornithology, geology, botany, zoology, landscape architecture, forestry, ecology, resource management, hydrology, geography, environmental planning, limnology and/or natural history) 1 rep from ACE	Up to 23 members-at-large
London Advisory Committee on Heritage (LACH)	3 members-at-large 1 youth-orientated organization rep Reps from: built heritage, local history, archaeology/anthropology, natural heritage, movable heritage (archives), movable heritage (museum/gallery), neighbourhoods, development community, London and area Planning consultants, the Indigenous population and London Society of Architects	Up to 15 members-at-large
London Housing Advisory Committee (LHAC)	9 members-at-large 2 alternate members-at-large 1 rep – non-profit sector 1 rep – tenants sector 1 rep – private sector 1 rep – Emergency Housing Sector	Up to 15 members-at-large
Transportation Advisory Committee (TAC)	4 members-at-large 1 rep – CAC 1 rep – ACE 1 rep – CSCP 1 rep – ACCAC 1 rep – London Middlesex Road Safety Committee 1 rep – Canadian Automobile Assoc. 1 rep – Urban League 1 rep – Chamber of Commerce 1 rep – LDI	Up to 13 members-at-large
Trees and Forests Advisory Committee (TFAC)	5 members-at-large 1 rep – forestry expertise 1 rep – local business association, or tree-related business 1 rep – active community planting group 1 rep – Western University 1 rep – Urban League of London	Up to 10 members-at-large

*Noting that ‘specialized’ resources may be sought by the voting membership.

There are a variety of goals that may be accomplished with this direction.

1. the recommendation of DV4C to make the appointment process less formal
2. potential reduction of special interest groups and advocacy, in favour of citizens-at-large (general interest); improved community representation
3. easier recruitment, less requirement to seek specific qualifications for members
*noting that anyone can attend meetings, and the AC may seek contributions from specific areas at any time
4. easier recruitment by streamlining the time commitment; some members participate in multiple ACs in addition to the ‘main’ committee they have been appointed to, which generally also has sub-committee/working group commitments

5. better management of term limits; voting members that are appointed by specific organizations/groups/sectors have not had the term limits imposed
6. simplify the appointment process for the Striking Committee, which could ease the appointment process at the Standing Committee

With respect to the Terms of Reference for Advisory Committees, there are some overlaps in mandates and memberships. Changing the voting appointments to more general (less rigid requirements) and discontinuing the cross-membership of committees, for a two-year appointment may present an opportunity for broader participation, making the committee's mandate similarities less of a concern.

In all cases, Advisory Committees may request the attendance and participation of resources at any time. The resources (non-voting) that an AC may choose to engage do not require an appointment by the municipal council. An additional benefit may be a better use the civic administration who would only be called upon to attend AC meetings when required or requested.

FINANCIAL IMPACT

N/A – at this time.

CONCLUSION

The above-noted actions and recommendations are proposed in order to provide some immediate improvement to issues that have been identified. The two-year term is a unique opportunity to see if the suggested changes have an impact and to determine if further changes should be brought forward in the future.

There remains a need for Council to examine the current structure to determine whether all ACs are viable in their current state. This will be reviewed in greater detail (and include the additional consultation feedback) in future reports. The two-year term, with the revised recruitment processes will help facilitate this examination. In addition, the two-year term will provide some additional time to structure an implementation of staggered terms should it be the direction of Council to do so.

PREPARED BY:	CONCURRED BY:
Barb Westlake-Power Deputy City Clerk	Michael Schulthess Deputy City Clerk
RECOMMENDED BY:	
Cathy Saunders City Clerk	

Application for Appointment to City of London Advisory Committees

We are committed to providing a fully accessible recruitment process. Please let us know if you require any accommodation: accessibility@london.ca.

Please complete all fields. You may save and email your completed application to advisorycommittee@london.ca. Or, you may print it and mail it to the City Clerk's Office, London City Hall, PO Box 5035, London ON N6A 4L9.

The personal information on this form is collected under the authority of the *Municipal Act, 2001* and will be used to assist the Municipal Council in selecting appointees for various City of London Boards, Commissions and Committees. Questions about this collection may be referred to the City Clerk, 300 Dufferin Avenue, London ON; Tel: 519-661-2489 ext. 4937

Application

I am interested in serving on the following committee(s):

- Accessibility Advisory Committee
Do you have a disability? Yes No
- Advisory Committee on the Environment
- Agricultural Advisory Committee
- Animal Welfare Advisory Committee
- Childcare Advisory Committee
- Community Safety and Crime Prevention Advisory Committee
- Cycling Advisory Committee
- Diversity, Inclusion and Anti-Oppression Advisory Committee
- Environmental and Ecological Advisory Committee
- London Advisory Committee on Heritage
- London Housing Advisory Committee
- Transportation Advisory Committee
- Trees and Forests Advisory Committee

Contact Information

Name _____

Address _____

City, Province, Postal Code _____

Phone Number _____

Email _____

Experience and Qualifications

If you have experience on a London Advisory Committee, please provide dates and details.

(maximum 750 characters, attach an extra sheet if you need more space)

What do you hope to contribute or learn as part of an Advisory Committee?
(maximum 750 characters, attach an extra sheet if you need more space)

How will you support the work of an Advisory Committee?
(maximum 750 characters, attach an extra sheet if you need more space)

Please describe additional experience, training, or community involvement that will help you in your role as an Advisory Committee Member.
(maximum 750 characters, attach an extra sheet if you need more space)

Confirmations

You must be able to make these confirmations to apply for this role.

- I am a resident of London.
- I am at least 18 years old.
- I am not a City employee or Council member.
- I understand that the commitment may be up to 4 hours per month to attend meetings and prepare.
- I understand that my application will be included on a public agenda that is published on the City website.

By submitting this application for consideration, you are declaring that the information in your application is true.

The City of London has a strong commitment to workplace diversity and inclusion, and this commitment extends to our Advisory Committee appointments. An inclusive workplace creates a more supportive environment and ultimately helps us to provide better service to our diverse community.

Municipal Council approves all appointments. The appointment process is governed by [Council's policy on Advisory Committees](#). For more information, please contact the City Clerk's Office at 519-661-2489, ext. 4599.

(Optional) How did you hear about this opportunity?

- City website
- Social media (e.g. Facebook, Twitter)
- Contact from the City Clerk's Office
- Conference or networking event
- Friend or co-worker
- Printed newspaper advertisement
- Other – specify _____