

Agenda

Governance Working Group Sub-Committee

1st Meeting of the Governance Working Group Sub-Committee

June 7, 2024, 12:00 PM

Committee Room #5

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

Members

Councillors C. Rahman (Chair), P. Cuddy, J. Pribil, A. Hopkins

The City of London is committed to making every effort to provide alternate formats and communication supports for meetings upon request. To make a request specific to this meeting, please contact 519-661-2489 ext. 2425.

Pages

1. Call to Order

1.1 Disclosures of Pecuniary Interest

1.2 Election of Vice-Chair

2. Consent Items

3. Items for Discussion

3.1 Councillor Job Description

a. Summary of Duties - London, ON 2

b. Role of Council and Councillor - Ontario Municipal Councillor's Guide 5

Note: Attached is the excerpt from the Ontario Municipal Councillors Guide. Full document can be found here:

1. [Role of council, councillor and staff | The Ontario municipal councillor's guide | ontario.ca](#)

c. Councillor's Job Description - Ottawa, ON 10

d. Roles of the Mayor and City Council - Toronto, ON 12

3.2 Discussion - Next Meeting Date

4. Deferred Matters/Additional Business

5. Adjournment

Summary of Duties

As a councillor, you have three main roles to play in your municipality: a representative of the public, a policy-maker, and a good steward of city resources and finances.

These roles may often overlap. You will be called on to consider and make decisions on issues that will sometimes be complex and controversial. Many of those decisions will have long-term consequences for your municipality that extend beyond your four-year term of office, and should be made in the context of your municipality's plans for the long-term health and welfare of your community.¹

Work Performed

Representation of ward interests, citizens, and city wide issues

- Meet with ward residents, gain familiarity with local issues/concerns about existing and proposed City services directions and changes.
- Attend community association meetings and keep up-to-date with ward issues, needs and concerns.
- Communicate Council decisions concerning services/programs/issues to ward residents, either through attendance at meetings, preparation of newsletters or other communication vehicles.
- Provide assistance, direction and information to ward residents on access or use of City services and referrals to non-city community services as appropriate.
- Direct citizens to their appropriate MP, MPP, or school Trustee, for federal, provincial, or school related issues.
- Obtain the assistance of City staff in resolving and addressing unique or particular issues or concerns raised by ward residents.
- Respond to constituent emails and phone calls

Policy and City Program/services direction and approval

- Chair/attend public consultation meetings to explain and obtain feedback on service proposals and directions affecting City of London citizens.
- Read & review meeting agendas, staff studies and proposals on a wide range of programs and issues ranging from infrastructure development/maintenance, social assistance, emergency and protective services (police, fire, ambulance), recreation and city planning and development.
- Assist in setting broad planning and service directions for the current and future needs of the City of London by reviewing and ultimately voting on the Strategic Plan and on the expenditure of funds for studies/assessments to evaluate the need for certain programs, projects and initiatives.
- Participate in setting City budget and determining service fees and tax levels as well as service/program levels to balance the provision of services to City of London citizens with the maintenance of acceptable fee/taxation levels to pay for programs/services.

¹ [Ontario Website](#)

- Develop positions and motions to influence the direction of policy/programs/services; determine level of support amongst citizens and colleagues, refine proposals and present and justify these at Committees of Council and Council meetings.

Representation on Committees of Council/Boards

- Serve on Standing Committees of Council (Civic Works, Community & Protective Services, Corporate Services, and Planning and Environment, with an expectation that you are ready, willing and able to serve on each of these committees during your term.
- Serve on the Strategic Priorities and Policy Committee (all members of) and attend both committee & Council meetings.
- Serve in Council representative positions on the City's external Agencies, Boards, and Commissions, (e.g. Library Board, Police Services Board, Health Unit, Housing, etc) and be available to assume a fair proportion of the workload with Council colleagues, noting these take place on a variety of times and days at a variety of locations and also require prep time with agendas and background reading in addition to the direct Council & Committee related agendas.
- Review, evaluate staff proposals, studies and recommendations concerning City services/programs with regard to both citizen and financial impacts.
- Integrate local/ward concerns/issues with overall City-wide service/program needs and influence the direction of services to meet the needs of the majority of citizens.

Other Duties

- Respond to and accurately represent issues before council with media.
- Adhere to Council's Code of Conduct.
- Have or develop an understanding of Council's Procedural By-laws, and Rules of Order for standing committees and council meetings
- Maintain confidentiality as directed by the City Solicitor or City Clerk on matters of a confidential nature before council.
- Participate in training where required with Agencies, Boards, and Commissions.
- In the event of an emergency (ie: floods, tornado, train derailment, etc), assist in communicating clear, consistent messaging from the Mayor & Emergency Operations Centre leads to support public safety.

Compensation:

Current Rate of Pay: \$65,000 a year

Phone, laptop, and mileage expense compensation provided

Contract Details:

Full-time position, between 35 to 60 hours a week

4 year term

Mix of remote and in-person working environments (primarily in-person)

An expectation to be available at times as much as 7 days a week at various times to represent the city at meetings and events both internal and external.

Other Information

Spending account of \$15,000 annually towards work related expenses etc.

Opportunity to attend provincial and national conferences

1. Role of council, councillor and staff

On this page

1. [Role of council](#)
 2. [Role of head of council](#)
 3. [Role of the councillor](#)
-

After a few months in office, you may feel overwhelmed by the variety of matters demanding your attention. You may be challenged by complex issues, faced with controversial policies, or receive questions from constituents. Understanding your role as a municipal councillor, as well as the role of council and staff, will help you address these situations. In general, council and staff work together towards the common goal of serving the needs of those who live in the municipality.

One of the first things you could do, if you have not already done so, is develop a general understanding of the [Municipal Act, 2001](#) (referred to throughout this section as the Act), which is the primary piece of legislation applicable to municipalities. The Act is a legislative framework for municipalities that recognizes municipalities as responsible local governments with a broad range of powers. The Act balances increased local autonomy and flexibility with requirements for improved accountability and transparency of municipal operations.

Councillors may also be required to complete mandatory training as set out in other provincial legislation, including the [Accessibility for Ontarians with Disabilities Act, 2005](#) and the [Occupational Health and Safety Act](#).

Role of council

In Ontario, a council is required to have a minimum of five members, one of whom is the head of council. The role of council is outlined in [section 224](#):

224. It is the role of council,

- a. to represent the public and to consider the well-being and interests of the municipality;
- b. to develop and evaluate the policies and programs of the municipality;
- c. to determine which services the municipality provides;
- d. to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
 - i. d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- e. to maintain the financial integrity of the municipality; and
- f. to carry out the duties of council under this or any other Act.

In other words, the key responsibilities as a councillor are to support the municipality and its operations while ensuring that the public and municipality's well-being and interests are maintained.

Municipal councils have a broad range of responsibilities and may choose to organize their work using committee structures. Some municipalities may choose to use a committee of the whole structure, while other councils will often have a number of standing committees consisting of councillors only, or advisory committees made up of a mix of councillors and members of the public. These committees carry out the work of council and then report back to council with recommendations. Examples of council

committees include: planning, parks and recreation, public works, finance, administration, personnel, etc.

A committee of council is often subject to similar legislative requirements as council under the Act, such as having open meetings.

In strong mayor municipalities, the head of council has powers to create, assign functions to and appoint the chairs/vice-chairs of committees of council. Read the [strong mayor powers and duties](#) section of this guide for more information.

Role of head of council

Depending on your municipality, the head of council may be called a warden, chair, reeve, or mayor. Whatever title is preferred, the role of head of council as set out by the Act remains the same, as outlined in [section 225](#):

225. It is the role of the head of council,

- a. to act as chief executive officer of the municipality;
- b. to preside over council meetings so that its business can be carried out efficiently and effectively;
- c. to provide leadership to the council;
 - o c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1);
- d. to represent the municipality at official functions; and
- e. to carry out the duties of the head of council under this or any other Act.

As chief executive officer of the municipality, the head of council has special responsibilities, which are set out in [section 226.1](#):

226.1 As chief executive officer of a municipality, the head of council shall,

- a. uphold and promote the purposes of the municipality;
- b. promote public involvement in the municipality's activities;
- c. act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
- d. participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents.

The head of council has a prominent and very public profile. Many citizens within your municipality will have high and often varied expectations for the head of council. The head of council must find a way to balance these expectations and special responsibilities.

Municipal decisions, however, are generally made by council as a whole. Each member of council, including the head of council, only has one vote.

In strong mayor municipalities, the head of council has additional powers and duties (see Part VI.1 of the Act) and may have more power than council over certain municipal decisions. Read the [strong mayor powers and duties](#) section of this guide for more information.

Role of the councillor

As a councillor, you have three main roles to play in your municipality: a representative, a policy-maker, and a steward. These roles may often overlap. You will be called on to consider and make decisions on issues that will sometimes be complex and controversial. Many of those decisions will have long-term consequences for your

municipality that extend beyond your four-year term of office, and should be made in the context of your municipality's plans for the long-term health and welfare of your community.

Representative role

The representative role of council is clearly indicated in [section 224](#) of the Act. At first glance, the representative role appears to be fairly simple and straightforward. But what does it involve?

On one hand, you were elected by your constituents to represent their views when dealing with issues that come before council. Your constituents have many views and opinions, and you cannot represent all of them, all of the time.

On the other hand, election to office requires you to have a broader understanding of the issues that impact the municipality as a whole. You will have to consider conflicting interests and make decisions that will not be popular with everyone. Generally, evidence-based decisions are made by taking into account all available information.

Working as a team with the rest of council and staff will contribute to making your time on council a success. Disagreements among council members are common, but it is important to remember that you are working towards a common goal.

There is no single, correct approach to the representative role. On many issues you may find that you fall somewhere between two, sometimes opposing viewpoints. You will quickly develop a caseload of citizen inquiries that will need to be further investigated and, if possible, resolved. You may get these inquiries because of your background and interests or because of the issues in your particular ward, if your municipality operates with a ward structure.

Understandably, you will want to try to help your constituents. However, be sure to familiarize yourself with any policies or protocols that your municipality may have for handling public complaints and inquiries, and remember to consult municipal staff.

There may also be circumstances where decisions are made by designated staff who operate at arm's length from the council, and where it could be inappropriate for elected officials to interfere or be seen to be interfering. Examples of this include decisions made by statutory officers such as the clerk, treasurer, fire chief, chief building official or medical officer of health. These individuals may also be acting in accordance with accountability provisions under other pieces of legislation, which may impact their advice to council.

A councillor who has made promises that they cannot keep may lose credibility with the public and strain their working relationship with staff. If your municipality does not have a policy for handling public inquiries, complaints, and frequently asked questions, you may want to consider working with council and staff to develop such a policy. The Ontario Ombudsman encourages the development of local complaints processes, and you may wish to consult the Ontario Ombudsman's [tip sheet](#) for developing a local process.

Policy-making role

Council's role in policy-making is important to providing direction for municipal operations. Policy-making is another key council responsibility identified in [section 224](#) of the Act.

Many council decisions are routine, dealing with the ongoing administration of the municipality, but others establish the principles and direction that may determine the municipality's future actions. These are often considered to be policy decisions. Some policies can be specific, such as a by-law requiring dogs to be kept on leashes in public areas, and others can be broader and more general, such as approval of an official plan.

Policy-making may involve a number of steps and requires council to:

- identify an issue that needs to be dealt with
- reach agreement on the facts of the issue, making sure the objectives are met
- give direction to staff to research the issue, identify the available options and report back to council with recommendations
- engage members of the public on the issue and consider their feedback
- consider the information provided by staff, taking into account demands on time, funding and other issues
- make a decision based on the best course of action available and adopt a policy
- direct staff to implement the policy
- work with staff to evaluate the policy and to update or amend it as required

In many cases, council refers a policy issue to a committee of council to take advantage of the committee's expertise in a particular area or to reduce council's workload. A committee of council may follow the same steps outlined above in making policy or making recommendations back to council.

In practice, however, policy-making is sometimes less orderly because of:

- a rapidly changing environment, the complexity of issues facing local government, and the difficulty in singling out problems that require more immediate attention
- differing and sometimes strongly held views by stakeholders and members of the public
- the lack of time to identify all possible alternatives and to conduct detailed research and analysis
- the legal and financial limits on what council may do
- the complexity of implementing policies and developing ways to monitor and evaluate them

Council is the municipality's primary policy-making body. Staff can provide information and advice to help inform council's policy decisions.

Municipal staff are responsible for implementing policies approved by council. As a result, your council may wish to develop appropriate reporting mechanisms so that council can follow implementation progress.

In strong mayor municipalities, the head of council has the power to direct staff in certain circumstances. Read the [strong mayor powers and duties](#) section of this guide for more information.

Stewardship role

Council's objectives are to ensure that the municipality's financial and administrative resources are being used as efficiently as possible.

There is a fine line between council's overall stewardship of the municipality and the administration's management of day-to-day activities. Generally, council monitors the implementation of its approved policies and programs, but the practical aspects of its implementation and administration are a staff responsibility.

The chief administrative officer is a discretionary position whose responsibilities are set out in [section 229](#) of the Act.

- 229.** A municipality may appoint a chief administrative officer who shall be responsible for,
- a. exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
 - b. performing such other duties as are assigned by the municipality.

This approach, if chosen, can help separate policy making from policy implementation, with council concentrating on policy making and the chief administrative officer and others implementing the policy.

In strong mayor municipalities, the head of council has the power to appoint a chief administrative officer instead of council. Read the [strong mayor powers and duties](#) section of this guide for more information.

Before council can monitor and measure the municipality's administrative effectiveness and efficiency, it may wish to become familiar with policies currently in place. With input from municipal staff, council can determine whether the policies are functioning well or if changes are necessary.

As part of this process, council may wish to:

- define corporate objectives and set goals and priorities
- establish clear administrative practices
- provide specific guidelines and directions to staff on the applications of those policies
- delegate appropriate responsibilities to staff (to the extent permitted under municipal legislation)
- establish a personnel management policy that emphasizes the recruitment, hiring, evaluation, training and development of staff
- ensure that policies with respect to most operations of the municipality are in place, with special note to mandatory policies required by the Act
- develop protocols for the flow of information between council and staff; and
- consider establishing a protocol for sharing approaches with other local governments and indigenous communities that share a common interest in community health, culture and economy

To be effective in this stewardship role, council may wish to have processes in place to help ensure that:

- policies adopted by council are being implemented
- staff are administering services and programs as council intended
- rules and regulations are being applied correctly and consistently
- funds are being spent only as authorized, and the municipality's resources (financial and otherwise) are being used appropriately and as efficiently as possible

Establishing and following such policies and guidelines helps council leave the day-to-day details for staff to manage. Council is freer to deal with exceptional situations, ensure that policies are current and listen to issues raised by the public to represent the broader community interest.

ROLE - CITY OF OTTAWA COUNCILLOR

Representation of ward interests, citizens, issues

- Meet with ward residents, gain familiarity with local issues/concerns about existing and proposed City services directions and changes.
- Attend community association meetings and keep up-to-date with ward issues, needs and concerns.
- Communicate Council decisions concerning services/programs/issues to ward residents, either through attendance at meetings, preparation of newsletters or other communication vehicles.
- Provide assistance, direction and information to ward residents on access or use of City services.
- Obtain the assistance of City staff in resolving and addressing unique or particular issues or concerns raised by ward residents.

Policy and City Program/services direction and approval

- Chair/attend public consultation meetings to explain and obtain feedback on service proposals and directions affecting City of Ottawa citizens.
- Review meeting agendas, staff studies and proposals on a wide range of programs and issues ranging from infrastructure development/maintenance, social assistance, emergency and protective services (police, fire, ambulance), recreation and city planning and development.
- Develop positions and motions to influence the direction of policy/programs/services; determine level of support amongst citizens and colleagues, refine proposals and present and justify these at Committees of Council and Council meetings.
- Assist in setting broad planning and service directions for the current and future needs of the City of Ottawa by reviewing and ultimately voting on the Official Plan, Visions and Directions and on the expenditure of funds for studies/assessments to evaluate the need for certain programs, projects and initiatives.
- Participate in setting City budget and determining service fees and tax levels as well as service/program levels to balance the provision of services to City of Ottawa citizens with the maintenance of acceptable fee/taxation levels to pay for programs/services.

Representation on Committees of Council/Boards

- Chair/serve as member of City Committees of Council/Boards (e.g. Library Board, Police Services Board).
- Review, evaluate staff proposals, studies and recommendations concerning City services/programs.
- Integrate local/ward concerns/issues with overall City-wide service/program needs and influence the direction of services to meet the needs of the majority of citizens.

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Management of office staff and budget

- Hire, direct and evaluate the work of an Assistant
- Manage office budget of \$, approve expenditures related to duties of office
- Determine the need for acquisition of services to assist with duties of office

Role of Council and the Head of Council as per the *Municipal Act, 2001*

Role of council

224. It is the role of council,

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;
- (d) to ensure that administrative practices and procedures are in place to implement the decisions of council;
- (e) to maintain the financial integrity of the municipality; and
- (f) to carry out the duties of council under this or any other Act. 2001, c. 25, s. 224.

Role of head of council

225. It is the role of the head of council,

- (a) to act as chief executive officer of the municipality;
- (b) to preside over council meetings;
- (c) to provide leadership to the council;
- (d) to represent the municipality at official functions; and
- (e) to carry out the duties of the head of council under this or any other Act. 2001, c. 25, s. 225.

Shared roles: when powers or duties are delegated to others

The City of Toronto Act, 2006 gives City Council the ability to delegate powers and duties to a person or body subject to certain restrictions. For example, City Council may delegate certain powers to:

- One or more members of City Council or a Council committee
- A body with at least two members, half of whom are members of City Council, individuals appointed by Council, or a combination of these
- An individual who is an officer, employee or agent of the City.

For example, City Council has delegated final decision-making authority on local transportation regulations such as speed bumps and traffic lights to the Community Councils, and it also delegates powers to the City Manager and other senior officials for the day to day running of the City.

“Delegate” is to temporarily give powers and duties to someone else; to allow or trust someone else to do a task or make a decision.

“Body” is a group of people created for a particular task or purpose.

The City of Toronto Act, 2006 requires that some of Council’s powers cannot be delegated, for example:

- The power to appoint or remove from office an officer of the City whose appointment is required by the City of Toronto Act.
- The power to impose a tax, set a tax rate or establish a tax ratio.
- The power to adopt an official plan or an amendment to an official plan under the Planning Act.
- The power to pass a zoning by law under the Planning Act.
- The power to adopt or amend the budget of the City.

For more information

- City of Toronto Act, 2006, Part IV: The City and its Governance – e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06c11_e.htm
- Governing Toronto – toronto.ca/governingtoronto/
- Council procedures see the Municipal Code, Chapter 27 – toronto.ca/legdocs/municode/

311 Toronto

311 is the public information and referral service for the City of Toronto, available 24 hours a day, 7 days a week. Staff will help you with information about services and programs and how to contact your City Councillor. Service is available on line at toronto.ca/311.

- Phone within Toronto city limits: 311
- Phone outside city limits: 416-392-CITY (2489)
- TTY customers: 416-338-0TTY (0889)
- Email: 311@toronto.ca
- Fax: 416-338-0685

This brochure is just one in a series on the City of Toronto. You can find the rest of the series online and downloadable on the City’s website at toronto.ca/civic-engagement/learning-material

Your guide to...

The Roles of the Mayor and City Council

City Council

Toronto City Council has direct responsibility for the City’s services. Council also indirectly oversees other major services delivered through its agencies and corporations, such as the Toronto Police Service, the Toronto Transit Commission (TTC), and the Toronto Public Library.

Toronto’s City Council is made up of the Mayor and 44 Councillors. The Mayor is the only member of Council who is elected by voters from across the city. Each Councillor is elected by voters in one of 44 wards (a geographic area of the city). The term of office for the Mayor and Council is four years.



The role of Council as set out in the City of Toronto Act, 2006 is:

- to represent the public and to consider the well-being and interests of the City
- to develop and evaluate the policies and programs of the City
- to determine which services the City provides
- to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council
- to ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City of Toronto
- to maintain the financial integrity of the City
- to carry out the duties of Council under this or any other Act.

The Mayor

The role of the Mayor as the head of council is to:

- act as chief executive officer
- provide information and make recommendations to Council with respect to Council's role in ensuring that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council and in ensuring the accountability and transparency of the operations of the City, including the activities of the senior management of the City

- preside over (chairs) meetings of council so that its business can be carried out efficiently and effectively
- provide leadership to council
- represent the City at official functions, and
- carry out any other duties under the City of Toronto Act, 2006 or any other Act.

The role of the Mayor as chief executive officer is to:

- uphold and promote the purposes of the City
- promote public involvement in the City's activities
- act as the representative of the City both within and outside the City, and promote the City locally, nationally and internationally
- participate in and foster activities that enhance the economic, social and environmental wellbeing of the City and its residents.

The duties and powers of the Mayor include:

- calling special meetings of Council
- expelling any person for improper conduct at a meeting
- acting as a commissioner for taking affidavits (as may any member of Council)
- appointing guards with the powers of peace officers for public works and municipal buildings
- declaring that an emergency exists in the municipality, implementing an emergency plan and declaring when an emergency has ended

- signing all bylaws, together with the City Clerk, passed at meetings at which the Mayor has presided.

The Mayor is a member of all committees and is entitled to one vote. The Mayor also chairs the:

- Executive Committee
- Striking Committee – The Mayor recommends to Council the membership of the Striking Committee and may designate the Deputy Mayor as chair of the Striking Committee
- Civic Appointments Committee – The Mayor may designate any member of Council to chair the Civic Appointments Committee

The Mayor is a member of the Toronto Police Services Board and the Exhibition Place Board of Governors, although City Council, with the consent of the Mayor, may appoint another member to take the Mayor's place.

Council can designate another Member of Council to preside at Council meetings, subject to the consent of the Mayor. Council has decided to do this by establishing the positions of "Speaker" and "Deputy Speaker". The Speaker and Deputy Speaker serve for the term of Council. Council has delegated to the Mayor the power to appoint and remove the Deputy Mayor and Standing Committee chairs.

The Deputy Mayor assists the Mayor, is Vice Chair of Executive Committee and can act as Mayor when the Mayor is absent from the City or absent because of illness, or when the office of the Mayor is vacant. The Deputy Mayor has, and may exercise, all the rights, power and authority of the Mayor, save and except the by-right-of-office powers of the Mayor as a member of a community council.

If the Mayor or head of Council is absent, refuses to act or vacates their elected office, City Council may appoint another Member of Council to act in their place. In such cases, the acting head of Council has all the powers and duties of the Mayor.

City Councillors

Councillors, also known as Members of Council, play both a legislative role and a constituency role. In their legislative role they are responsible for considering and establishing policies and by laws to implement Council's decisions. In their constituency role Councillors are responsible for consulting with the constituents of their ward and for ensuring that all sides of an issue are considered in the decision-making process.

Councillors work on city-wide, ward-based and local neighbourhood issues. To carry out this diverse role effectively Councillors play several roles within the City's governance system. A typical Councillor's workload includes:

- chair or member of a standing committee
- chair or member of a community council
- chair or member of additional committees and boards such as sub-committees, advisory committees, task forces, boards of management, and program operating boards. In addition to these formal appointments most Councillors serve in a volunteer capacity with other community organizations.