

Agenda

Governance Working Group

Special 12th Meeting of the Governance Working Group

August 15, 2024, 9:30 AM

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 S. Lewis (Chair), H. McAlister, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, A. Hopkins, S. Franke, D.Ferreira, S. Hillier

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 abush@london.ca.

Pages

1. **Call to Order**
 - 1.1 Disclosures of Pecuniary Interest
2. **Consent Items**
 - 2.1 Councillor Role Descriptions - City Manager Review 2
3. **Items for Discussion**
 - 3.1 Council Resourcing Review Task Force - Draft Terms of Reference 4
4. **Deferred Matters/Additional Business**
5. **Adjournment**

Councillor Role Description

As a councillor ~~has, you have~~ three main roles to play in ~~your the~~ municipality over ~~your the~~ 4-year term of office: a representative accountable to the public, a policy-maker supporting the municipality, and a good steward of all city resources.

Decisions should be made for the long-term health and welfare of ~~your the~~ community, with consideration given to the City's strategic plan and budget.

Areas of Responsibility

Representation of Ward Interests, Citizens, and City-wide Issues

- Engage with ward residents and civic administration to gain familiarity with local projects, issues, and concerns.
- Keep up-to-date with ward issues, needs and concerns, and communicate Council decisions concerning services/programs/issues to ward residents. Liaise between constituents and civic administration in order to provide assistance, direction and information to ward residents on access or use of City services and other 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-services~~ in resolving and addressing issues or concerns raised by ward residents.
- Communicate and follow up with residents as appropriate.

Develop and Support City Policy and Service Delivery

- Host/attend public consultation meetings to explain and obtain feedback on service proposals and directions affecting City of London citizens.
- Direct broad planning and service provision for the current and future needs of the City of London by developing the Strategic Plan.
- Engage in City budget deliberations which determine service fees and tax levels as well as service/program delivery.
- Develop positions and motions to influence the direction of policy/programs/services; 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, Planning and Environment, and Audit), with an expectation that ~~you area councillor is~~ ready, willing and able to serve on each of these committees during ~~your their~~ term.
- Serve on the Strategic Priorities and Policy Committee (committee of the whole) and attend both committee & Council meetings.
- Serve as a Council representative on the City's external Agencies, Boards, and Commissions 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.
- Allocate time to read & review meeting agendas for Council, committees, agencies, boards, and commissions, on a wide range of local programs and issues.
- Review, evaluate staff proposals, studies and recommendations concerning City services/programs with regard to both citizen and financial impacts.

Other Duties

- Be aware of and adhere to Council's Code of Conduct and the City of London's Respectful Workplace Policy (Anti-Harassment/Anti-Discrimination).
- Respond to and accurately represent issues before council with media.
- Have or develop an understanding of the Council Procedure By-law, including Rules of Order for standing committees and council meetings.
- Maintain confidentiality as directed by the City ~~Clerk or City Solicitor~~ City Clerk on matters of a confidential nature before council.
- Participate in all Council orientation sessions, corporate training, and other ongoing training where required with the City, its Agencies, Boards, and Commissions, ~~and~~ local indigenous communities, and diverse community groups.
- In the event of an emergency, assist in communicating clear, consistent messaging developed by the Mayor & Emergency Operations Centre leads.
- Participate in intergovernmental relations and advocacy.
- Represent the City at community events as required.

Compensation

Current Annual Stipend: Effective Jan 1, 2024, is \$65,137 which is based on the median full-time income for Londoners as identified in the most recent Census, adjusted annually by the average annual variation in median full-time employment income for Londoners determined from published Census data.

Spending account of \$~~15,000~~13,500 annually towards work related expenses including transportation allowance, etc.

Benefit eligibility and coverage options for Elected Officials is provided in accordance with the terms of the Policy of Insurance.

Additional Details

4-year term.

Mix of remote and in-person working environments.

An expectation to be widely and flexibly available.

Opportunity to attend provincial and national conferences.

This document should be reviewed each Council term for accuracy to current conditions.

Approved at Council July 24, 2024

Report to Governance Working Group

To: Chair and Members
Governance Working Group
From: Michael Schulthess
Subject: Council Resourcing Review Task Force – Draft Terms of Reference
Date: August 15, 2024

Recommendation

That, on the recommendation of the City Clerk, the following actions be taken with respect to the Council Resourcing Review Task Force – Draft Terms of Reference:

- a) the Draft Terms of Reference for a Council Resourcing Review Task Force, as appended to the staff report dated August 15, 2024 BE APPROVED;
- b) the Civic Administration BE DIRECTED to bring forward a by-law to create a Council Resourcing Review Task Force;
- c) upon creation of the Task Force, the Civic Administration BE DIRECTED to take the necessary actions to advertise for the Council Resourcing Review Task Force applications; and
- d) the Civic Administration BE DIRECTED to forward applications to a future meeting of the Strategic Priorities and Policy for consideration for appointment in accordance with the Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions.

Executive Summary

At its May 13, 2024 meeting, the Governance Working Group received a report on the Council Policy: Remuneration for Elected Officials and Appointed Citizen Members Policy. The report noted that since 2013, a Council Compensation Review Task Force has reported to Council before each election, with adjustments in Council compensation to begin with the next term of office. Council resolved in 2021 that reviews should be conducted each Council term, engaging the public and considering community diversity and needs. The Governance Working Group deferred the report to its June 24, 2024 meeting.

At its June 24, 2024 meeting, the Governance Working Group directed Civic Administration to report back to a special meeting of the Governance Working Group in August 2024 with a Draft Terms of Reference for a Council Resourcing Review Task Force.

This report provides insight into the current draft as well as past Terms of Reference and Final Reports of previous Council Remuneration Review Task Forces, and seeks direction to bring forward a by-law to create a Council Resourcing Review Task Force.

1.0 Background Information

1.1 Previous Reports Related to this Matter

Governance Working Group – May 13, 2024

Governance Working Group – June 24, 2024

1.2 Direction from the Current Term of Council

Council, at its meeting on July 23, 2024, resolved:

“c) the following actions be taken with respect to the staff report Amendments to Council Policy: Remuneration of Elected Officials and Appointed Citizen Members dated May 13, 2024, as amended:

- i) updates to the policy BE DEFERRED to a future meeting of the Governance Working Group;
- ii) the Civic Administration BE DIRECTED to report back to the August 15, 2024 special meeting of the Governance Working Group with a draft terms of reference for a Council Resourcing Review Task Force, the purpose of the task force being to consider:
 - base compensation for Council and the Mayor;
 - compensation for additional service;
 - an equity lens;
 - consideration of Council severance pay;
 - councillor role description;
 - realistic job preview document;”

Council, at its meeting on January 23, 2024, passed the following resolution regarding the annual base pay for Deputy Mayor and Budget Chair and including these changes in pay within future compensation considerations:

“That, with respect to the Deputy Mayor and Budget Chair positions, the Civic Administration BE DIRECTED to undertake the necessary actions to implement the following: a) a pay increase of 12.5% to the annual base Councillor salary for the Deputy Mayor position effective January 2024; b) a pay increase of 12.5% to the annual base Councillor salary for the position of Budget Chair effective January 2024; and, c) the Governance Working Group BE DIRECTED to review this as part of its larger review of Remuneration for Elected Officials and Appointed Citizen Members Policy on its Deferred Matters list, and provide any recommendations on further changes to the Strategic Priorities and Policy Committee in order to allow for implementation in the 2026-2030 term of Council;”

Council, at its meeting on April 25, 2023, directed Civic Administration to convene the Governance Working Group and referred several matters including the following:

- “d) Existing Council Policies – Remuneration
 - ii) the Remuneration for Elected Officials and Appointed Citizen Members Policy, to provide for the establishment of a new full-time compensation model for Councillors, for the start of the 2026 Municipal Council term, as well as a draft terms of reference for an independent task force to review and consult with the public with respect to same; it being noted that this may require additional revisions to associated Council Policies, such as Discussion of Remuneration for Elected Officials and Individuals Appointed by City Council to serve on its Committee or a Local Agency, Board or Commission Policy;”

2.0 Additional Considerations

2.1 Timeline

The current Council direction is that a task force provide recommendations no later than six months prior to the opening of nominations for the next election. The following timeline is proposed to adhere to that deadline:

- November 2024 – Council approves CRRTF selection criteria, scope of work and Terms of Reference.
- January 2025 – June 2025 CRRTF work.
- October 2025 – CRRTF presents its final report to the SPPC
- November 2025 – Council decision on report of CRRTF
- May 1, 2026 – Nominations open for 2026 Elections

2.2 Guiding Principles

The guiding principles in the draft Terms of Reference are gathered from previous Council Compensation Review Task Force Terms of Reference, with the addition of wording to support the use of an equity lens in the process, as requested by this working group. The working group can consider adopting these principles as part of its current review.

2.3 Scope of Work

The current Council directive is that the Council Compensation Review Task Force's scope of work include:

1. a review of the major supports required for Council Members to efficiently and effectively carry out their role to the best of their ability as the availability of these supports helps to inform compensation;
2. the review should consider if median full-time income remains an appropriate benchmark for Council Member compensation;
3. the review should consider if the current formula for interim adjustments remains appropriate; and
4. public engagement should continue to be a component of the review process and that engagement should be undertaken in a manner which recognizes community preferences and needs.

The Draft Terms of Reference for the 2025 CRRTF are attached as Appendix A.

The Terms of Reference for the 2021 CCRTF are attached as Appendix B.

4.0 Conclusion

At the request of the Governance Working Group, this report provides insight into the attached Draft Terms of Reference to assist in the creation of a Council Resourcing Review Task Force, to begin its work in 2025.

Prepared by: Elizabeth Hunt, Manager, Legislative Services

Submitted by: Michael Schulthess, City Clerk

DRAFT TERMS OF REFERENCE

2025 COUNCIL RESOURCING REVIEW TASK FORCE

1.1 Term

The Council Resourcing Review Task Force shall commence its work as soon as possible and be disbanded upon receipt of its Final Report by the Strategic Priorities and Policy Committee, by no later than October, 2025.

1.2 Meetings

The first meeting shall be called by the City Clerk. Subsequent meetings shall be at the call of the Chair, in consultation with the City Clerk.

1.3 Composition

Voting Members: Five (5) members to be chosen by the Strategic Priorities and Policy Committee and subject to ratification by Municipal Council.

The Chair and Vice-Chair are elected by the Task Force from among its Members, at its first meeting.

1.4 Appointment Process

All applicants will be required to submit a summary of their qualifications and experience for consideration of the Strategic Priorities and Policy Committee. Any vacancies which arise during the term of the Task Force shall follow the same procedure as the initial appointment of members.

Members of the Task Force will be selected by the Strategic Priorities and Policy Committee in accordance with Council's *Selection Process Policy for Appointing Members to Committees, Civic Boards, and Commissions*, ratified by Municipal Council, and be reflective of the relevant principles of the Strategic Plan. Candidates will be reviewed through an equity lens. Within these parameters, the Strategic Priorities and Policy Committee will have full discretion over the selection process, subject to ratification by Municipal Council, including the determination and assessment of qualifications.

Representation shall be sought based on the following:

- a) proven analytical and decision-making skills;
- b) experience working on a committee, administrative tribunal, task force or similar;
- c) availability and willingness to attend meetings;
- d) oral and written communication skills;
- e) lived experience as part of an equity-denied group;
- f) lived experience in a political role;
- g) academic expertise in municipal governance; and
- h) experience in human resources.

1.5 Eligibility for Appointment

The following persons are not eligible for appointment:

- a) a current member of the Municipal Council;
- b) a current member of the Civic Administration;

- c) a current member of a Community Advisory Committees;
- d) a current member of a local agency, board, or commission of Council;
- e) individual running for or seeking appointment to any elected office; and
- f) any individual who is not of legal voting age in the Province of Ontario.

1.6 Duties

The Task Force shall report to the Municipal Council, through the Strategic Priorities and Policy Committee.

The Task Force shall be responsible for reviewing and providing recommendations with respect to the Councillors' resourcing, including:

- a) the Council Policy: *Remuneration for Elected Officials and Appointed Citizen Members Policy*;
- b) base compensation for members of Council and the Mayor;
- c) supplementary compensation and funding source for additional work, such as stipends for board and committee service;
- d) councillor workload; including minimum workload expectation, balancing workloads across Council;
- e) councillor severance pay;
- f) councillor role description;
- g) the Council Member's Expense Account Policy;
- h) a role preview document.

1.7 Guiding Principles

- a) individuals should not seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
- b) the remuneration mechanism must be transparent, open and easy to understand.
- c) remuneration needs to be sensitive to local market conditions, and to compensation levels in comparable municipalities, recognizing that the role of a Councillor is neither full-time nor part-time, but rather a unique role.
- d) fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal councillor should be offered in order to attract qualified and committed individuals.
- e) the Task Force will prioritize equity issues and apply an equity lens with a view to expanding the pool of candidates wishing to run for office.
- f) the basic performance metric for elected officials is the election.

1.8 Remuneration

No remuneration is paid to the Task Force members.

1.9 Conduct of Members

Members of the Task Force shall comply and conduct themselves in accordance with the City of London's *Respectful Workplace Policy (Anti-Harassment/Anti-Discrimination)*.

1.10 Resourcing

The City Clerk or designate shall provide administrative and procedural support to the Task Force.

The Civic Administration shall support the work of the Task Force.

1.11 Administrative Practices and Procedures

With respect to any responsibilities and practices not clearly identified within these Terms of Reference, the City Clerk may establish additional administrative practices and procedures for the Task Force at any time.

Appendix B: Terms of Reference, CCRTF 2021

TERMS OF REFERENCE

2021 COUNCIL COMPENSATION REVIEW TASK FORCE

COMPOSITION

Voting Members: Five members to be chosen by the City Clerk of the City of London and subject to ratification by Municipal Council.

TERM OF OFFICE

The Council Compensation Review Task Force shall commence its work as soon as possible and be disbanded upon submission of its Final Report to the Strategic Priorities and Policy Committee by no later than March 31, 2022.

QUALIFICATIONS

Members of the Task Force will be chosen by the City Clerk and ratified by Municipal Council using all appropriate Council policies and procedures, and be reflective of the relevant principles contained within the Strategic Plan. Within these parameters, the Clerk will have full discretion over the selection process, subject to ratification by Municipal Council, including the determination and assessment of candidate qualifications. Members of the Civic Administration are not eligible to serve as members of the Task Force.

The Chair and Vice-Chair are elected by the Task Force from among its Members, at its first meeting

MEETINGS

The first meeting shall be called by the City Clerk. Subsequent meetings shall be at the call of the Chair, in consultation with the Task Force Clerk.

DUTIES

The Council Compensation Review Task Force reports to the Municipal Council, through the Strategic Priorities and Policy Committee.

The Task Force shall be responsible for reviewing and providing recommendations with respect to the Councillors' compensation, including:

- a) the review of the most recent median full time employment income data for Londoners;
- b) review, consider and continue work on the recommendations of any previous Council Compensation Review Task Force that the Task Force feels are relevant;
- c) making recommendations regarding implementation of any changes in compensation, which may include phasing in and indexing.

GUIDING PRINCIPLES

1. No Councillor should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
2. The system of remuneration must be transparent, open and easily understandable.

3. Remuneration needs to be sensitive to local market conditions, recognizing that the role of Councillor is neither a full-time nor part-time role, but rather a unique role.
4. Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor.

VACANCIES

The same procedure is followed as for the initial appointment of members to the Council Compensation Review Task Force.

REMUNERATION

No remuneration is paid to the Council Compensation Review Task Force members.