

# Agenda

## Council Resourcing Review Task Force

2nd Meeting of the Council Resourcing Review Task Force

March 20, 2025, 9:00 AM

Committee Room #1

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

D. Ferry, M. Hamou, M. Horak, J. Slay and J. Zaifman

The City of London is committed to making every effort to provide alternate formats and communication supports for Council, Standing or Advisory Committee meetings and information, upon request. To make a request for any City service, please contact [accessibility@london.ca](mailto:accessibility@london.ca) or 519-661-2489 ext. 2425.

	Pages
<b>1. Call to Order</b>	
1.1 Disclosures of Pecuniary Interest	
1.2 Introductions	
<b>2. Consent</b>	
2.1 Chair's Notes for Agenda	3
<b>3. Items for Direction</b>	
3.1 Time Limit for Meetings	
3.2 Terms of Reference Clarification	9
3.3 Available Compensation Models	
3.4 Councillor Role Description	15
3.5 Environmental Scan	
3.6 Public Engagement Strategy	
a. Public survey	17
b. Other public engagement activities	
3.7 Councillor Engagement	
a. Councillor survey	22
b. Other councillor engagement activities	

3.8	Staff Survey	
3.9	Deferred Items	28
	a.	Remuneration of Elected Officials and Appointed Citizen Members Policy 30
	b.	Training and Onboarding Process for New Council
	c.	Selection Process Policy for Appointing Members to Committees, Civic Boards, and Commissions 31
	d.	Pay Increase to the Base Councillor Salary for the Deputy Mayor and the Budget Chair Position

3.10 Other Business

4. Adjournment

## **Chair's Notes for Agenda**

### **1.0 Call to Order**

#### **1.1 Disclosures of Pecuniary Interest**

**1.2 Introductions:** At the previous meeting on Feb. 28, the Chair did not provide an opportunity for Task Force members to introduce themselves to each other. We will thus begin with brief mutual introductions.

### **3.0 Items for Direction**

**3.1 Time limit for meeting:** We will discuss whether we need to set a time limit for the duration of our meeting, and if so, what that should be.

#### **3.2 Terms of Reference Clarification**

*Note from Task Force Chair:* As noted by the Manager of Legislative Services at our February 28<sup>th</sup> meeting, our request for clarification regarding our Terms of Reference will proceed to the March 25<sup>th</sup> SPPC meeting. I propose that we consider adding the following rationale to our request for clarification as a supplemental agenda item (if this option is available to us):

“The Task Force considers adequate staff resources to be essential for enabling Councilors to perform their duties effectively. Furthermore, both the 2016 and 2021 Task Forces recommended that future compensation reviews include consideration of staff resources. For instance, the 2021 Task Force noted that any future review of Council compensation “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”. The Task Force considers the issue to be an important element of Council resourcing that should be within its mandate and therefore asks that Council clarify whether consideration of staff support for Council members is to be considered within the Terms of Reference of the Council Resourcing Task Force.”

#### **3.3 Available Compensation Models**

*Note from Chair:* During our last meeting, we agreed to ask Staff to investigate the legal range of possible compensation models for Councillors and report back to us. I have been informed that a Staff representative will attend our March 20 meeting to clarify our request.

That said, I have reviewed the Municipal Act and other documentation, including earlier environmental scans of practices in other Ontario municipalities and our Terms of Reference, and have concluded that it may not be necessary to ask Staff for further work on this if we can confirm the following understandings with the Staff representative present at our meeting:

1. The only possible method of base compensation is an annual salary (or “stipend”). Compensation linked to amounts of time worked (such as an hourly wage) is not an option.
2. Compensation based on output-related ‘performance’ metrics is not an option, since the Councillor role is considered public service, and thus, as our Terms of Reference state, “the basic performance metric for elected officials is the election”.
3. Supplementary compensation for additional specific duties, such as committee, agency, board and commission duties, is allowed, and the Task Force will consider this issue.
4. Distinct base salaries can be set for positions such as Deputy Mayor and Budget Chief. These currently exist in London and the Task Force will consider them.
5. A Mayor’s base salary can be set (and, in most municipalities, is set) at a different level than council salaries.
6. There is no legally stipulated limit to council or mayoral compensation amounts.

### **3.4 Councillor Role Description**

*Note from Chair:* The Governance Working Group has referred its draft Councillor Role Description to this Task Force for consideration and recommendations. We will review and discuss this document, since it constitutes an important foundation. This is meant to be an initial discussion, and we may choose to table making any recommendations until a future meeting.

*Possible additions to the Councillor Role Description, for discussion:*

1. Results from the 2021 Council Compensation Task Force survey of London council members suggest that, on average, they spend Statement regarding time expectations: “Given the multiple complex demands placed upon a councillor in London, council duties are expected to constitute the primary occupation for councillors while they remain in office. Time spent on council-related roles should, in general, be considered equivalent to a full-time employment position.”
2. Regardless of whether the Task Force ultimately decides to recommend supplementary compensation for Standing Committee, Agency, Board and/or Commission posts, the cause of equitable distribution of these posts among council members could be advanced with a statement in the Role Description document regarding minimum expected service in these positions.

### **3.5 Environmental Scan**

*Note from Chair:* A scan that gathered much of this information was conducted in the London mayor’s office in early 2024. Staff should consult what can be incorporated from that scan.

*For discussion: Proposed contents of environmental scan:*

*Municipal sample:*

- Next 5 larger and next 5 smallest single-tier or lower-tier municipalities in Ontario: According to the 2021 census, these were, in order: Toronto, Ottawa, Mississauga, Brampton, Hamilton, (London), Markham, Vaughan, Kitchener, Windsor, Oakville

*Contextual variables:*

- Municipal population
- Number of councillors (excluding mayor)
- Average number of residents per councillor

- Population growth rate of the municipality, 2016-2021
- Single-tier or lower-tier municipality?

*Resourcing practices:*

- Base compensation – councillors **and** mayor
- Supplementary compensation (if any) for: committee duties; deputy mayor or budget chief role; agency, board and commission appointments; role on Regional Councils (for councillors in lower-tier municipalities). Please present compensation for each of these types of duties separately, if separate information is available.
- Expense account amounts
- Severance pay
- Ratio of administrative support staff to council members

*Other:*

- If the municipality has adopted an official Councillor role description, briefly summarize any statements about minimum workload expectations that may exist in this document.

### **3.6 Public Engagement Strategy**

#### **a. Public survey:**

- i. Discuss the format of the 2021 public survey (included in this agenda package) and the possibility of re-using this such that we can compare public opinion over time.
- ii. Discuss any necessary updates to language and/or additional questions to include.

Two possible additional questions to include, which were included on the 2016 public survey but not in the 2021 survey:

- “How many hours per week, on average, should each Council Member devote to Council business and constituency work?” Answer categories: less than 10 hours; 10-14 hours; 15-19 hours; 20-25 hours; more than 25 hours.

It is worth considering revising these categories to add more on the upper end.

- “When do you think a Council Member should be available to fulfill their duties?” (open-ended question)

- a. Discuss survey distribution options and timeline. *Note* the possibility of asking staff to generate comparative results for prior surveys and the current one.

**b. Other public engagement activities:** Discuss other possible ways of engaging the public, keeping in mind that public meetings organized by past Task Forces have been poorly attended (the 2021 meeting had three members of the public attending).

### 3.7 Councillor Engagement

#### a. Councillor survey:

- i. Discuss the possibility of re-using the 2021 survey, which is recommended since it will allow for comparison over time. The results of the 2021 survey are included in this agenda package.
- ii. Discuss any necessary updates to language and/or additional questions to include.

iii. Discuss survey distribution options and timeline. *Note* again the possibility of asking staff to generate comparative results for prior surveys and the current one.

**b. Other Councillor engagement activities:** Discuss other possible engagement avenues, including possible Task Force interviews with Councillors. The decision on whether to engage further can be deferred until after survey results are available.

### **3.8 Staff Survey**

The possibility of fielding a survey of staff who support Councillors was discussed on Feb. 28. Should this go ahead? What should be included in such a survey?

### **3.9 Deferred Items**

### **3.10 Other Business**

### **4.0 Adjournment**





London  
CANADA

# MEMO

**To:** Strategic Priorities and Policy Committee  
**From:** Michael Schulthess, City Clerk  
**Division:** City Clerk's Office, Legal Services  
**Date:** March 25, 2025  
**Re:** **Council Resourcing Review Task Force –  
Terms of Reference**

---

At its meeting on February 28, 2025, the Council Resourcing Review Task Force resolved that Council **BE REQUESTED** to clarify the Task Force's duties under section 1.6 of the Terms of Reference (attached as Appendix "A") regarding:

- a) the expectation for reviewing administrative staff supports in the Councillors' Office; and
- b) whether the review includes the workload, staff supports, and resourcing of the Mayor's Office, noting that section 1.6(b) of the Terms of Reference already includes the Mayor's base compensation within the scope.

For the Committee's review and consideration, Council's resolution from April 13, 2022, regarding the 2021 Council Compensation Review Task Force Final Report (4.1/7/SPPC) is attached as Appendix B. Notably, section d) states:

*"a review of Council Compensation BE UNDERTAKEN by an independent body, once per Council term, subject to the following: (v) "the review should include 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;"*

It is recommended that clarification be provided to the Task Force, reaffirming that the purpose of this review is to inform compensation pursuant to the Council resolution noted above. Specifically, clarification would assist the Task Force with respect to part d) of the duties portion of their Terms of Reference and how part d) may relate resourcing to compensation:

"d) councillor workload; including minimum workload expectation, balancing workloads across Council;"

## **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 City Clerk 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 City Clerk. 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 City Clerk, subject to ratification 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 City Clerk 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 Committee;
- 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 consider 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**

Task Force members will receive a stipend of \$100 per meeting.

## **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.



London  
CANADA

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

April 13, 2022

M. Schulthess  
City Clerk

I hereby certify that the Municipal Council, at its meeting held on April 12, 2022 resolved:

That the following actions be taken with respect to Council compensation:

- a) consistent with current practice, and effective with the commencement of the next term of Council, the annual compensation for serving as a Ward Councillor BE SET at the 2020 median full-time employment income for Londoners as determined from the 2021 Census data, it being noted that while 2021 data will not be available until July 2022, it will be available well prior to the effective date of adjustment;
- b) the current formula for adjusting Council compensation on annual basis BE AMENDED to be based on the average annual variation in median full-time employment income determined from published Census data over the most recent census period (2021 Census data) as opposed to the Labour Index or CPI;
- c) the annual adjustment in Councillor compensation BE AUTOMATIC and administered by the Civic Administration;
- d) a review of Council Compensation BE UNDERTAKEN by an independent body, once per Council term, subject to the following:
  - (i) the review should be completed no later than six months in advance of the date that nominations are accepted for the next municipal election;
  - (ii) any adjustments should be effective on the first day of the next Council term;
  - (iii) the Task Force should, as much as possible, reflect the diversity of the community and ideally the participants should have knowledge in the areas of municipal government, research, statistics, public engagement and compensation;
  - (iv) the Task Force should be limited to no more than five individuals;
  - (v) the review should include 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;
  - (vi) the review should consider if median full-time income remains an appropriate benchmark for Council Member compensation;
  - (vii) the review should consider if the current formula for interim adjustments remains appropriate; and
  - (viii) 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.

- e) the following activities related to public engagement and notice BE TAKEN:
- (i) opportunities BE EXPLORED to determine what online public spaces (webpages, social media, etc.) might be available in order to ensure that the system of remuneration for Council, including annual adjustment, is transparent, open, and easily accessible and understandable to the public; and
  - (ii) annual adjustments to Council compensation BE REPORTED to Committee and Council and recorded in the minutes of Committee and Council; and
- f) that NO ACTION BE TAKEN with respect to the consideration of a system of performance-based compensation for Council Members;

it being noted that the Strategic Priorities and Policy Committee received a verbal overview of the Final Report of the 2021 Council Compensation Task Force from D. Ross, Task Force Chair. (4.1/7/SPPC)



M. Schulthess  
City Clerk  
/hw

cc: A. L. Barbon, Deputy City Manager, Finance Supports  
I. Collins, Director, Financial Services  
B. Westlake-Power, Deputy City Clerk  
S. Corman, Deputy City Clerk  
N. Asare-Bediako, Financial Planning & Business Support  
A. Bush, Administrative Assistant, Administration and Protocol

## **As Amended, June 24, 2024**

### **Role Description**

A councillor has three main roles to play in the municipality over the four 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 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 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 a councillor is ready, willing and able to serve on each of these committees during 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 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, 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 \$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.



Home > Council Compensation Review

## Council Compensation Review



The Municipal Council of the City of London has appointed the 2021 Council Compensation Review Task Force (CCRTF) to provide recommendations to the Municipal Council with respect to the **Councillors' compensation** for the next term of Council (November 15, 2022 to November 14, 2026).

The scoped work of the CCRTF Force includes:

- a review of the most recent median full-time employment income data for Londoners, and
- making recommendations regarding implementation of any changes in compensation, which may include phasing in and indexing.



As part of the review, the CCRTF is **seeking your input** to the process by means of providing responses to the survey questions found below (please scroll down to view).

To assist you with your responses, the following information is provided:

### Who's Listening

#### Council Compensation Review Task Force

c/o City Clerk's Office  
Corporation of the City of London

Phone 519-661-4530  
Email [ASKCITY@london.ca](mailto:ASKCITY@london.ca)



### Related Documents

-  [August 21, 2017 - Council Resolution \(107 KB\) \(pdf\)](#)
-  [April 20, 2017 - Final Report of the 2016 Council Compensation Review Task Force \(2.56 MB\) \(pdf\)](#)

## The Role of Municipal Council

The role of Municipal Council is set out in the [Municipal Act, 2001](#) is as follows:

- to represent the public and to consider the well-being and interests of the municipality;
- to develop and evaluate the policies and programs of the municipality;
- to determine which services the municipality 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 municipality, including the activities of the senior management of the municipality;
- to maintain the financial integrity of the municipality; and
- to carry out the duties of council under this or any other Act.

## Current Ward Councillors' Compensation

The Municipal Council approved the recommendation of the 2016 Council Compensation Review Task Force that the compensation for serving as a Ward Councillor be set at the 2016 median full time employment income for Londoners.

This compensation is also subject to annual increases set out in the "[Remuneration for Elected Officials and Appointed Citizen Members](#)" which provides for an annual increase reflected in the Labour Index. The current remuneration for Ward Councillors is \$52,725.

## Median full-time employment income

Median full-time employment income refers to the employment income earned by individuals where half of the individuals in the area earn more and half earn less.

The median full-time employment income for Londoners is determined by reviewing the most recent income data provided by Stats Canada Census Profile. The 2021 Census income data will not be available until July 2022.

**GIVE US YOUR INPUT!**

### Council Compensation Survey

[Take Survey](#)



## Council Compensation Survey

All fields marked with an asterisk (\*) are required.

1. Councillors' current compensation rate is \$52,725 annually. Do you feel Councillors are currently:
  - Overpaid
  - Underpaid
  - Paid appropriately
  
2. Should the current compensation rate, based on median full-time employment income, be changed? If so, how do you suggest the rate be changed?

Please add your comment here...

3. What factors are most important to you when setting compensation rates for Council Members? Please rank with #1 as most important.

Hours spent on Councillor duties

Other (please detail)

Compensation rates of other municipalities

Attraction and retention

Nature of duties

Consistent with local economy, average wage rates, cost of living

4. Should Council Members' compensation be periodically reviewed by an independent body?

Yes

No

Not sure

5. Is there anything else you would like the Compensation Committee to consider?

Please add your comment here...

0/255

**Submit**

Appendix "M"

2021 Council Compensation Survey  
Councillor Survey Response Report

On average, how many hours per week did you spend on (in hours)?

Response	#1	#2	#3	#4	#5	#6	#7	#8	#9
Emails	11	11	10	8	5	8	14	15	3
Phone calls / constituent meetings	5	7	5	3	5	0.5	8	3	2
Staff meetings	0.5	4	6	3	3	1	2	5	1
Meeting preparation: reading reports / agendas	1	4	10	6	6-10	6	6	5	2
Meeting preparation: research	0.5	1	2	2	5	1	2	4	6
Attending Council / Committee meetings	5	4	8	8	6-10	6	8	7	6
Improvement Initiatives: Research / Planning / Meeting	0.5	1	1	1	2	1	2	5	2
Attending agency / board / commissions meetings	2	2.5	3	8	3	2	2	3	3
Attending events	1	2	0	0 since March 2020	5	0.5	1	1	4 (pre-covid)
Travel	0	1	0	0 since March 2020	0	0.5	2	1	2 (pre-covid)
Social media / website / blogs	0	6	8	1	5	0.5	14	7	2
Mentoring	1	0.5	3	0.5	0	0	0	0	0.25
Correspondence	1	0	2	text messages - 2	1	35	Included in Email & Social Media hours--99% of Correspondence is electronic	3	1
Other assigned duties (Task Forces, Deputy Mayor, chairing a Standing Committee, etc.)	0.5	7	0	included in staff meetings and preparation for meetings	1	2	1	0	1
Advocacy efforts	1	1	2	0.5	6	0.5	1	3	1

**Appendix “M”**

**Question 16: In your opinion, should annual indexing be Automatic, Reviewed and Determined by Council, or Other?**

Response	In your opinion, should annual indexing be:
#1	Reviewed and determined by Council
#2	Automatic
#3	Automatic
#4	Automatic
#5	Automatic
#6	Automatic
#7	Automatic
#8	Automatic
#9	Councillors should not get a raise for 4 years, but the base amount should be the average of four years pay including the estimated inflationary amounts for years 2-4. In this way, the raise will not be an annual controversial virtue-signalling event.

Appendix "M"

Question 17: Do you support the annual indexing of the compensation rate based on the change in annual median full-time employment income for Londoners from the last census period (sourced from Statistics Canada)? (the median full-time employment income increased 7.87% between 2011 and 2016)

Response	Do you support the annual indexing of the compensation rate based on the change in annual median full-time employment income for Londoners from the last census period (sourced from Statistics Canada)? (the median full-time employment income increased 7.87% between 2011 and 2016)
#1	Yes
#2	No
#3	Yes
#4	No
#5	Not sure
#6	Yes
#7	Yes
#8	Yes
#9	Yes



**Appendix “M”**

**Question 18: Is there anything else you would like the Council Compensation Review Task Force to consider?**

Response	Is there anything else you would like the Council Compensation Review Task Force to consider?
#1	I have found that the more experienced I become the better I am able to prioritize my time. You can spend 30 hrs a week or 70 hrs a week depending on issues in your ward and if you want to do more. I think some wards are more demanding than others. I would encourage additional administration staff to assist as well as hiring your own administrator through your expense account to assist. A major part of my job is also giving back to the community.
#2	Re Question 17: It is not the "median full-time" job in the City of London. It is likely in a higher percentile of that measure given the time, responsibility, risk, loss of privacy, and scope of duties. Once properly set, indexing it according to a percentile of this measure makes sense. This only need to happen once per term (in other words, it only needs to change once every 4 years).
#3	London needs a full time council.
#4	Make recommendations on compensation based on share of workload. Many councillors do not sit on outside boards and not all boards have equal workloads. Many sit on standing committees that meet the fewest and have lightest workload.
#5	thanks.
#6	Skipped

**Appendix "M"**

Response	Is there anything else you would like the Council Compensation Review Task Force to consider?
#7	<p>I actually do not feel the median income is the correct point at which to set a councillor's compensation. Consider, councillor's currently make less than their own admin assistants...where else in any workplace would you find that?</p> <p>We do--those who actually do the job properly--as much or more communicating directly to the public than the communications staff and are compensated roughly half as well, though held far more accountable for it. Another example of the disparity.</p> <p>If staff were compensated the way council is, it would be called exploiting employees. Before sharing other comments, I want to emphasize my answer to question 16. It is ridiculous to have council vote every year on it's annual indexing raise. It is a political circus and distraction for the council and the residents of London. If we consider council compensation like a 4 year workplace contract the public hired councillors for, the contract should be honoured without debate. I can't think of another workplace where the terms of a set period of time contract are reviewed repeatedly during the term of the contract.</p> <p>The Task Force has previously noted the role is "unique" and neither full-time, nor part-time. That is true. It is a 7 day a week job, sometimes 24/7. It is also a critical job with considerable responsibility, not a "median" job that one clocks in and clocks out of. We are responsible to represent, consider the interests and well-being of our 26,000-35,000 (depending on the Ward) direct ward constituents and the 400,000+ residents of the city as a whole. How many "median" jobs have the weight of responsibility for 25,000, let alone 400,000 jobs? Whether it is a fire in an apartment, or a shooting, or seeing someone sleeping in a doorway, or a global pandemic, there can be many sleepless nights of concern for the people we're sent to represent and be responsible to.</p> <p>These are not "median" roles and should not be viewed or compensated as such. They should be viewed as "management" or "executive" roles and compensated as such. While the role is one of public service and should not be done solely for the salary, it is also one that should be the sole focus of the individual and not require a second job in order to keep food on the table and the mortgage paid.</p> <p>Consideration for the time councillors spend on the outside agencies, boards and commissions of the municipality also requires agenda report reading and prep time, research time etc. It is not limited to just the meetings. More importantly, because some councillors hold down outside jobs for more income, they repeatedly indicate they cannot/will not serve on these ABCs in an equitable way because it interferes with there work schedules. We cannot leave those positions vacant, so the result is councillors who are only working as councillors have to carry a heavier workload. There are councillors carrying 0, 1, or 2 ABC positions, while others are carrying 5, 6, or 7. This is a direct result of poor pay and outside work making one's council duties secondary to the other job.</p> <p>For the purposes of this survey, I'm including my agenda/prep/meeting time for my ABCs in my response to average hours.</p> <p>Reflecting the executive leadership role a councillor has should be recognized as "full-time" and compensated at a more appropriate level. Having spoken to some of my own constituents about this, perhaps a better marker point would be the 75th percentile of the median income, or at minimum the median income of city hall staff.</p> <p>The job is grossly underpaid. It is little wonder councillors leave to seek higher office (and higher income), or that many community members when approached to consider running indicate they would never consider doing so because they would have to give up their current income and take a massive pay reduction. When compared to other large Canadian municipalities, London council is the poorest compensated among them.</p> <p>This issue will continue to come up until the compensation is actually fixed in a meaningful way.</p>
#8	

Appendix "M"

Response	Is there anything else you would like the Council Compensation Review Task Force to consider?
#9	<ol style="list-style-type: none"><li>1. In addition to the median, please have the mean income also available as a reference point.</li><li>2. There are reports that show the income for other municipalities and whether or not they are full or part-time. These may be helpful.</li><li>3. There is a possibility that the role will become a full-time day job with councillors available for work from 9:30 to 4:30. We might therefore need a figure for full-time work that is in alignment with other municipalities our size (all of which have full-time councillors).</li><li>4. In the full-time scenario councillors will be expected to spend more time, say 2-4 hours per week in additional working groups. The SPPC meeting will be during the day as well as portions of the other standing committees where public input is not required.</li><li>5. I also see an additional 1 hour per week possible when the city establishes its own newsroom which has been planned for quite a while.</li><li>6. Many thanks for your work and effort.</li></ol>

**DEFERRED MATTERS**

**COUNCIL RESOURCING REVIEW TASK FORCE**

as of February 28, 2025

<b>File No.</b>	<b>Subject</b>	<b>Request Date</b>	<b>Requested/Expected Reply Date</b>	<b>Person Responsible</b>	<b>Status</b>
1.	Council Members Expense Account Policy	February 28, 2025	Q2 2025	CRRFT	
2.	Councillor Role Description	February 28, 2025	March 20, 2025	CRRFT	
3.	Remuneration of Elected Officials and Appointed Citizen Members Policy	February 28, 2025	Q2 2025	CRRFT	
4.	Training and Onboarding Process for New Council	February 28, 2025	Q2 2025	CRRFT	
5.	Selection Process Policy for Appointing Members to Committees, Civic Boards, and Commissions	February 28, 2025	Q2 2025	CRRFT	
6.	Pay Increase to the Base Councillor Salary for the Deputy Mayor and the Budget Chair Position	February 28, 2025	Q2 2025	CRRFT	
7.	Environmental Scan	March 20, 2025	TBD	People Services	

<b>File No.</b>	<b>Subject</b>	<b>Request Date</b>	<b>Requested/Expected Reply Date</b>	<b>Person Responsible</b>	<b>Status</b>
8.	Public Survey	February 28, 2025	March 20, 2025		
9.	Councillor Survey	February 28, 2025	March 20, 2025		



**London**  
CANADA

## **Remuneration for Elected Officials and Appointed Citizen Members Policy**

**Policy Name:** Remuneration for Elected Officials and Appointed Citizen Members Policy

**Legislative History:** Adopted August 22, 2017 (By-law No. CPOL.-70-302); Amended July 24, 2018 (By-law No. CPOL.-70(a)-408); Amended July 25, 2023 (By-law No. CPOL.-70(b)-220)

**Last Review Date:** July 25, 2023

**Service Area Lead:** City Clerk

### **1. Policy Statement**

- 1.1 This policy establishes how the remuneration for City of London elected officials and appointed citizen members of local boards and commissions, where such remuneration is paid by the City of London, is adjusted.

### **2. Definitions**

- 2.1 Not applicable.

### **3. Applicability**

- 3.1 This policy shall apply to City of London elected officials and appointed citizen members of local boards and commissions whose remuneration is paid by the City of London.

### **4. The Policy**

- 4.1 The remuneration for City of London appointed citizen members of local boards and commissions, where stipends are paid by the City of London, shall be adjusted annually on January 1st by the percentage increase reflected in the Labour Index (monthly Index, Table 3), on the understanding that:
- a) if such an index reflects a negative percentage, the annual adjustment to the remuneration for City of London appointed citizen members will be 0%; and
  - b) if the Labour Index (monthly Index, Table 3) has increased by a percentage greater than the Consumer Price Index, Ontario, the annual percentage increase in the remuneration appointed citizen members will be no greater than the increase in the Consumer Price Index, Ontario; and
  - c) in those years where non-union staff wages are frozen, no increase shall be applied.
- 4.2 The remuneration for City of London elected officials shall be adjusted annually on January 1st by the average annual variation in median full-time employment income determined from published Census data over the most recent census period, on the understanding that:
- a) if such an average reflects a negative percentage, the annual adjustment to the remuneration for City of London elected officials will be 0%; and
  - b) in those years where non-union staff wages are frozen, no increase shall be applied.



**London**  
CANADA

## **Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions**

**Policy Name:** Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions

**Legislative History:** Enacted January 28, 2020 (By-law CPOL.-398-43); Amended November 7, 2023 (By-law No. CPOL.-398(a)-301)

**Last Review Date:** November 7, 2023

**Service Area Lead:** City Clerk

### **1. Policy Statement**

- 1.1 The City of London is committed to ensuring the appointment of qualified candidates to boards, commissions and committees in a manner that is open, transparent, and equitable. This policy outlines the selection process by which candidates to fill a position on a board, commission or committee are selected for recommendation.

### **2. Definitions**

For the purposes of this policy:

- 2.1 **Absolute Majority** – shall mean fifty percent plus one (50% +1) of the available votes.
- 2.2 **Clerk** – shall mean the City Clerk of the City of London, or designate.
- 2.3 **Committee** – shall mean the Standing Committee responsible for recommending appointments for consideration by the Municipal Council or, in applicable circumstances, the Municipal Council.
- 2.4 **Qualified Candidate** – shall mean an individual who has expressed an interest in filling a vacant position on a board, commission or committee and meets the relevant membership requirements.
- 2.5 **Qualified Voter** – shall mean a member of the Committee or, in applicable circumstances, Municipal Council, qualified to make the appointment recommendation(s) to the Municipal Council.

### **3. Applicability**

- 3.1 The policy shall apply to Committee members.

### **4. General**

- 4.1 The names of candidates who have expressed an interest in filling a vacancy or a position to which the Municipal Council appoints members shall be placed on an agenda for consideration and a selection process to recommend a candidate to fill the position(s) shall be conducted in accordance with this policy.

### **5. Appointments**

- 5.1 Appointments for boards, commissions and all committees to which Council appoints members shall be recommended for consideration in accordance with the Council Procedure By-law and the relevant terms of reference, policy or by-law for that board, commission or committee.
- 5.2 Advisory Committee appointments occurring mid-term shall be recommended for consideration in accordance with the Council Policy “General Policy for Advisory Committees”.

5.3 Prior to making a recommendation for appointment to Municipal Council, Committee may utilize the selection process detailed in this policy to short-list applicants for further consideration via a formal interview process.

## **6. Selection Process**

6.1 Qualified candidates will be placed on a Committee Agenda as a slate for consideration by the Committee.

6.1.1 In accordance with the Council Procedure By-law, in the year of a municipal election, the Striking Committee shall meet to make recommendations for initial Qualified Candidate appointments to boards, commissions and advisory committees and shall submit its recommendations to the new Municipal Council through the Strategic Priorities and Policy Committee.

6.2 The Committee may, by consensus, accept a slate for the recommendation of Qualified Candidate(s) to fill the position(s).

Every effort shall be made to achieve consensus amongst Committee Members on recommended appointments. The Clerk shall assist in the process by displaying a slate of potential appointees to each vacancy, and by amending that slate as consensus is achieved.

In the event consensus is achieved, the Chair shall immediately call for a motion to recommend the appointment for the candidates' for which consensus was reached.

6.3 Where the number of candidates recommended for appointment exceeds the number of positions available, all potential appointees' names for whom consensus has not been reached shall be listed in alphabetical order on a ballot and a selection process shall be conducted in accordance with the procedure outlined in this policy.

### **6.4 Voting - one (1) position to be filled**

Where there is one (1) position to be filled and the number of candidates recommended for appointment exceeds one (1), the following procedure shall be followed, for as many voting rounds as necessary:

6.4.1 Each Qualified Voter on the Committee shall vote for one (1) candidate to be recommended for appointment. All votes will be tabulated electronically by the Clerk.

6.4.2 The candidate that receives an Absolute Majority of the available votes shall be recommended for appointment.

6.4.3 If after the first round of counting, one candidate does not receive an Absolute Majority of available votes, the candidate(s) who received the least amount of votes and those with zero votes are removed from the slate and the vote is held again until one candidate to be recommended for appointment receives an Absolute Majority of the available votes.

### **6.5 Voting – more than one (1) position to be filled**

Where the number of positions to be filled is greater than one (1) and the number of candidates recommended for appointment exceeds the number of positions available, the following procedure shall be followed, for as many voting rounds as necessary:

6.5.1 Each Qualified Voter on the Committee shall vote for as many candidates for a position as there are positions to be filled, but may only vote once for each candidate. All votes will be tabulated electronically by the Clerk.

6.5.2 All candidates run against each other in a race for the required number of positions to be filled.

6.5.3 After the first round of counting, candidates with the least amount of votes and those with zero votes will be removed from the slate, and the vote is



held again for all positions until the number of candidates left on the ballot equals the number of positions to be filled.

6.5.4 After all voting rounds have completed, the candidates that remain shall be recommended for appointment, up to the required number of positions to be filled.

6.6 Resolution of tie – recommended candidate

In the event of a tie between two or more candidates who receive the same number of votes and cannot both or all be appointed to the position(s), the following procedure shall be followed with any modifications the Committee deems necessary:

6.6.1 A run-off vote between the tied candidates shall be conducted and tabulated electronically. The candidate(s) that receive(s) the most votes in the run-off shall be recommended for appointment.

6.6.2 In the event of a tie between the same two or more candidates in a run-off vote, the tie will be resolved by lot as follows and the candidate chosen by lot shall be declared eligible for recommendation:

a) The Clerk shall, in full view of the Committee, write the name of each tied candidate on a similar size paper, fold the papers with each candidate's name in two (2) equal parts and deposit these papers, in full view of all persons present, in an open-end box.

b) The Clerk shall ensure that the contents have been displaced sufficiently, and proceed to draw name(s) for the purpose of determining the candidate(s) who shall be recommended for appointment.

6.7 If it becomes apparent by reason of an equality of votes that no candidate can obtain sufficient votes to be recommended for appointment by the Committee, the Committee may repeat the selection process detailed in this policy with any necessary modifications in order to make a recommendation for appointment.

6.8 If it becomes impractical to tabulate the votes electronically, the selection process may be conducted and recorded manually in accordance with this Policy. The manual process shall follow the procedures outlined in sections 6.4 to 6.8 of this Policy, to the extent possible.

6.9 Once the number of candidates recommended for appointment equals the number of vacancies to be filled, the Chair shall immediately call for a motion to recommend the selected candidates for appointment.

6.10 The Clerk shall record the result and shall record how each Committee member voted in the selection process, and shall form a part of the public record.