

# Governance Working Group

## Report

Special 5th Meeting of the Governance Working Group  
September 11, 2023

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

ABSENT: S. Stevenson, S. Hillier

ALSO PRESENT: M. Schulthess, K. Huckabone, J. Raycroft

Remote Attendance: E. Bennett, A. Bush

The meeting is called to order at 9:05 AM.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

None.

### 2. Consent Items

None.

### 3. Items for Discussion

#### 3.1 2023 Ward Boundary and Governance Review Process - Terms of Reference

Moved by: S. Franke

Seconded by: S. Lewis

That the following actions be taken with respect to the 2023 Ward Boundary Review Process:

a) the report dated September 11, 2023, entitled "2023 Ward Boundary Review Process – Terms of Reference", BE RECEIVED for information;

b) the Civic Administration BE DIRECTED to bring forward an amended Terms of Reference, attached as Appendix "A", with the inclusion of a target to strive for no greater than 15% population variance and consideration of ward naming conventions, for adoption at the October 17, 2023 Council meeting;

c) the Civic Administration BE DIRECTED to undertake a competitive procurement process to retain an independent third-party consultant to initiate Option 1 as the preferred option of Municipal Council and under the adopted Terms of Reference for the City of London; and

d) that matters regarding governance and compensation be referred back to a future Governance Working Group (GWG), as related to deferred items; Remuneration of Elected Officials and Appointed Citizen Members, Training and Onboarding Process for New Council, Selection Process Policy for Appointing Members to Committees, Civic Boards, and Commissions (as it relates to Council), and it being noted that as previously directed by GWG Chair Lewis & Vice Chair Franke have been collecting data on workloads and council job description reflecting the workload (attached) for further deliberation and discussion.

**Motion Passed**

Moved by: C. Rahman  
Seconded by: A. Hopkins

That, Option 1 BE AMENDED to include consideration of the number of wards in the Terms of Reference.

**Motion Failed**

**4. Deferred Matters/Additional Business**

None.

**5. Adjournment**

Moved by: P. Cuddy  
Seconded by: A. Hopkins

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 10:35 AM.

# Terms of Reference for the City of London Ward Boundary Review

## Objective

The City of London will undertake a ward boundary review including broad engagement and consultation with members of the public, communities, key partners, to arrive at an effective and equitable system of representation across all wards, and present to Municipal Council options to be in place for the 2026 Municipal Election. Council composition will remain with fourteen (14) ward Councillors and Mayor elected at large.

The review shall consider the following:

- History of previous ward boundary changes in the City of London;
- Legal proceedings and outcomes of relevant Ontario Land Tribunal (OLT) hearings and Supreme Court case decisions;
- The City of London's projected growth and population shifts for at least three terms of Council, being 2022-2026, 2026-2030 and 2030-2034;
- Future growth with the intent that any ward boundary changes will be relevant for the next three elections;
- Post-secondary population and projections consisting of enrollment trends, geographic location trends for students, international student growth projection, and a review of comparator post-secondary institutions in Ontario; and
- Public participation and feedback.

## Consultant Responsibilities

- Develop a ward boundary review process, work plan, engagement and consultation strategy for the City of London that includes but is not limited to: online and in person information sessions, social media, surveys, and dedicated information for the City's Get Involved webpage;
- Undertake required electoral, public policy and other research (such as comparable cities) to inform the ward boundary review process;
- Implement a broad engagement and consultation strategy with London residents, communities, key partners and Members of Council to elicit input on London's current ward boundaries, input on ward boundary options, and consideration of ward naming conventions;
- Evaluate the strengths and weaknesses of the present ward system on the basis of the guiding principles identified in the Review of Ward Boundaries Council Policy;
- Undertake a ward boundary review for the City of London that will withstand legal scrutiny and possible appeals to the Ontario Land Tribunal (OLT);
- Prepare reports that will set out alternative ward boundaries to ensure effective and equitable electoral arrangements, based on the principles identified;
- Identify plausible ward boundary options that take into account the results of the consultation process;
- Present ward boundary options and a recommended option for Municipal Council's consideration in 2024.

## Project Deliverables

The consultant will be responsible to undertake a ward boundary review for the City of London within the following parameters:

- Applies the principle of "effective representation" as outlined by the Supreme Court of Canada and applied by the courts and the OLT in developing ward boundary options;
- Ward sizes need to be "balanced" to achieve effective representation and the ward boundary review will strive to achieve wards that are no greater than 15% population variance;

- Considers and reflects the principles of geography, community history, minority representation, communities of interest, physical and geographical boundaries when generating ward boundary options;
- Adheres to requirements set out in relevant OLT and court decisions about undertaking municipal ward boundary reviews;
- Builds on lessons learned through other ward boundary reviews and leading electoral and public policy research and advice;
- Builds from the experience gained through the City of London’s previous ward boundary changes and associated OLT (previously OMB) hearings;
- Engage the community with questions on the existing ward structure and guiding principles including at least two rounds of broad and comprehensive public consultation – the first to provide information to support informed engagement and solicit feedback on existing ward boundaries, and the second to provide information and solicit feedback on proposed options; and
- Works within any additional parameters established by Municipal Council and/or the City Clerk’s Office.

### Key Project Timelines and Deliverables

<b>Timeframe</b>	<b>Activities</b>
August 2023 – January 2024	<ul style="list-style-type: none"> <li>• Procurement issued to hire a consultant</li> <li>• Procurement evaluation and contract negotiation</li> <li>• Procurement Report to Council</li> </ul>
February – September 2024	<ul style="list-style-type: none"> <li>• Public Engagement Rounds 1&amp;2</li> <li>• Formal public consultation period, including: <ul style="list-style-type: none"> <li>• Open houses</li> <li>• Community engagement opportunities</li> <li>• Online engagement, involving social media and use of the City’s Get Involved webpage</li> </ul> </li> </ul>
October – November 2024	<ul style="list-style-type: none"> <li>• Final Report to Council with recommendations</li> <li>• Enacting by-law</li> </ul>
December 2024	45-day appeal period ends
January 2025	Notices of appeal to be forwarded to OLT by the City (if required)
July 2025 – November 2025	Expected OLT decision (if required)
December 31, 2025	Deadline to notify the Assessment Corporation (MPAC) and Chief Electoral Officer (Elections Ontario) of enacting by-law

**From:** [Lewis, Shawn](#)  
**To:** [Schulthess, Michael](#); [Westlake-Power, Barb](#); [Corman, Sarah](#)  
**Cc:** [Franke, Skylar](#)  
**Subject:** Circulate for GWG  
**Date:** Sunday, September 10, 2023 7:13:53 PM  
**Attachments:** [Councillor Job Description - London ON, 2023.docx](#)  
[Municipal Councillor Compensation - 2023.xlsx](#)  
[Council Added & External Workload .xlsx](#)  
**Importance:** High

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Hello Clerks, can you please circulate the following to all of Council ASAP in regard to our special GWG.

Dear Colleagues,

As you are aware, at our last meeting our discussion on a Ward Boundary review also raised some questions about governance matters. We would also remind colleagues that there are a number of items on our GWG deferred matters list as we await some clarity on “strong mayor” powers and how those may impact some of our decisions moving forward including appointments of committee chairs, the Deputy Mayor and Budget Chair roles, as well as matters related to workload, job description, compensation and a “Council First Focus” (aka Full-Time).

We also believe it is relevant for colleagues to be aware Councillor Franke and Deputy Mayor Lewis, as directed by GWG, have collected a considerable amount of information for our consideration going forward. Attached you will find a draft job description, a table of municipal compensation in other Ontario municipalities, and a compilation of the average workload of our Boards & Commissions, as well as the workload for committee chairs, deputy mayor, and budget chair. We believe this information would be valuable both for your consideration as well as a good foundation for an expanded mandate for a local “Council Compensation Task Force”, rather than a more extensive scope for a paid consultant tied to the Ward Boundary Review. Therefore we are seeking your support for the following motion:

- a) the report dated September 11, 2023, entitled “2023 Ward Boundary Review Process – Terms of Reference”, **BE RECEIVED** for information.*
- b) the Civic Administration **BE DIRECTED** to bring forward Terms of Reference Appendix “A” for adoption at the October 17, 2023 Council meeting,*
- c) the Civic Administration **BE DIRECTED** to undertake a competitive procurement process to retain an independent third-party consultant to conduct to initiate option A as the preferred option of Municipal Council and under the adopted Terms of Reference for the City of London.*
- d) That matters regarding governance and compensation be referred back to a future GWG, as related to deferred items; Remuneration of Elected Officials and Appointed Citizen Members, Training and Onboarding Process for New Council, Selection Process Policy for Appointing Members to Committees, Civic Boards, and Commissions (as it relates to Council), and it being noted that as previously directed by GWG Chair Lewis & Vice Chair Franke have been collecting data on workloads and council job description reflecting the workload (attached) for further deliberation and discussion.*

Best regards,

Councillor Franke & Deputy Mayor Lewis

**Shawn Lewis**  
**Deputy Mayor, Ward 2 Councillor**  
**City of London**

e: [slewis@london.ca](mailto:slewis@london.ca)

p: 519-661-2489 ext: 4002

c: 226-219-7038

f: [facebook.com/ShawnLewis.lnnpoli/](https://www.facebook.com/ShawnLewis.lnnpoli/)

**\*\* My working hours may not be your working hours. Please do not feel obligated to reply outside of your normal work schedule \*\***

The City of London is situated on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron. We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home including those who live here today.

## **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.<sup>1</sup>

## **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.

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<sup>1</sup> [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 represent accurately 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: \$62,000 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

City	Tier	Population (2023)	# of Councillors	Avg Residents per War	Compensation	divided by
Brampton	Lower Tier	797,024.00	10	79,702.40	\$137,000.00	\$1.72
Burlington	Lower Tier	205,960.00	7	29,422.86	\$112,000.00	\$3.81
Guelph	Single	135,474.00	12	11,289.50	\$51,327.00	\$4.55
Waterloo	Lower Tier	113,520.00	7	16,217.14	\$46,462.00	\$2.86
Kitchener	Lower Tier	256,885.00	10	25,688.50	\$70,234.00	\$2.73
Mississauga	Lower Tier	797,070.00	11	72,460.91	\$92,831.00	\$1.28
London	Single	437,080.00	14	31,220.00	\$62,000.00	\$1.99
Kingston	Single	136,685.00	12	11,390.42	\$45,000.00	\$3.95
Oakville	Lower Tier	211,382.00	14	15,098.71	\$106,000.00	\$7.02
Cambridge	Lower Tier	134,495.00	8	16,811.88	\$45,287.00	\$2.69
Peterborough	Single	185,647.00	10	18,564.70	\$34,024.00	\$1.83
Barrie	Single	161,712.00	10	16,171.20	\$40,983.00	\$2.53
Belleville	Single	59,392.00	8	7,424.00	\$34,845.00	\$4.69
Brantford	Single	103,147.00	10	10,314.70	\$34,854.00	\$3.38
Chatham-Kent	Single	98,880.00	17	5,816.47	\$36,900.00	\$6.34
Sudbury	Single	165,958.00	12	13,829.83	\$53,067.00	\$3.84
Hamilton	Single	781,000.00	15	52,066.67	\$97,357.00	\$1.87
Ottawa	Single	989,657.00	24	41,235.71	\$111,111.00	\$2.69

<b>Standing Committee</b>	<b># MTG a year</b>	<b>Annual Average Hours Commitment</b>
CPSC	12	84
CPSC Chair	12	18
CSC	16	52
CSC Chair	16	16
PEC	17	114.75
PEC Chair	17	68
CWC	15	48.75
CWC Chair	15	30
<b>External</b>		
AMO Board	4	40
AMO Executive	18	90
FCM Board	10	200
<b>Other</b>		
Audit	4	18
Governance	6	42
Gov Chair	6	18
County Liaison	3	10.5
Deputy Mayor	72	396
Budget Chair	156	390
<b>ABC's</b>		
Dearness	4	14
Covent Garden Market	5	24
LMHC	12	82
Hydro	10	110
Police	12	140
Library	12	40
LTC	11	104
EMS		
Food Policy	10	35
MLHU	10	75
Museum London	12	60
RBC	10	95
Tourism	11	66
Fair Programming	8	40
Argyle BIA	10	42
Hamilton BIA	12	120
Hyde Park BIA	10	75
Downtown BIA	10	100
OEV BIA		
UTRCA	12	84
LTRCA	7	31
KCCA	10	35
Elgin Water Board	4	20
Lake Huron Water Board	4	20
Western Fair BOG		