



MEMO

To: City Council
From: Michael Schulthess, City Clerk
Division: City Clerk's Office, Legal Services
Date: January 21, 2025
Re: **Appointments – Council Resourcing Review Task Force**
Item 7 (4.3) – 14th Report of Strategic Priorities and Policy Committee

At its meeting on September 24, 2024, Council approved the Terms of Reference, attached as Appendix 'A', for a Council Resourcing Review Task Force and resolved that:

the Civic Administration **BE DIRECTED** to bring forward a by-law to a future meeting of Council to create a Council Resourcing Review Task Force; and

the City Clerk **BE DIRECTED** to select the membership of the Council Resourcing Review Task Force and bring forward the successful names to a future meeting of City Council for ratification.

For Council's information, this memo provides background on the advertisement process, as well as a short biography for each of the five (5) selected candidates for consideration. Once the Task Force is formed, their work can begin with the goal of making recommendations to Council by November 2025.

Recommendation

That on the recommendation of the City Clerk, the following actions be taken with respect to the 2025 Council Resourcing Review Task Force:

- a) the following individuals **BE APPOINTED** to the Council Resourcing Review Task Force:
 - i) Dane Ferry;
 - ii) Mariam Hamou;
 - iii) Martin Horak;
 - iv) Jennifer Slay;
 - v) Jared Zaifman; and
- b) the Civic Administration **BE DIRECTED** to commence the 2025 Council Resourcing Review Task Force review based on the Terms of Reference as appended to the memo as Appendix 'A'.

Previous Reports Related to this Matter

Governance Working Group – May 13, 2024

Governance Working Group – June 24, 2024

Governance Working Group – August 15, 2024

Scope of Recruitment

The application form, along with a description of the Task Force and the Terms of Reference was live on the City's website from November 18, 2024 until December 13,

2024. Information about the Task Force and instructions on how and when to apply were advertised in The Londoner on November 28, 2024. Multiple posts and stories were shared across the City's various social media platforms.

In addition to the above forms of engagement, the City Clerk's Office also reached out to our administrative partners in People Services and the Anti-Racism and Anti-Oppression Division with a request that this recruitment be circulated as widely as possible. We can confirm that the opportunity was shared in the following spaces:

People Services: ATN; Canadian Forces; CARE Centre for Internationally Educated Nurses; Chippewas of the Thames; CNIB; College Boreal; Community Employment Choices; Community Employment Services – Oxford; Community Living London; Durham College; Employment Services Elgin; Employment Solutions; Fanshawe College; Goodwill Industries; Huron University; Hutton House; King's University College; Lambton College; Leads Employment Services; London and Middlesex Local Immigration Partnership; London Cross Cultural Learning Centre; London Economic Development Corporation; London Public Library; London Training Centre; LUSO Community Services; March of Dimes; Mennonite Community Services; Middlesex County; Munsee-Delaware Ontario Works; N'Amerind (London) Friendship Centre; Nokee Kwe; Oneida Nation of the Thames; Ontario Ministry of Labour, Immigration, Training and Skills Development; Over 55 Skills At Work; Pathways Employment Help Centre; Small Business Centre; Thames Bluewater Metis Council, President; University of Waterloo; Western University; Will Employment Solutions; Workforce Planning and Development Board; YMCA; Youth Opportunities Unlimited

Anti-Racism and Anti-Oppression's networks: The Accessibility Advisory Committee; Black Community Connections (29 individuals); Newcomers: Shared in LMLIP's November newsletter received by over 800 individuals and organizations; Anti-Hate Community Partners (17 contacts from community partner organizations).

The City Clerk's Office received 25 applications to the Task Force. Consideration was given to the criteria in section 1.4 of the Terms of Reference (Appendix A) and all candidate applications were reviewed through an equity lens.

Candidate Biographies

Dane Ferry

Dane Ferry has a background in governance, policy analysis, and resource optimization. As Manager of Government Services at Western University's Student Union, she oversees corporate policy review and governance strategies. Dane has previously managed a \$4.2 million portfolio at the Business + Higher Education Roundtable and led the creation of several federally and provincially funded projects within the private and nonprofit sectors. With over five years of experience in Corporate and Institutional Policy, she has worked on aligning policies with legal, organizational, and compensation frameworks. Dane holds an Honours Bachelor of Arts in Political Science and Government from Western University.

Mariam Hamou

Mariam Hamou has experience in community leadership and community service, including board roles with the London Abused Women's Centre, the Mary J. Wright Child and Youth Development Clinic, and the Regional HIV/AIDS Connection. Mariam served as a City Councillor for Ward 6 in London from 2021-2022. She also served as Chair of the London Public Library Board and worked as a financial aid officer at Western University. She holds a Bachelor's degree in English, an Honours Bachelor of Arts in language and literature, and a Master of Library and Information Science, all from Western University.

Martin Horak

Martin Horak is an academic researcher and faculty member at Western University, focusing on local government and municipal politics. In addition to being a member of London's 2017 Council Compensation Task Force, he has experience with council

resourcing and has studied London, Ontario's specific needs. From 2010 to 2018, Martin directed Western University's Local Government Program. He has also facilitated Council orientation sessions for various Ontario municipalities and has closely observed London's governance landscape since the early 2000s. Martin holds a Ph.D. from the University of Toronto.

Jennifer Slay

Jennifer Slay has more than two decades experience as a therapist, educator, and community leader. In her role as the Director of EDI and Decolonization at King's University College, she has led initiatives to address systemic change and collaborated with various stakeholders to strengthen institutional policies and practices. She has served on the City's Anti-Hate Task Force, contributing to the Stop Tolerating campaign, and currently sits on the Grand Theatre's EDIR sub-committee, where she has engaged in anti-racism initiatives. Jennifer has co-founded AWL Partners (parent company of All Women L.E.A.D.) that focuses on gender equity and leadership where services help people develop their emotional intelligence and leadership skills. She holds a Bachelor's degree in anthropology from Western University and a Master's degree in social work from McMaster University.

Jared Zaifman

Jared Zaifman has experience in municipal governance, business leadership, and community service. As the Chief Executive Officer of the London Home Builder's Association, among other duties, Jared is responsible for researching, reviewing, and adjusting job roles, descriptions, and salaries. He served as the City Councillor for Ward 14 in London from 2014 – 2018. Jared has worked for the City of Stratford as a special projects officer, and for the Town of St. Marys as a community improvement plan consultant. Previously, Jared served as a member of the Committee of Adjustment and the Covent Garden Market Board. He has conducted nationwide research on council compensation and he holds an Honours Bachelor's degree in Political Science, as well as a Master's Degree in Public Administration from Western University.

APPENDIX A

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.