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 COBOURG	THE CORPORATION OF THE TOWN OF COBOURG	
	Council Remuneration Ad Hoc Committee REPORT	
TO:	Mayor and Council Members	
FROM:	Council Remuneration Ad Hoc Committee	
DATE OF MEETING:	April 30, 2018	
TITLE / SUBJECT:	Town of Cobourg Council Remuneration Review	
REPORT DATE:	April 12, 2018	File #:

1.0 STRATEGIC PLAN
Not Applicable

2.0 PUBLIC ENGAGEMENT
The Council Remuneration Ad Hoc Committee Meetings are public meetings and agendas prepared and distributed to all committee members and posted on the Municipal Website at least forty-eight (48) hours in advance of the scheduled meeting date in an electronic format where possible.

The Council Remuneration Ad Hoc Committee received one public delegation from a Town of Cobourg resident in accordance with the Advisory Committee and Local Board Policy and Procedures for Advisory Committees in the Town of Cobourg.

3.0 RECOMMENDATION
THAT Council approve the municipal Comparator Group used for the purposes of determining Council Remuneration (contained in this report);

THAT Council approve the Council Remuneration Ad Hoc Committee recommendation to determine the salary for the elected offices of Mayor, Deputy Mayor and Councillor by using the median from the final twenty (20) approved Municipal Comparator Survey results;

THAT the salary for the position of Mayor be set at \$37,940 effective December 3, 2018;

THAT the salary for the position of Deputy Mayor be set at \$22,679 effective December 3, 2018.

THAT the salary for the position of Municipal Councillor be set at \$18,128 effective December 3, 2018;

THAT no changes be made to the current benefits provided to the Mayor and Members of Council;

THAT compensation adjustments for the Mayor, Deputy Mayor and Members of Council continue to be maintained with the annual CPI adjustments as a yearly increase to the Council Remuneration effective July 1st each year as stated in the current provision of the Council Remuneration By-law;

THAT the Ad Hoc Committee recommends not adjusting remuneration to reflect the impact of the removal of the 1/3 Tax Free Allowance by the Government of Canada in this review of Council Remuneration for Cobourg Municipal Council Members;

THAT the Ad Hoc Committee recommends the Council Remuneration By-law No.078-2015 be amended to strike out and remove the portion of Section 4.1 a) 'Reimbursement for the delegate's partner';

THAT the formula for calculating Police Services Board Remuneration remain unchanged as follows:

- a) Member: 28.5% of the annual compensation established for the Town of Cobourg Councillors; $(\$18,128 \text{ (proposed)} \times 28.5\% = \$5,167)$
- b) Board Chair: 1.25 times the established rate for Police Services Board Members; and $(\$5,167 \text{ (proposed)} \times 1.25 = \$6,459)$

THAT pursuant to resolution 031-13 passed on January 28, 2013, as changes to appointments to the Police Services Board membership occur, the offer of providing Town of Cobourg benefits to the new members be discontinued;

THAT the conducting a formal market review for Council every four (4) years and the continued engagement of a Council Remuneration Ad Hoc Committee during the last year of the Council's term of office be maintained.

4.0 ORIGIN

On January 15th 2018, Council approved a resolution of striking a Council Remuneration Ad Hoc Committee with a mandate to review the current compensation package including benefits paid to the Mayor, Deputy Mayor and Members of Council. This resolution also included a review of the Cobourg Police Service Board remuneration.

5.0 BACKGROUND

Town of Cobourg Municipal Council requested an Ad Hoc committee be formed to review Council Remuneration early in January 2018 to provide recommendations which shall come into effect for the 2018-2022 Council Term.

The Membership of this committee shall be comprised of;

- one (1) member, being the Committee Chair or designate appointed from each Town of Cobourg Advisory Committee consisting of six (6) members and one (1) member being chosen from the Community at large:
 1. Terry Stopps, Planning and Sustainability Advisory Committee;
 2. Bruce Bellaire, Environmental / Active Transportation Advisory Committee;
 3. Stanley Frost, Parks and Recreation Advisory Committee;
 4. George Kamphorst, Cobourg Heritage Advisory Committee;
 5. Richard Riley, Cobourg Economic Development Advisory Committee
 6. Eugene Maynard, Cobourg Accessibility Advisory Committee;
 7. Dilys Robertson, Cobourg Resident at large.
- a committee secretary for the purpose of production and distribution of minutes and agendas; and
- the Municipal Clerk and Human Resources representative as required to attend Committee meetings to serve as staff resources to the Committee and to develop a background statistical report to be presented to the Committee on comparable Ontario municipalities.

The purpose of the Ad Hoc Committee shall be to review Council Remuneration and make recommendations based on:

1. An understanding of what is asked and expected when an individual is elected to Municipal Council;
2. Responsibility level of the office as elected representatives of the citizens of the Town of Cobourg based upon the position held being Mayor, Deputy Mayor and Councillor;

3. Remuneration compared to other similar Ontario Municipalities having a similar population and having a seven (7) member Council comprised of one (1) mayor, one (1) deputy mayor and five (5) Councillors wherever possible to reflect the current make-up of the Town of Cobourg Municipal Council.

6.0 ANALYSIS

Council Remuneration Ad Hoc Committee Deliberations

Analytical Plan

Given the short time frame for reporting back to Council, the Ad Hoc Committee made its first decisions on the scope of analysis that it would conduct/review to inform its decision-making (i.e., recommendations to Council).

The Committee chose the following analytical areas for inclusion in its work:

- *High-level Principles* – underpinning political compensation and expense management
- *Relevant Federal Issues* – e.g., planned changes to the Tax Act
- *Provincial Direction* – e.g., Municipal Act, Police Services Act
- *Other Municipalities* (e.g., other provincial, Northumberland County, and comparable size municipalities)
- *Our Municipality – Town of Cobourg-*
 - Survey of Current Elected Officials
 - Review of Council Remuneration By-law No. 078-2015.

Council Remuneration Ad Hoc Committee Findings

High-level Principles

The first decision of the *Council Remuneration Ad Hoc Committee* was to adopt, and during its deliberations to be governed by a set of high-level principles, to ensure (as far as is reasonably possible), including:

1. Fair & Equitable;
2. Accountable and Transparent;
3. Legally Compliant;
4. Predictable.

Federal Tax Act – states that a municipal corporation or board may pay a non-accountable expense allowance to an elected officer to perform the duties of that office. For 2019 and later tax years, non-accountable allowances paid to elected officers will be included in their income.

The Committee recommends - Council not immediately at this time consider an adjustment in response to federal removal of the 1/3 tax allowance, in 2019.

Provincial Direction - the Ontario Municipal Act and Police Services Act provide direction for most of the requirements governing remuneration and the management of expenses of Council and committees, and must be enacted in the municipality by specific by-law. (See below for our review of Cobourg By-Law 078-2015).

Other Municipalities

The Council Remuneration Ad Hoc Committee evaluated, provincial-wide municipal policies using the *AMCTO (Association of Municipal Clerk and Treasurers of Ontario) Report, Municipal Council Compensation in Ontario (March 2018)*. In addition, we reviewed specific spreadsheets on salaries and benefits for selected: municipalities in Ontario; Northumberland County municipalities; and municipalities of comparable (to Cobourg) population and Council size. (See Appendix 1).

During its review, the Committee came to the same conclusion as AMCTO, that the level of compensation offered by a municipality is closely correlated to its size. Consequently, smaller municipalities are more likely to pay their council members at lower rate than larger municipalities.

In our research, considering municipalities of comparable population size to Cobourg, we used the median salary of a set of comparably sized municipalities. The data set and medians are shown in the following table.

			Mayor's Honorarium	Deputy Mayor's Honorarium	Councillor's Honorarium	
	Municipality	Population	Household	01-Jan-17	01-Jan-17	
1	Selwyn	17,060	8,587	33,671	18,323	
2	Pelham	17,110	8,082	33,990	15,678	
3	Petawawa	17,187	8,875	40,698	22,199	
4	Niagra on the Lake	17,511	6,691	46,200	14,300	
5	Port Colborne	18,306	10,300	34,916	10,103	
6	South Frontenac	18,846	10,336	29,932	14,931	
7	Springwater	19,059	7,530	38,228	26,901	
8	Town of Cobourg	19,440	8,958	34,720	21,851	
9	Huntsville	19,816	10,084	43,819	21,270	
10	Wasaga Beach	20,675	12,821	26,272	19,279	
11	Strathroy-Caradoc	20,867	8,919	44,728	23,004	
12	Oro-Medonte	21,036	9,388	31,050	24,841	
13	Wilmet	21,151	7,822	27,479	N/A	
14	Uxbridge	21,176	8,050	47,822	N/A	
15	Brockville	21,346	10,794	40,651	N/A	
16	Kingsville	21,552	8,870	30,834	20,885	
17	Scugog	21,617	8,725	43,162	N/A	
18	Owen Sound	21,688	10,148	48,159	24,980	
19	Clarence-Rockland	24,512	9,639	46,880	N/A	
20	Orangeville	28,734	10,978	47,484	28,264	
			The Median	\$ 37,939	\$ 22,679	\$ 18,128

The Committee found the use of median salary statistics compelling for the determination of initial salaries for Mayor, Deputy Mayor, and Councillors.

Our Municipality – Town of Cobourg

Survey of Elected Officials (see Appendix 2) - with the assistance of staff, Committee members designed and conducted a survey of current Council members.

The Committee found that the use of our survey statistics would be unreliable (i.e., small sample sizes and vulnerable to confounding, non-standardized responses) for the initial determination of salaries, but could perhaps be helpful confirming the validity of recommendations or identification of unresolved issues (see below).

In the future, the CAO may wish to consider the collection and maintenance of a standardized survey (and other) data to track/verify the work effort of successive Councils and its members. These data could be useful in subsequent reviews.

Review of By-Law 078-2015 (see Appendix 3)

The Council Remuneration Ad Hoc Committee conducted a line-by-line review of the current Council Remuneration By-Law.

In general, the Committee found that the structure of the by-law adequately implements Cobourg's responsibilities defining remuneration and expense policy; and that the majority of provisions were well founded. Examples include, the use of consumer price index, to ensure salaries are adjusted for inflation; and an accountability structure for expenses.

Unresolved Issues

There were two partially unresolved issues discussed by the Committee: the loss of compensation arising from Federal tax changes to be implemented in the 2019 tax year; and the use of full-time vs. part-time elected officials.

- Federal Income Tax changes (i.e., loss of the 1/3 tax free benefit) - functionally, the existing federal tax policy currently provides a significant financial benefit to elected officials; and so, when the new policy takes effect in 2019, there will be a significant loss of benefit to members of Councils, across Canada. At this point in time, it is not known how individual municipalities will handle the change. Differing responses could lead to inequities between municipalities.

The Committee advises that the next Council may wish to keep watch on the actions of other municipalities and consider changes to maintain equity.

- Full-time vs. Part-time Elected Officials – there was considerable debate about the differences (in responsibility and hours of work) between Councillors, Deputy Mayor, and Mayor. For the Mayor, a clear (but high-level) delineation of responsibilities can be found in the Ontario Municipal Act.

The Committee also received a delegation that advocated a move to 'full-time' elected officials, as a means to improve the potential range of candidates who can practically run for office.

The Committee advises that a broader process (including policy option development, consultation and additional analysis, than captured by this remuneration review) would be necessary to resolve this issue.

7.0 FINANCIAL IMPLICATIONS/BUDGET IMPACT

The annual cost of compensation adjustments effective December 3, 2018 as recommended in this report is as follows:

Cost of Recommendations as of December 3, 2018	
Description of Cost:	Amount:
Remuneration Increase for Members of Council	Mayor: increase of \$3,220
	Deputy Mayor: increase of \$828
	Councillors: increase of \$600 x 5 = \$3,000
Total:	\$7,048

8.0 CONCLUSION

Following Council resolution, the *Council Remuneration Ad Hoc Committee* has completed its report (contained herein) and has made recommendations for:

- changes to Town Council member remuneration and expenses;
- changes in the remuneration of members of the *Cobourg Police Service Board*; and
- amendment of Cobourg By-Law 078 2015.

The Committee has also included recommendations for the next Council for potential continued work on:

- assessing the need for remuneration changes, following implementation of federal tax changes scheduled to begin in tax year 2019.

9.0 AUTHORIZATION/SIGNATURES:

Respectfully Submitted by the Members of the Council Remuneration Ad Hoc Committee.

Appendix 1

Council Remuneration and Ad Hoc Committee - Council Honorariums and Benefits Survey 2018 - MAYOR																											
Municipality	Population	Household	Mayor's Honorarium	01-Jan-17	31-Jan-17	01-Jan-17	31-Jan-17	10 Tax-Free	Mayor's Absence Waiver	Mayor's Absence Waiver	01-Jan-17	31-Jan-17	01-Jan-17	31-Jan-17	Benefits	01-Jan-17	31-Jan-17	01-Jan-17	31-Jan-17	01-Jan-17	31-Jan-17	01-Jan-17	31-Jan-17	Number of Councilors	Total		
1	Edmonton	1,120,203	48,117	33,151	22,324	18,527	18,527	YES	0.55	3,650	3,650	0.55	3,650	0.55	3,650	0.55	3,650	0.55	3,650	0.55	3,650	0.55	3,650	0.55	3,650	5	5
2	Calgary	1,011,410	43,312	31,310	22,699	17,929	17,929	YES	0.55	2,600	2,600	0.55	2,600	0.55	2,600	0.55	2,600	0.55	2,600	0.55	2,600	0.55	2,600	0.55	2,600	5	5
3	Winnipeg	747,711	33,912	24,500	18,527	18,527	18,527	YES	0.55	2,600	2,600	0.55	2,600	0.55	2,600	0.55	2,600	0.55	2,600	0.55	2,600	0.55	2,600	0.55	2,600	5	5
4	Regina	321,731	13,200	10,000	7,000	7,000	7,000	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
5	Windsor	290,229	12,000	9,000	6,500	6,500	6,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
6	Brandon	240,616	10,000	7,500	5,500	5,500	5,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
7	Fort St. John	13,329	5,500	4,000	3,000	3,000	3,000	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
8	Peace River	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
9	Sturgeon	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
10	Fort McMurray	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
11	Whitecourt	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
12	Slave Lake	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
13	High Prairie	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
14	Sylvan Lake	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
15	Cardston	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
16	Okotoks	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
17	Stirling	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
18	Okotoks	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
19	Okotoks	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5
20	Okotoks	10,000	4,500	3,500	2,500	2,500	2,500	YES	0.55	1,500	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	0.55	1,500	5	5

Notes:
 #1 Salary For Mayor/District Mayor - Council can opt in, but must pay 50% of the position
 #2 Local Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.
 #3 District Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.
 #4 District Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.
 #5 District Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.
 #6 District Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.
 #7 District Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.
 #8 District Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.
 #9 District Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.
 #10 District Provision provides a Per Diem amount for meetings: Half day meetings = \$50 and Full Day Meetings = \$100.

Council Remuneration and Ad Hoc Committee - Council Honorariums and Benefits Survey 2018 - Deputy Mayor

Municipality	Population	Household	Mayor's Honorarium 01-Jan-17	Deputy Mayor's Honorarium 01-Jan-17	Councillor's Honorarium 01-Jan-17	10 Ter Free Allowance	Mayor Car Allowance Mileage	Councillor Car Allowance Mileage	Health/Dental/Flexion	Benefits	Number of Council	Total
1 Solihull	11,050	8,857	33,571	22,334	18,523	Yes	0.55	0.55	Council can opt into plan	Yes/No	3	5
2 Polesworth	17,410	6,872	43,659	24,799	15,578	Yes	2,000	2,000	Optional (Paid by Council)	Yes/No	5	7
4 Nuneaton and Leicestershire	17,511	6,501	46,205	N/A	12,155	Yes	370 per per	2,400	Yes	Yes/No	5	7
5 South Leicestershire	18,646	10,336	39,532	14,931	10,101	Yes	250 per month	0.50	Yes	Yes/No	8	9
7 South Leicestershire	19,059	7,520	35,228	28,951	12,716	Yes	0.54	0.54	Yes	Yes/No	5	7
8 Town of Leicestershire	19,410	8,554	34,710	21,851	17,219	Yes	1,500	1,500	Value of 2014 Benefit Coverage Every Year (1,720,581)	Yes/No	5	7
9 Leicestershire	19,675	10,084	43,819	21,270	18,270	Yes	0.42	0.42	Value of 2014 Benefit Coverage Every Year (1,720,581)	Yes/No	7	9
10 Leicestershire	20,687	8,519	44,278	23,054	14,500	Yes	0.48	0.48	Market Only	Yes/No	5	7
11 Leicestershire	21,035	8,208	31,025	24,841	18,561	Yes	0.48	0.48	Market Only	Yes/No	5	7
12 Leicestershire	21,151	7,822	27,479	N/A	13,240	Yes	0.50	0.50	Optional (Paid by Council)	Yes/No	5	7
13 Leicestershire	21,178	8,595	47,622	N/A	40,000	Yes	0.54	5,541	Optional (Paid by Council)	Yes/No	6	7
14 Leicestershire	21,346	10,734	40,651	20,815	17,832	Yes	0.45	0.45	Optional (Paid by Council)	Yes/No	8	9
15 Leicestershire	21,542	8,978	43,051	20,815	15,695	Yes	0.52	0.52	Optional (Paid by Council)	Yes/No	5	7
17 Leicestershire	21,681	10,148	44,155	24,840	21,600	Yes	150 per month	0.55	Optional (2010 SRA)	Yes/No	5	7
18 Leicestershire	24,512	8,529	45,652	N/A	28,216	Yes	0.52	0.52	Optional (2010 SRA)	Yes/No	7	9
20 Leicestershire	28,734	10,678	47,484	28,564	25,551	Yes	0.52	0.52	Optional (2010 SRA)	Yes/No	8	9
The 3rd Quartile of Deputy Mayor's Honorarium			\$ 231,134.59									
The Median of Deputy Mayor's Honorarium			\$ 22,679.00									
The Average of Deputy Mayor's Honorarium			\$ 22,779.85									

Notes:
 #1 Salary For Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #2 Salary For Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #3 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #4 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #5 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #6 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #7 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #8 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #9 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
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 #16 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #17 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #18 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #19 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium
 #20 Health/Dental/Flexion - Council can opt in, but must pay 10% of the premium

Council Remuneration and Ad Hoc Committee - Council Honorariums and Benefits Survey 2018- Councilor

Ward	Municipality	Population	Household	Mayor's Honorarium		1/10 Tax Free Allowance	Mayor Car Allowance Mileage	Councilor Car Allowance Mileage		Population	Health/Dental/Vision Yes/No	Benefits		Number of Councilors	Total Council
				01-Jan-17	01-Jan-17			Rate Per Km	Rate Per Km			ONERS Pension Yes/No	Life Insurance Yes/No		
1	Solway	17,092	8,547	11,571	22,142	Yes	0.55	2,600	0.55	2,600	Optional (Paid by Councilor)	No	No	3	5
2	Parkman	17,190	8,602	11,990	23,980	Yes	0.55	2,400	0.55	2,400	Optional (Paid by Councilor)	No	No	3	7
3	Parkman	17,187	8,615	40,631	23,859	Yes	0.55	2,400	0.55	2,400	Optional (Paid by Councilor)	No	No	3	7
4	McGregor and Sea Lake	17,511	8,801	45,200	24,400	Yes	0.55	250 per month	0.55	250 per month	Optional (Paid by Councilor)	No	No	3	8
5	Port Colborne	18,200	9,100	34,916	14,931	Yes	0.54	1,500	0.54	1,500	Optional (Paid by Councilor)	No	No	3	8
6	South Frontenac	18,646	9,323	35,238	21,238	Yes	0.55	1,500	0.55	1,500	Optional (Paid by Councilor)	No	No	3	7
7	Springwater	18,609	9,304	35,238	21,238	Yes	0.55	1,500	0.55	1,500	Optional (Paid by Councilor)	No	No	3	7
8	Front of Centre	19,649	9,824	34,759	21,591	Yes	0.55	1,500	0.55	1,500	Optional (Paid by Councilor)	No	No	3	7
9	Front of Centre	19,649	9,824	34,759	21,591	Yes	0.55	1,500	0.55	1,500	Optional (Paid by Councilor)	No	No	3	7
10	Midland Beach	20,675	10,337	38,272	18,272	Yes	0.48	1,500	0.48	1,500	Optional (Paid by Councilor)	No	No	3	7
11	Southport-Cardiac	20,667	10,333	44,128	23,624	Yes	0.48	1,500	0.48	1,500	Optional (Paid by Councilor)	No	No	3	7
12	Southport-Cardiac	21,026	10,513	31,026	24,841	Yes	0.54	1,500	0.54	1,500	Optional (Paid by Councilor)	No	No	3	7
13	Oron-Medford	21,151	10,575	27,479	20,842	Yes	0.54	1,500	0.54	1,500	Optional (Paid by Councilor)	No	No	3	7
14	Uxbridge	21,176	10,588	47,827	23,913	Yes	0.54	1,500	0.54	1,500	Optional (Paid by Councilor)	No	No	3	7
15	Brookville	21,266	10,633	40,631	20,315	Yes	0.54	1,500	0.54	1,500	Optional (Paid by Councilor)	No	No	3	7
16	Brookville	21,266	10,633	40,631	20,315	Yes	0.54	1,500	0.54	1,500	Optional (Paid by Councilor)	No	No	3	7
17	Cambridge	21,621	10,810	41,162	20,581	Yes	0.55	1,500	0.55	1,500	Optional (Paid by Councilor)	No	No	3	7
18	Cambridge	21,621	10,810	41,162	20,581	Yes	0.55	1,500	0.55	1,500	Optional (Paid by Councilor)	No	No	3	7
19	Cambridge	24,512	12,256	45,880	22,940	Yes	0.52	1,500	0.52	1,500	Optional (Paid by Councilor)	No	No	3	7
20	Orangeville	24,724	12,362	47,484	23,742	Yes	0.52	1,500	0.52	1,500	Optional (Paid by Councilor)	No	No	3	7
The 3rd quartile of Councilor Honorarium \$ 21,775.75															
The Median of Councilor Honorarium \$ 18,127.50															
The Average of Councilor Honorarium \$ 19,554.87															

81 Salary For Health/Dental/Vision - Council can opt in, but must pay 50% of the premium
 86 South Frontenac provides a Per Diem amount for meetings: full day meetings = \$58 and 8 1/2 Day Meetings = \$156.
 89 Huntsville provides a Per Diem amount for meetings: Meetings inside the Municipality = \$150/day and Meetings outside the Municipality = \$75 for 1/2 day and \$150 for full day.

Council Remuneration and Ad Hoc Committee - Council Honorariums and Benefits Survey 2018

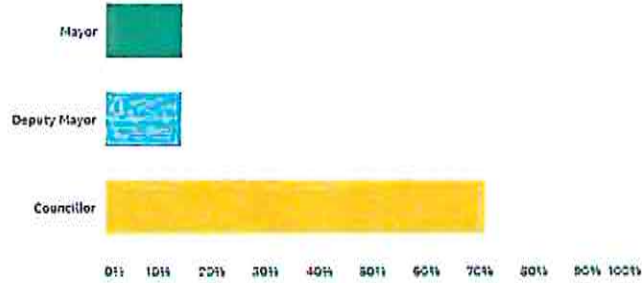
Ranking	Municipality	Province	Incorporated	Mayor's Honorarium	Deputy Mayor's Honorarium	Councillor's Honorarium	Ad Hoc Committee Member's Honorarium	Total	Standard Of Remuneration		Percentage of Council Members	Number of Council Members	Total
									Rate Per Year	Number of Members			
1	Coquitlam	BC	1978	\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800
2	Richmond	BC	1978	\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800
3	Edmonton	AB	1954	\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800
4	West Hill	ON	1954	\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800
5	Northwest Territories	NT	1954	\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800
6	Northwest Territories	NT	1954	\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800
7	Greater	ON	1954	\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800
Median of Incorporated Councils				\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800
Median of Incorporated Councils				\$12,700	\$12,700	\$12,700	\$12,700	\$48,800	100%	4	100%	4	\$48,800

From 2018 onwards for 2018-19 for each of the 100 municipalities included in the survey. For each of the 100 municipalities included in the survey.

Town of Cobourg Municipal Council Survey – Input from Members of Council

Q1: What office do you hold on Town of Cobourg Municipal Council?

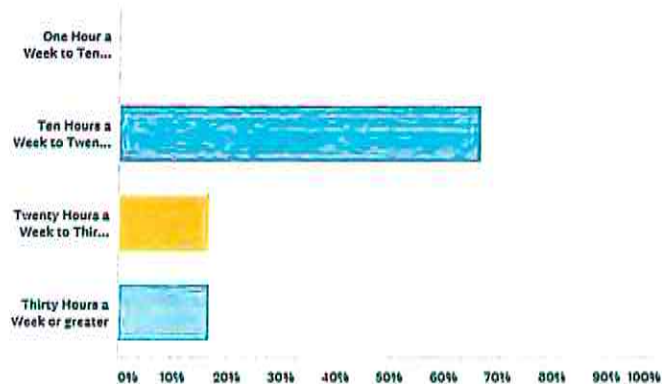
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ Mayor	14.29%	1
▼ Deputy Mayor	14.29%	1
▼ Councillor	71.43%	5
TOTAL		7

Q2: How many hours a week do you spend on Council Business as a Member of Council, excluding Advisory Committee or Local Board Business.

Answered: 6 Skipped: 1



COMMENTS – MAYOR:

- Most of the work consists of reading many, many pages of reports and information from town staff, County staff, provincial municipal updates (AMO and other ministries), federal updates. Much of this then requires some follow up or consultation. *(Thirty Hours a Week or greater)*

COMMENTS – DEPUTY MAYOR:

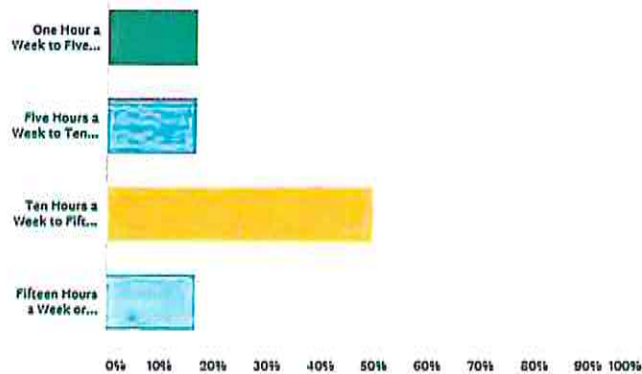
- During budget, this becomes 30-40 hours *(Twenty Hours a Week to Thirty Hours a Week)*

COMMENTS – COUNCILLOR:

- Reading and reviewing the agenda for each meeting, which includes reading all staff reports and correspondences. Researching any pertinent bylaws or policies in regard to the agenda topics. Meeting with staff when required to further discuss agenda items. Preparation of Council Coordinator reports.
- Contacting staff if clarity is required, reading information on related items and visiting sites/areas where more insight is needed
- Reading Council material, speaking to and answering questions from Cobourg residents, research on many issues facing Cobourg.

Q3: How many hours do you spend on Committee business as a Member of Council? (Advisory, Local Board or other).

Answered: 6 Skipped: 1



ANSWER CHOICES	RESPONSES	
One Hour a Week to Five Hours a Week	16.67%	1
Five Hours a Week to Ten Hours a Week	16.67%	1
Ten Hours a Week to Fifteen Hours a Week	50.00%	3
Fifteen Hours a Week or greater.	16.67%	1
TOTAL		6

COMMENTS – MAYOR:

- Again, lots of reading, reviewing and preparation for meetings which sometimes requires written notes. *(Ten Hours a Week to Fifteen Hours a Week)*

COMMENTS – DEPUTY MAYOR:

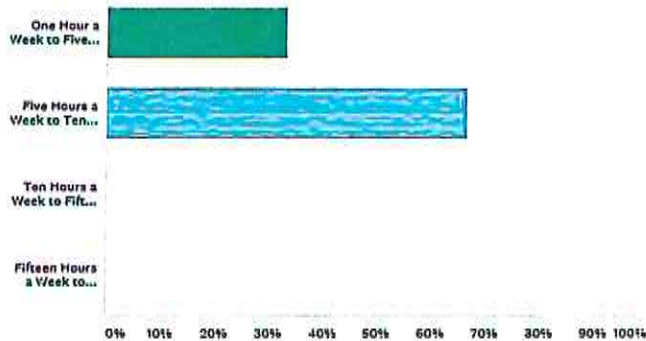
- *N/A (Ten Hours a Week to Fifteen Hours a Week)*

COMMENTS – COUNCILLOR:

- Basically the same as noted in question #2.
- Read agendas, ask for more information if needed for agenda items. Review physical sites on some agenda items. Review any supporting documentation for agenda items.
- Meeting with various members of multiple committees before meetings, writing reports, analysis of budgets and comparative documents from similar communities.

Q4: As part of your workload how many hours do you spend meeting with staff and other groups as a Member of Council per week?

Answered: 6 Skipped: 1



ANSWER CHOICES	RESPONSES	
One Hour a Week to Five Hours a Week	33.33%	2
Five Hours a Week to Ten Hours a Week	66.67%	4
Ten Hours a Week to Fifteen Hours a Week	0.00%	0
Fifteen Hours a Week to Twenty Hours a Week	0.00%	0
TOTAL		6

COMMENTS – MAYOR:

- I keep a diary of written notes on all items that require follow up in order to keep abreast of all events and information on government issued information in order to make sure we addressing changes or taking advantage of opportunities. *(Five Hours a Week to Ten Hours a Week)*

COMMENTS – DEPUTY MAYOR:

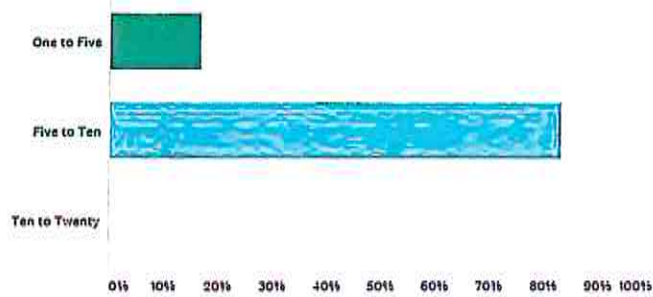
- N/A *(Five Hours a Week to Ten Hours a Week)*

COMMENTS – COUNCILLOR:

- Reading emails from concerned citizens. Meeting with the Director to discuss the many issues that arise from the receipt of those emails. Discussions with staff or fellow Councillors over different concerns or opinions on town issues.
- It varies depending on the time of years items if clarification is needed.
- Discussing issues and getting clarification, getting staff point of view on various issues such as planning, public works and community services.

Q5: How many public meetings and/or public functions do you attend each month as a Member of Council?

Answered: 6 Skipped: 1



ANSWER CHOICES	RESPONSES	
▼ One to Five	16.67%	1
▼ Five to Ten	83.33%	5
▼ Ten to Twenty	0.00%	0
TOTAL		6

COMMENTS – MAYOR:

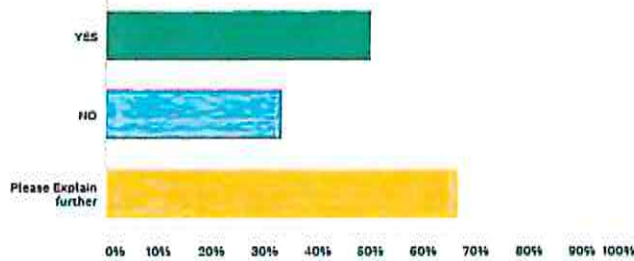
- As Mayor I sit on Committees other than Cobourg meetings. Such as County, Board of Health, Lakefront Utilities (*Five to Ten*)

COMMENTS – DEPUTY MAYOR:

- Public Functions such as Int. Women's day is by choice and interest, as one example. (*Five to Ten*)

Q6: Do you think that the existing remuneration for the position you hold as an Elected Official is appropriate?

Answered: 6 Skipped: 1



ANSWER CHOICES	RESPONSES	
▼ YES	50.00%	3
▼ NO	33.33%	2
▼ Please Explain further	Responses 66.67%	4
Total Respondents: 6		

COMMENTS – MAYOR:

- The position of Mayor is more than a full time job as it extends into evenings and weekends and can only be performed by a retired person. (NO)

COMMENTS – DEPUTY MAYOR:

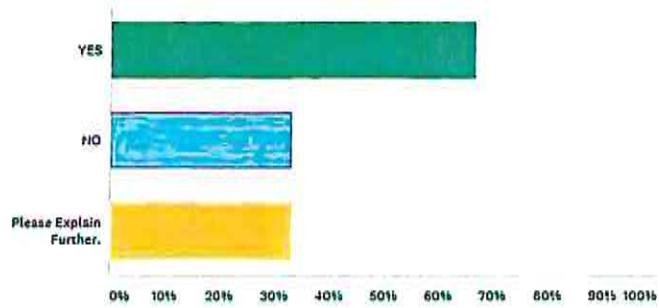
- This should reflect the recommendations of the Ad Hoc Committee based on assessing other municipalities.

COMMENTS – COUNCILLOR:

- Although I personally did not sign up for the remuneration. I do believe that in future the remuneration for the position should be such that a person could consider it a part-time job. This along with another part-time job or a person self employed could consider it enough income for an annual salary. A higher salary may attract more interest from those who are not retired and require an decent income source.
- You know the amount going into office. The hours can be long but I believe most dont do this for the pay.

Q7: Is the existing policy regarding reimbursement of expenses adequate for the position that you hold as an Elected Official?

Answered: 6 Skipped: 1



ANSWER CHOICES	RESPONSES
▼ YES	66.67% 4
▼ NO	33.33% 2
▼ Please Explain Further.	Responses 33.33% 2
Total Respondents: 6	

COMMENTS – MAYOR:

- Explained in #6.

COMMENTS – DEPUTY MAYOR:

- With the 1/3 tax break being removed, dollars allocated to home office reimbursement based on receipts as I just paid \$240 this month alone. (NO)

QB: Please provide any other information or comments regarding your elected position as a Member of Council in regards to Council Remuneration.

Answered: 4 Skipped: 3

COMMENTS – MAYOR:


- Mayor in a community the size of Cobourg is a 24/7 job as people with issues, concerns, information etc. always want to go to the top. People also know where you live and contact me at home even on weekends. I also have frequent requests for meetings with me by members of the public.

COMMENTS – DEPUTY MAYOR:

- I trust that you will look at 7 member municipalities with similar -sized population to the Town of Cobourg. I look forward to your report.

COMMENTS – COUNCILLOR:

- Whatever the outcome of this process I feel there will be people still willing to run for office and serve. Whether it is for he life experience or the ability to make decisions that affect the town and move it in a postive direction.
- None. Great to be part of this amazing community!

 COBOURG	THE CORPORATION OF THE TOWN OF COBOURG
	BY-LAW NUMBER <u>078-2015</u>

A BY-LAW TO PROVIDE FOR PAYING REMUNERATION INCLUDING EXPENSES, INSURANCE AND BENEFITS TO MEMBERS OF COUNCIL

WHEREAS pursuant to the provisions of Section 283 (1) of the *Municipal Act, 2001* a municipality may pay any part of the remuneration and expenses of the members of any local board of the municipality and of the officers and employees of the local board;

AND WHEREAS pursuant to the provisions of Section 283 (2) of the *Municipal Act, 2001*, despite any Act, a municipality may only pay the expenses of the members of its council or of a local board of the municipality and of the officers and employees of the municipality or local board if the expenses are of those persons in their capacity as members, officers or employees and if,

- a) the expenses are actually incurred; or
- b) the expenses are, in lieu of the expenses actually incurred, a reasonable estimate, in the opinion of the council or local board, of the actual expenses that would be incurred;

AND WHEREAS the Council of the Corporation of the Town of Cobourg passed a resolution to set policies providing for expenses, insurance benefits, loss of wages, conferences, subscriptions, lapel pins, business cards, car allowance, parking and memberships for members of Council at the Regular Council meeting of May 30, 2011;

AND WHEREAS the Council of the Corporation of the Town of Cobourg passed a motion to provide remuneration and benefits for members of Council at the Committee of Whole meeting of September 8, 2015;

NOW THEREFORE BE IT RESOLVED that the Municipal Council of The Corporation of Cobourg hereby enacts as follows:

1. COUNCIL REMUNERATION

- 1.1 That the Mayor of the Corporation of the Town of Cobourg shall be paid an annual allowance/remuneration in the amount of \$33,379.00 per annum paid bi-weekly.
- 1.2 That the Deputy Mayor of the Corporation of the Town of Cobourg shall be paid an annual allowance/remuneration in the amount of \$21,007.00 per annum paid bi-weekly.
- 1.3 That each Councillor of the Corporation of the Town of Cobourg shall be paid an annual allowance/remuneration in the amount of \$16,851.00 per annum paid bi-weekly.

- 1.4. Annual compensation adjustments will be made in accordance with the Ontario Consumer Price Index (CPI) effective July 1st of each year.
- 1.5 The remuneration set out in Section 1 of this By-law may be subject to a reduction in the amount of \$250.00 per meeting for absence from Regular Council and Committee of the Whole meetings in excess of five (5) meetings per annum.

2. **INSURANCE BENEFITS**

- a) Members of Council may be provided with any group insurance benefits that may be provided for the employees of the municipality and any other benefits of a like nature that Council considers appropriate.
- b) Members of Council are included in the non-union salary group of eligible insurance benefits, excluding the Ontario Municipal Employment Retirement System (OMERS).
- c) Members of Council will be provided with an opportunity to acquire life insurance and accidental death and dismemberment insurance and major medical insurance including: a non-deductible drug plan, a vision care plan; and a dental plan. Amounts and coverage will be established by resolution of the Cobourg Municipal Council.
- d) At the beginning of each new term and, if circumstances change during the term, members will meet with Human Resources personnel to review the Corporation's benefit package particulars and potential overlaps in coverage with other policies.

3. **COUNCIL PER DIEM**

- 3.1 Each Member of Council may be paid remuneration for loss of wages in the amount of \$250.00 per day to a maximum of \$1,000.00 per annum for attendance at labour conciliation/mediation meetings and at conferences, seminars, workshops and other meetings which a member of Council may be required to attend representing a service function for the Corporation, or at out-of-town delegations authorized by Council.
- 3.2 Claims for loss of wages require submission of an itemized list of days, times, purpose and amount of loss of wages.
- 3.3 Claims for loss of wages are to be submitted once per year and must be approved by the Mayor for reimbursement.
- 3.4 Council members that are required to attend Town of Cobourg labour conciliation/mediation meetings shall be paid remuneration in the amount of one hundred dollars per diem.

4 COUNCIL EXPENSES

4.1 Members of Council are entitled to reimbursement in respect of expenses incurred while attending conferences, conventions or educational seminars as required by their Council position and appointments as follows:

- a) **Registration Fees:**
Reimbursement for the municipal delegate and the delegate's partner for attendance at authorized conferences, workshops or seminars;
- b) **Hotel Accommodation:**
Reimbursement of a single or double room rate arranged by the municipality, including room tax and hotel parking upon presentation of receipts, for authorized attendance at:
 - i) meetings;
 - ii) workshops;
 - iii) seminars;
 - iv) conferences or conventions; or
 - v) where attendance is greater than one day or distance warrants overnight accommodation;
- c) **Attendance at Meetings:**
Reimbursement of expenses incurred for attending a one day meeting, workshop, seminar or conference upon submission of receipts for parking, taxi and meals, including gratuities.
- d) **Alcoholic Beverages:**
Reimbursement will not be provided for the purchase and/or consumption of alcoholic beverages.
- e) **Approval Process**
The Mayor will sign reimbursement forms on behalf of Council members and the Chief Administrative Officer will sign for the Mayor.
- f) **Travel/ Mileage Allowance**
Automobile travel allowance provided at the rate per kilometre as established by resolution of the Cobourg Municipal Council for attending: meetings, authorized workshops, seminars, conferences or any other use by Council members of their person vehicles while acting in their capacity as officers of the Municipality.
- g) **Admission Fees**
Reimbursement of a legitimate expense for the cost of admission for the Council representative and their guest for attending functions on behalf of, and representing the municipality for their area of Council responsibility and/or as approved by the Mayor.

4.2. **Annual Conference Expense Allowance – Maximum**
Members of Council shall be limited (in total) to an annual expense allowance of an amount established in the annual Council Operating Budget for approved attendance at conferences and conventions.

4.3 All receipts and supporting documents must be attached to the prescribed Expense Claim form to be signed by the Mayor in order to receive reimbursement for expenses related to Council responsibilities.

- 4.4. Reimbursement may be provided for training and courses related to the Council member's area of responsibility and/or with approval from the Mayor.
- 4.5. Members of Council shall not be entitled to receive expense allowances authorized by the Town of Cobourg's Council Remuneration by-law where expenses and/or mileage allowances are provided by the County of Northumberland, the Lakefront Public Utilities Inc. or affiliated boards/committees; the Ganaraska Region Conservation Authority, Cobourg Police Services Board or other related sponsoring organizations.

5. CONFERENCE REPORTING

- 5.1. Members of Council members are encouraged to submit a report following attendance at conferences, trainings or seminars attended on behalf of the Municipal Corporation. The conference reports are to be provided to the Mayor for filing.

6. COUNCIL MEMBERSHIPS

- 6.1. The Corporation of the Town of Cobourg pays the annual fees for on-going memberships in the associations and organizations approved during the annual budget deliberation process.
- 6.2. Elected and appointed officers of the Corporation are authorized to attend meetings of the associations and organizations approved during the annual budget deliberation process at the expense of the Corporation in accordance with budget allocations and expense policies established by the Cobourg Municipal Council.

7. COUNCIL PARKING – CAR ALLOWANCE

- 7.1. Members of Council are provided with an annual pass each year during their term of office for use in all municipal parking areas excluding handicapped, no stopping, fire routes, reserved or other restricted parking areas.
- 7.2. Additionally, the Mayor is provided with a reserved parking space beside Victoria Hall along the west side of Second Street.
- 7.3. The Mayor of the Corporation of the Town of Cobourg shall be provided with an annual car allowance in the amount of (\$1,000.00) per year for local travel.

8. THAT By-law No. 032-2011 and By-law No. 036-2013 be hereby repealed.

READ a first, second and third time and finally passed in Open Council this 14th day of September, 2015.


MAYOR

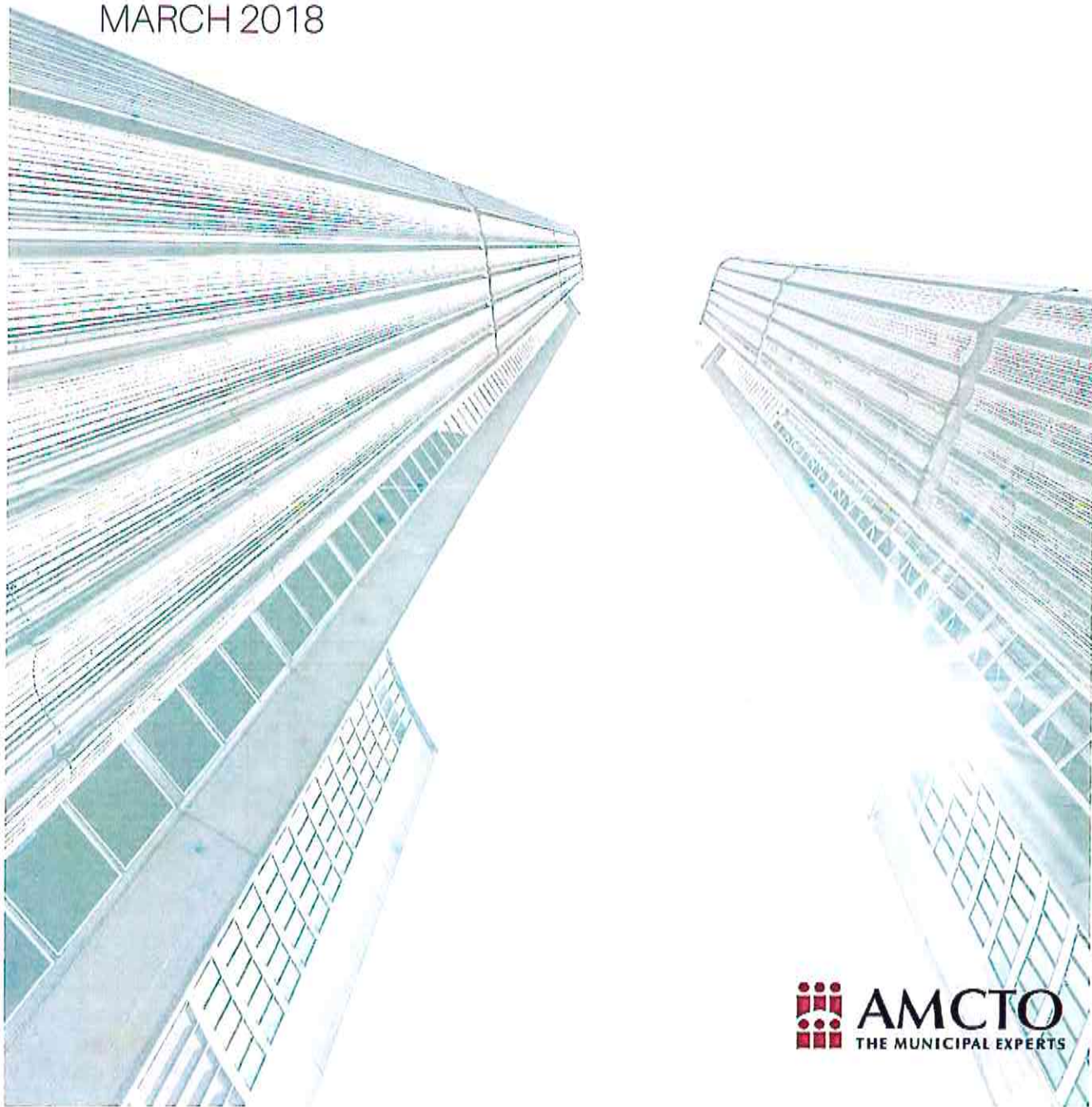

MUNICIPAL CLERK

AMCTO REPORT

Appendix 4

MUNICIPAL COUNCIL COMPENSATION IN ONTARIO

MARCH 2018



About AMCTO:

AMCTO represents excellence in local government management and leadership. AMCTO has provided education, accreditation, leadership and implementation expertise for Ontario's municipal professionals for over 75 years.

With approximately 2,200 members working in 98 per cent of municipalities across Ontario, AMCTO is Canada's largest voluntary association of local government professionals, and the leading professional development organization for municipal administrative staff.

Our mission is to provide management and leadership service to municipal professionals through continuous learning opportunities, member support, and legislative advocacy.

For more information about this submission, contact:

Rick Johal
Director, Member and Sector Relations
rjohal@amcto.com | 905.602.4294 ext. 232

Eric Muller
Policy Advisor
emuller@amcto.com | (905) 602-4294 x234

Contact us:

AMCTO | Association of Municipal Managers, Clerks and Treasurers of Ontario
2680 Skymark Avenue, Suite 610
Mississauga, Ontario L4W 5L6
Tel: (905) 602-4294 | Fax: (905) 602-4295
Web: www.amcto.com | @amcto_policy

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1 EXECUTIVE SUMMARY

In August of 2017 AMCTO conducted a survey of municipalities in Ontario. Our goal was to gain a better understanding of how municipalities compensate their councils, create a resource for municipalities who are reviewing their council remuneration packages, and to add to the body of research about how local politicians are paid. While there has been a lot written about private sector compensation, there has been considerably less study of compensation for politicians at the local level.

Key findings from the survey, include:

- Most municipalities in Ontario classify their councils as part-time, however, municipalities are slightly more likely to have full-time heads of council than members of council.
- Only 14% of municipalities have a full-time head of council, while only 6% of municipalities have full-time councillors.
- Population clearly impacts whether or not a municipality's council is full- or part-time. Larger municipalities are more likely to have full-time councils.
- Though the majority of councils in Ontario are part-time, all councillors or heads of council are compensated for their work, either through a salary, honorarium or stipend.
- Larger municipalities are more likely to pay their councils a salary, and smaller municipalities are more likely to pay an honorarium or stipend.
- While levels of pay vary widely across the province, the majority of councillors and heads of council in Ontario are paid less than \$40,000 per year.
- Across the province heads of council are consistently paid at a higher rate than members of council.
- In terms of real dollar compensation, there is an evident but not always significant difference between municipalities that pay their councillors honorariums versus those that pay their councillors salaries. Salaries are generally higher, but not significantly so.
- The level of compensation that a municipality offers is closely

correlated to its size. Smaller municipalities are more likely to pay their members of council at a lower rate than larger municipalities.

- In addition to salaries, honorariums, and stipends, municipalities also provide a range of other benefits to their councils.
- Larger municipalities are more likely than smaller municipalities to provide optional benefits like cellphone reimbursement, newsletter printing or a pension contribution.
- Municipalities use a range of factors to help set their compensation levels. The most common practice is to survey the compensation paid by neighbouring municipalities.

2 BACKGROUND

In August of 2017 AMCTO conducted a survey of municipalities in Ontario. Our goal was threefold: (1) to gain a better understanding of how municipalities compensate their councils; (2) to create a dataset and resource for municipalities to use when reviewing their council compensation practices in the future¹; and (3) to add to the broader body of research about how politicians are compensated, especially at the local level.

While considerable attention has been given to compensation in the private sector, especially as it relates to senior executives, less has been written about compensation for politicians. What research has been done on this topic in Canada, has predominantly focused on the federal and provincial levels, where elected representatives are more likely to be full-time employees. Little has been written about how and why municipal politicians are compensated (Schobel, 2014, 150).

In 2014 an article published in *Canadian Public Administration*² argued that the process that most municipalities use—quantitative analysis and comparative studies of other municipalities—to determine their levels of compensation is inherently flawed (Schobel, 139, 2014). It further argued that municipalities face a significant challenge when setting council remuneration, as there is an inherent conflict of interest when councillors vote on their own compensation. The reaction to remuneration reviews amongst the media and citizens living in the municipality is at best mixed. When large increases are recommended the reaction is often hostile and negative (Schobel, 139, 2014).

In 2016 the Rural Ontario Institute (ROI) created a profile of municipal councillors in Ontario. It identified a number of the barriers to running for local office, including toxic work culture, lack of self-confidence, time pressures, and the incumbency advantage. Notably, the profile also argued that limited remuneration and the level of commitment required to serve on council are both barriers to attracting younger and more diverse candidates to run for seats on municipal

¹ Full results of the survey are available in the appendix, and the complete data set is available for AMCTO members on the association's website.

² Schobel, Kurt. (2014). "How much is enough? A study of municipal councillor remuneration." *Canadian Public Administration*, Volume 57, No. 1.

councils. The ROI's research found that these individuals have more demanding responsibilities outside of council, such as young families, additional financial burdens, and full-time jobs with less workplace flexibility. It also noted that younger members of council place a higher priority on maximizing their income, as they are in the prime earning years of their careers, often with dependents, and that the level of compensation offered by municipalities does not effectively compensate them for the financial and family sacrifices that they make (Deska, 2016, 3).

Historically serving on a local council has been a volunteer commitment. But, over time municipalities have come to recognize the more permanent nature of municipal public office and expanded the range of compensation and benefits that they provide. In addition to remuneration, many local governments also now provide employment benefits, office space, telecommunications equipment and reimbursement of other relevant business expenses (Schobel, 2014, 141). A growing number of municipalities are also debating whether or not to make their councils full-time positions (See: Richmond, 2016).

The role of local councillor is undeniably expanding. Councillors now sit on more working groups and task forces than ever before. They are also more accessible and expected to be more responsive than in the past. The growth of technology and expansion of social media allows members of the public to contact their representatives through a variety of channels at whatever time is most convenient to them. For many councillors the job has become 24/7, even if they are only compensated as a part-time employee or volunteer.

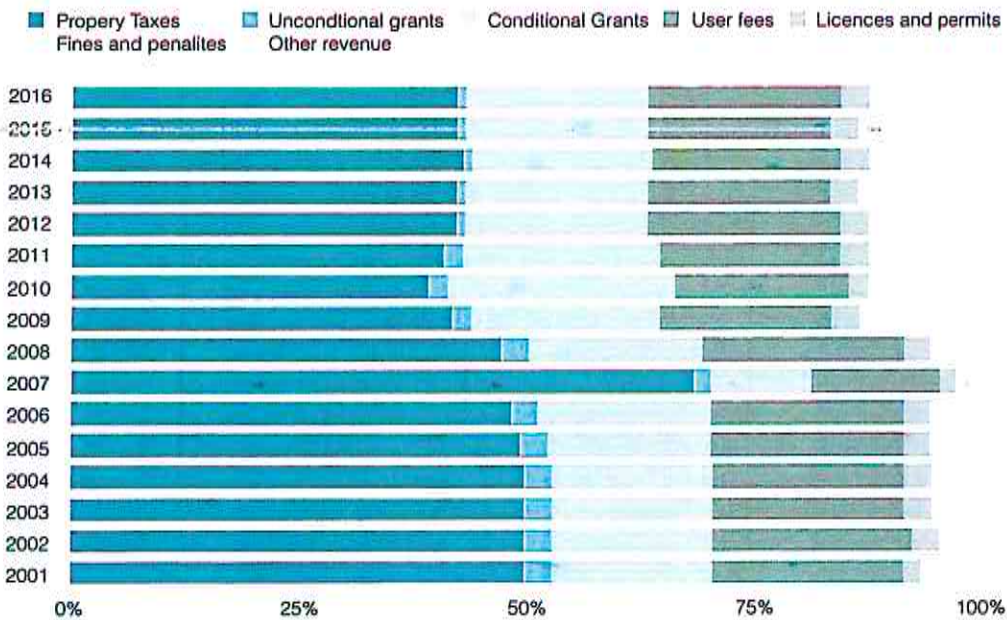
ROI's councillor profile noted that across the province serving representatives and prospective candidates said that balancing personal responsibilities and professional commitments is a challenge. In some cases potential candidates choose not to run for local office because the sacrifices are simply too great. The result is a body of councillors that is less diverse than the provincial average. According to ROI, Ontario municipal councillors are on average older, more predominantly male, less racially diverse, more likely to be retired, with higher incomes and more education than the communities that they represent (Deska, 2016).

While the primary motivation for most politicians who seek positions on council is to serve the community, it cannot be denied that the ability of a municipality to attract good candidates to serve on council is directly influenced by the fairness of compensation that they offer. The ability for municipalities to do this became harder in 2017 when the federal government

announced its intention to eliminate the one-third tax exemption that municipalities use for council salaries, starting in 2019. According to the Association of Municipalities of Ontario (AMO), this change would cost an eastern Ontario county government with a council of seventeen and a population of 77,000, at least \$74,00 per year (AMO, 2017). While this may not seem like a significant impact, given the current fiscal challenges confronting most municipalities, it could be larger than expected.

While smaller municipalities may feel a sharper impact from the end of the one-third tax exemption, local governments of all sizes in Ontario are facing a challenging fiscal situation. Though services are expanding and becoming more complex, the sources of municipal revenue have not changed significantly (see Chart 1). There is a growing consensus that the current fiscal situation for municipalities is unsustainable. According to AMO in order to maintain current service levels municipalities will have to increase property taxes by 4.51% every year for the next ten years just to preserve the status quo (AMO, 2015).

Chart 1: Sources of Municipal Revenue, 2001 - 2016



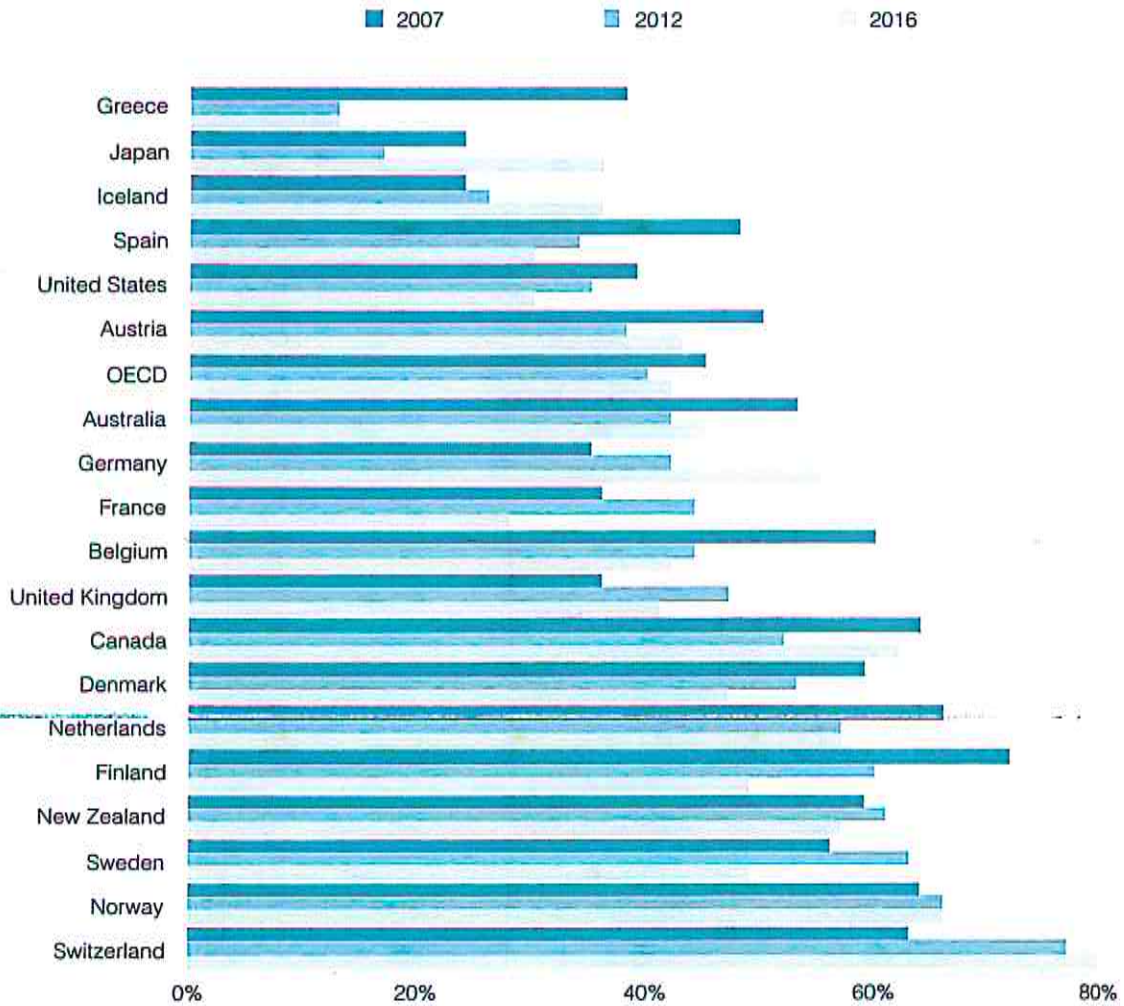
Source: Ministry of Municipal Affairs, Financial Information Returns

Under these circumstances it's not easy for municipal councils to discuss increasing their own compensation. Determining appropriate levels of compensation is difficult in any field or industry, but especially so in politics, where the debate is complicated by fraught political conditions, and often openly-hostile public opinion. While the staff working in municipalities provide objective recommendations, these debates are more often driven by voter outrage, citizen backlash, and politicians who want to avoid the perception that they are giving themselves a raise (see: Criscione, 2015; Shreve, 2017; Porter, 214; Strader, 2012)

These debates have become even more charged in recent years as trust in government has declined and skepticism of institutions and "elites" increased. It is tempting to assume that Canada is in some way sheltered from the populist, anti-establishment currents running through politics in most western countries. In 2016 the Economist declared that in the "depressing company of wall-builders, door-slammers and drawbridge-raisers, Canada stands out as a heartening exception" (Economist, 2016). As seen in Chart 2, Canada does fare relatively well compared to other OECD countries in levels of trust in government.

However, even Canada's relative strength in the face of others weakness, does not mask the vulnerability that still exists. Canada still suffers from many of the stresses that energize populist movements in other industrialized countries, such as the decline of manufacturing jobs, stagnant incomes, and rising inequality (Economist, 2016). Moreover, the events of the past decade, from a deep economic recession to the emergence of overtly nativist political discourses in other countries, can be expected to impact Canadian public opinion (Parkin, 2017, 3). In 2017, the Edelman Trust Barometer found that only 47% of Canadians maintain trust in the country's institutions, and 61% don't believe that the country's leadership can solve the country's biggest problems. Canada continues to suffer from low membership in political parties, poor voter turnout, and generally weak political engagement (Economist Intelligence Unit, 2018, 21). Many Canadians are animated by concerns about what they see as wasteful spending, poor decision-making and a lack of government responsiveness to citizen priorities and needs (Neuman, 2016, 3). Most respondents to the Edelman survey agreed that "a person like yourself" is now as credible as an academic or technical expert, and far more credible than a government official (Edelman, 2017).

Chart 2: Trust in Government, OECD Countries 2007 - 2016



Source: OECD

One of the cures to the rising populist wave is better government. Municipalities, as the level of government that citizens most frequently interact with, are on the front lines of this effort. An important element of fostering good government is to ensure that municipalities can attract visionary and competent politicians and public servants to their communities. AMCTO hopes

that this report will serve as a resource for municipalities as they review their council compensation and ensure that it meets the needs of their community. However, in a broader sense, we also hope that it will help in some small way to make the decisions every local government makes about compensating their councillors more easily grounded in evidence, and facts and less on frustration and fear. Going forward AMCTO plans to conduct this survey again as a way to help equip municipalities with tools to make better evidence-based decisions.

3 METHODOLOGY

The findings in this report are drawn from a survey of 257 municipalities completed by AMCTO in August of 2017. The survey asked empirical questions about the level of pay that municipalities provide to their councillors, head of council, and deputy head of council (where applicable); whether or not they consider their councils full- or part-time; any other benefits they may provide; and, the factors they use to set compensation levels.

Table 1.
Survey Respondents vs. Ontario Municipalities

	SURVEY RESPONDENTS	MUNICIPALITIES IN ONTARIO (based on FIR Data)
POPULATION		
Fewer than 10,000	60%	61%
10,000 – 50,000	27%	25%
50,000 – 100,000	6%	7%
100,000 – 250,000	4%	4%
More than 250,000	2%	3%
TIER		
Upper Tier	6%	7%
Lower Tier	58%	54%
Single Tier	35%	39%
Region		
Central Ontario	16%	18%
Eastern Ontario	22%	26%
Northern Ontario	32%	32%
Southwestern Ontario	30%	24%

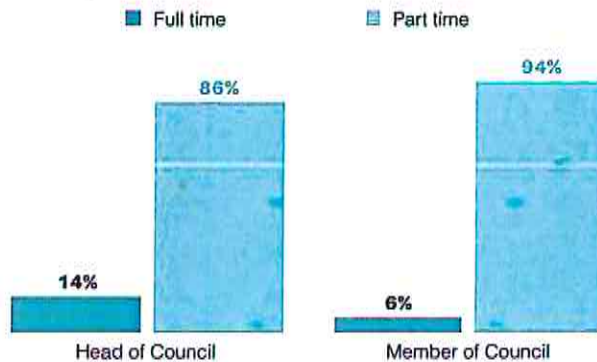
The data presented in this report is not weighted and reflects the responses of all municipalities who participated in the survey. The majority of respondents (60%) were municipalities with a population of less than 10,000. Just over 25% of respondents were municipalities with a population between 10,000 and 50,000, and the remainder were municipalities with a population over 50,000 (12%). The respondents included a range of upper, lower, and single tier municipalities. 35% of municipalities that responded to the survey were single tier, while 58% were lower tier and 6% were upper tier. The highest number of responses came from municipalities in Northern and Southwestern Ontario (32% and 30% respectively), while 22% of municipalities were from Eastern Ontario and 16% from Central Ontario. While the sample was not chosen to be statistically representative of the province, as seen in Table 1 the municipalities included in AMCTO's survey are a relatively good representation of the province.

4 FINDINGS

Full-time versus Part-time Councils

Most municipalities in the province classify their councils as part-time. However, municipalities are slightly more likely to have full-time heads of council than members of council. Only 14% of municipalities have a full-time head of council, while only 6% of municipalities have full-time councillors.

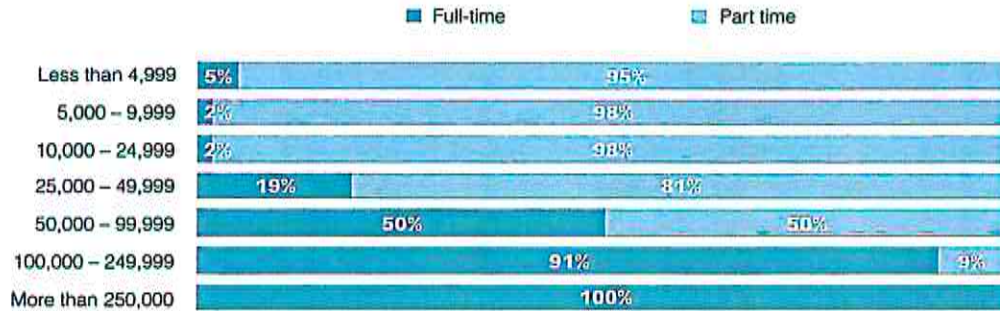
Chart 3.
Full-time vs. Part-time Councils



Population clearly impacts whether or not a municipality's council is full- or part-time. Municipalities with a full-time head of council are more likely to have a population over 50,000. For instance, 100% of municipalities with a population over 250,000, 91% of municipalities with a population over 100,000, and 50% of municipalities with a population over 50,000 have full-time heads of council. Comparatively, fewer than 5% of municipalities with a population below 50,000 have a full-time head of council.

Chart 4.

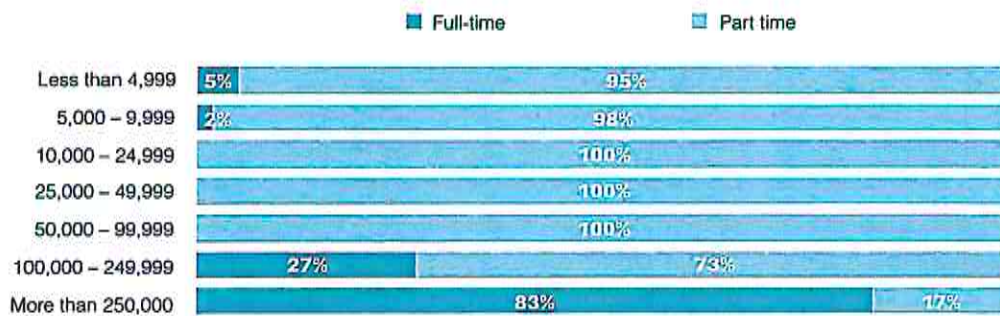
Full-time vs. Part-time *Heads of Council*, by population



Similarly, while municipalities are slightly less likely to have full-time members of council, the same population-effect can be observed. For instance, 83% of municipalities with a population over 250,000 and 27% of municipalities with a population over 100,000 have full-time councillors. The only municipalities with a population above 250,000 that have part-time councillors are upper-tier municipalities whose councillors also serve on lower-tier councils. By contrast, the majority of municipalities with a population below 100,000 have only part-time councillors.

Chart 5.

Full-time vs. Part-time *Members of Council*, by population

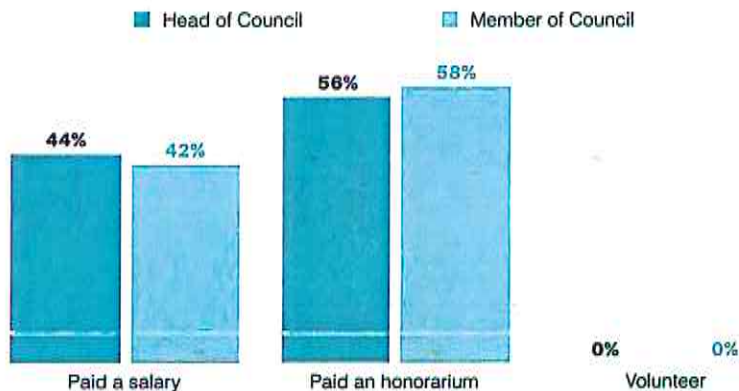


Paid versus Volunteer Councils

Though the majority of councils are part-time, all councillors and heads of council are compensated for their work, either through a salary, honorarium or stipend. Heads of council are slightly more likely to be paid a salary versus an honorarium, with 44% of heads of council paid a salary and 56% paid an honorarium or stipend. By contrast 42% of members of council are paid a salary and 58% are paid an honorarium/stipend. None of the municipalities that responded to this survey have councils that are completely volunteer.

Chart 6.

Paid vs. Volunteer Council

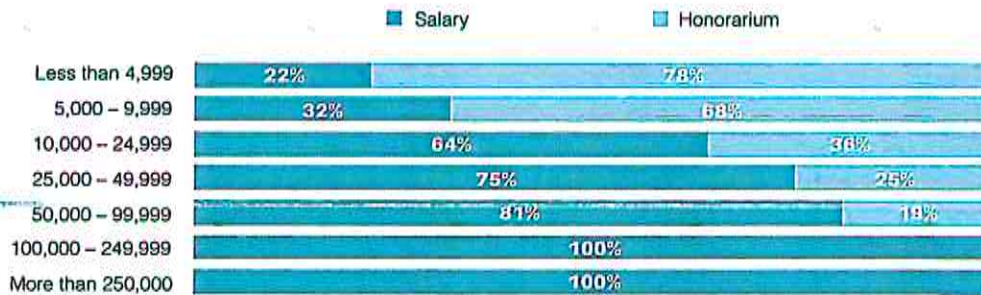


Whether a municipality labels the compensation that it pays a salary or honorarium is also closely tied to the size of the municipality. 64% of municipalities with a population over 10,000 pay their head of council a salary, while municipalities with a population below 10,000 are more likely to pay their head of council an honorarium (Chart 7). Similarly, for members of council the majority of municipalities with a population over 10,000 pay their councillors a salary, while the majority of those with a population below 10,000 pay their councillors an honorarium or stipend (Chart 8).

Chart 7.
Salary vs. Stipend, *Heads of Council*, by population



Chart 8.
Salary vs. Stipend, *Members of Council*, by population



There is also a regional impact to whether or not a municipality refers to its compensation as a salary or honorarium (Charts 9 and 10). For instance, municipalities in Central and Southwestern Ontario are more likely to offer a salary, while municipalities in Eastern and Northern Ontario are more likely to offer an honorarium or stipend, rather than a salary. Municipalities in Northern Ontario far more likely to give their councillors a stipend than any other region in the province.

Chart 9.
Salary vs. Stipend, *Head of Council*, by region

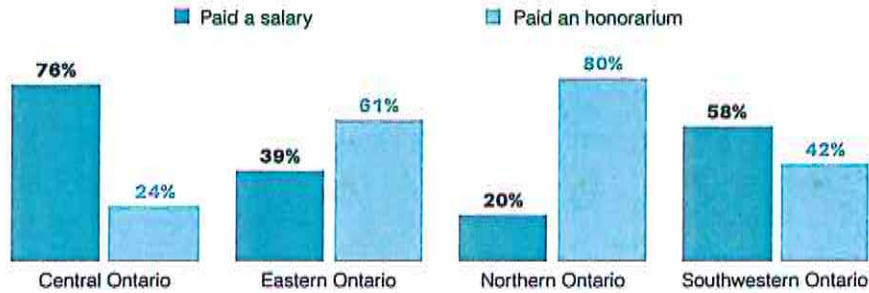
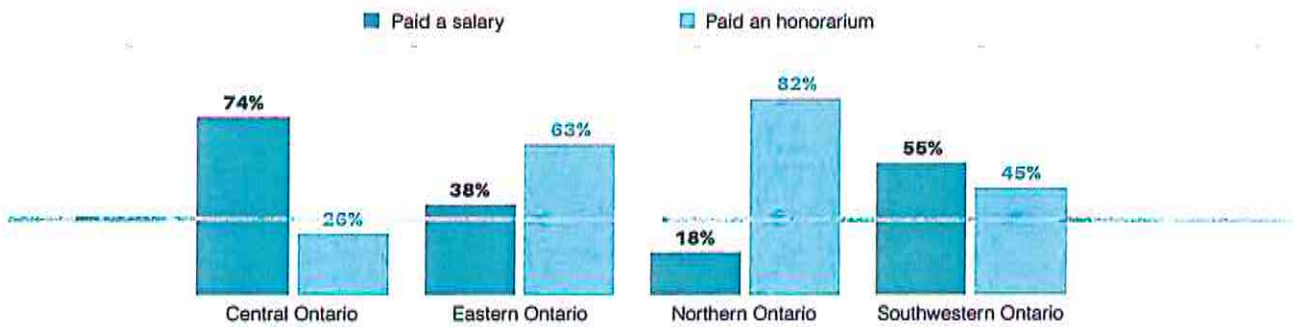


Chart 10.
Salary vs. Stipend, *Members of Council*, by region



However, if the regional disparities are broken down by population size as in Chart 11 and Chart 12, it becomes clear that while there is a regional effect, population size is the dominant factor. For instance, municipalities in Northern Ontario are more likely to pay their councils honorariums, however, while some of this can be attributed to regional disparities, the more powerful explanatory factor is population size. There are more small municipalities in Northern Ontario, which helps to explain why councillors in the north are more likely to be paid honorariums than councillors in the rest of the province. Similarly, most of the provinces largest municipalities are concentrated in central Ontario, so it follows that they would be more likely to be paid a salary than an honorarium.

Chart 11.

Salary vs. Stipend, *Heads of Council*, by region/population

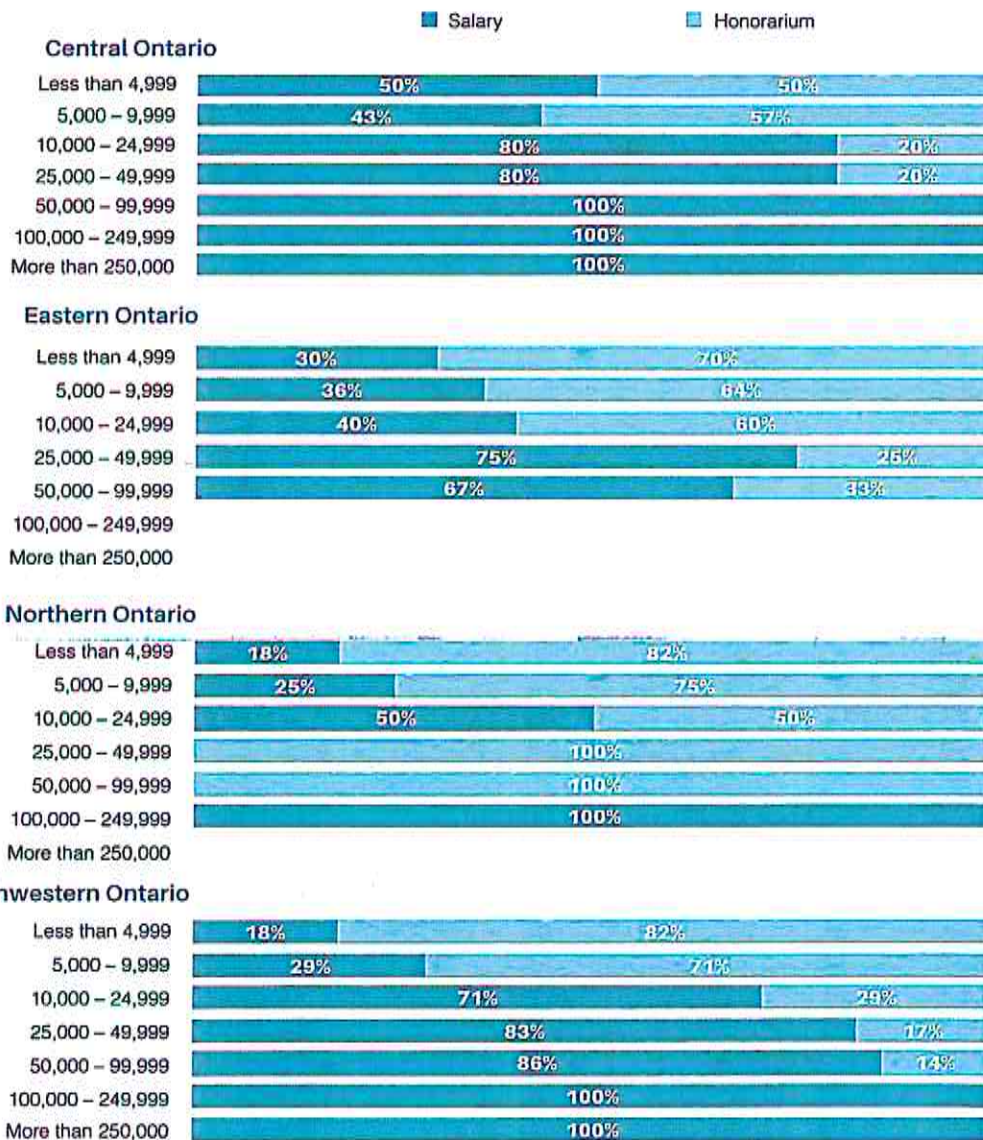
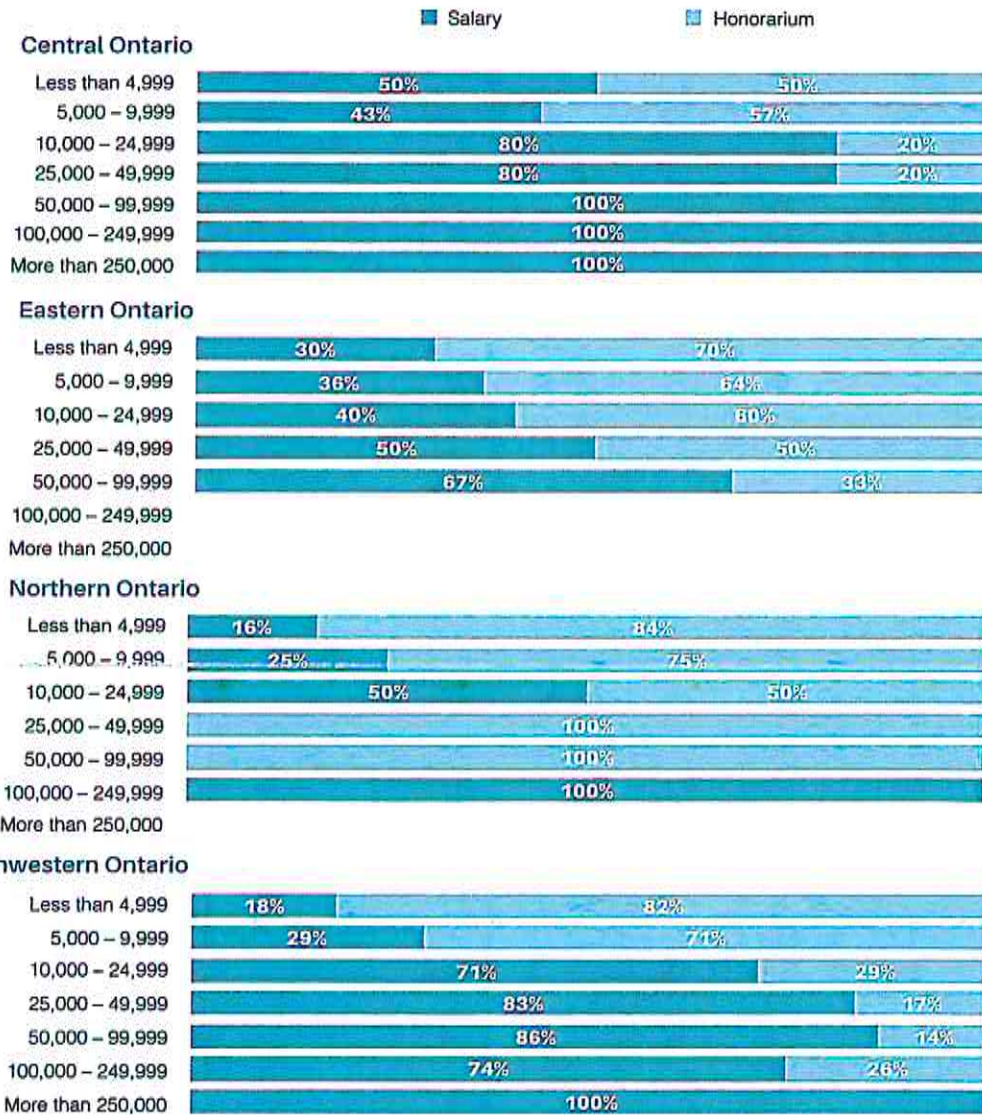


Chart 12.

Salary vs. Stipend, *Members of Council*, by region/population



Levels of Pay

While levels of pay vary widely across the province, the majority of councillors and heads of council in Ontario are paid less than \$40,000 per year. Most municipalities pay their members of council either an annual salary or an annual honorarium or stipend. Fewer than 10% of municipalities only pay their members of council a set rate per meeting. All of the municipalities that pay per meeting have a population below 5,000.

Chart 13.
Average Head of Council Compensation

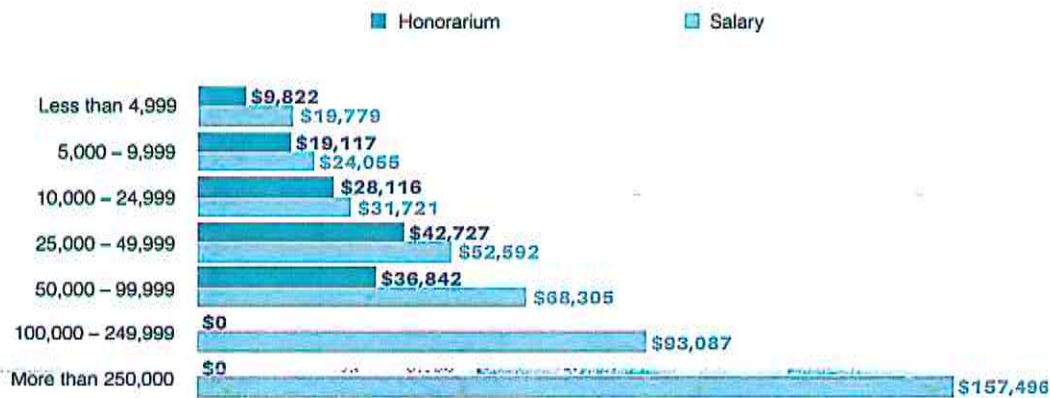


Chart 14.
Average Member of Council Compensation

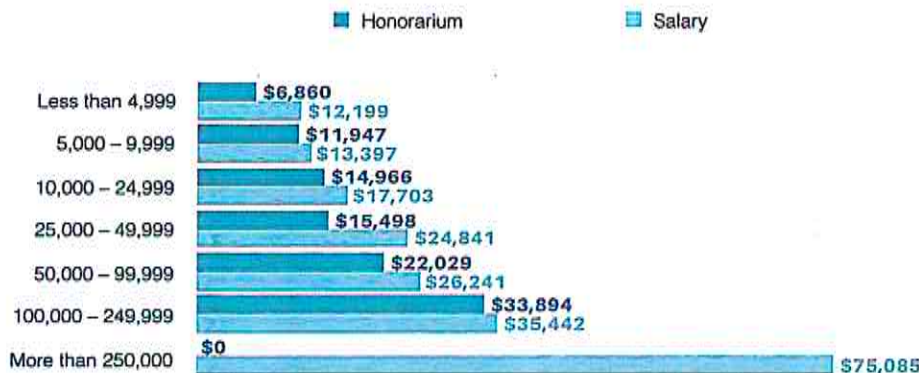


Table 2.

Average Head and Member of Council Honorarium or Salary by Population Size, Region

REGION	POPULATION						
	Less than 4,999	5,000 – 9,999	10,000 – 24,999	25,000 – 49,999	50,000 – 99,999	100,000 – 249,000	More than 250,000
Head of Council Honorarium							
Province-wide	\$9,822	\$19,117	\$28,116	\$42,727	\$36,842.95	-	-
Eastern Ontario	\$13,901	\$14,075	\$30,129	\$22,584	\$23,434	-	-
Central Ontario	\$15,366	\$25,311	\$26,276	\$47,484	\$95,630	-	-
South-western Ontario	\$9,873	\$16,196	\$26,772	\$30,554	\$29,750	-	-
Northern Ontario	\$9,713	\$15,578	\$28,987	-	-	-	-
Member of Council Honorarium							
Province-wide	\$6,860	\$11,947	\$14,966	\$15,498	\$22,029.22	\$33,894	-
Eastern Ontario	\$10,020	\$10,089	\$16,090	\$7,362	\$13,278	-	-
Central Ontario	\$11,292	\$17,721	\$15,273	\$25,551	\$32,693	-	-
South-western Ontario	\$6,330	\$9,528	\$13,155	\$17,924	\$17,500	\$33,894	-
Northern Ontario	\$6,361	\$9,237	\$14,499	\$19,292	\$22,735	-	-
Head of Council Salary							
Province-wide	\$18,779	\$24,055	\$31,721	\$52,592	\$68,305	\$93,087	\$157,496
Eastern Ontario	\$34,962	\$43,054	\$34,429	\$45,396	\$54,964	-	-
Central Ontario	\$20,129	\$25,341	\$33,344	\$62,826	\$81,550	\$107,290	\$159,777
South-western Ontario	\$19,203	\$19,499	\$29,245	\$48,724	\$61,716	\$86,079	\$154,075
Northern Ontario	\$17,159	\$23,769	\$32,926	-	-	-	-
Member of Council Salary							
Province-wide	\$12,199	\$13,397	\$17,703	\$24,841	\$26,241	\$35,442	\$75,085
Eastern Ontario	\$18,632	\$20,689	\$18,309	\$16,006	\$22,416	-	-
Central Ontario	\$17,764	\$15,240	\$19,670	\$29,321	\$37,884	\$43,438	\$91,037
South-western Ontario	\$11,208	\$12,357	\$15,945	\$24,791	\$19,755	\$32,175	\$43,182
Northern Ontario	\$10,266	\$11,323	\$16,463	-	-	\$35,788	-

Heads of council are generally paid at a higher rate than members of council. For instance, 15% of heads of council who are paid a salary earn more than \$80,000 per year, while only 3% of councillors who are paid a salary earn the same amount. Similarly, approximately 32% of heads of council who are paid an honorarium earn above \$20,000, compared to just 5% of members of council. The highest salary paid to a head of council is \$228,453, while the lowest is \$7,344. In contrast, the highest salary paid to a councillor is \$137,878, while the lowest is \$5,388.

Chart 15.
Council Compensation—Honorariums/Stipends (per year)

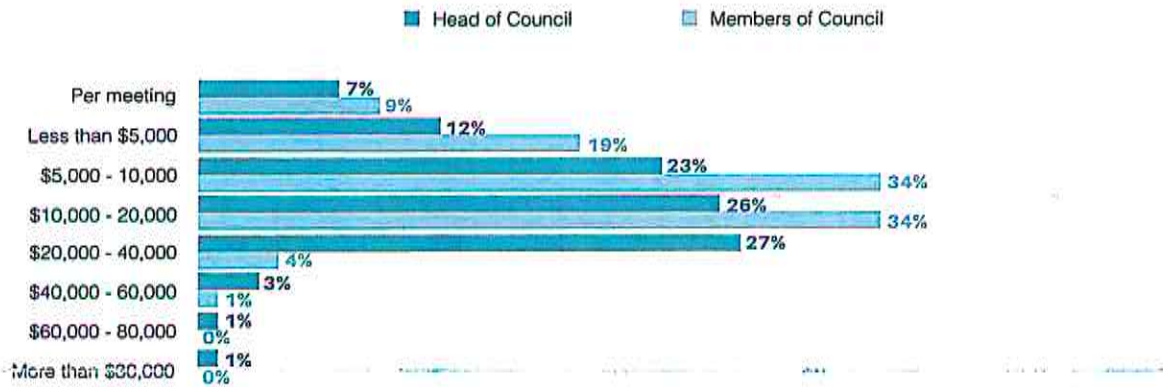
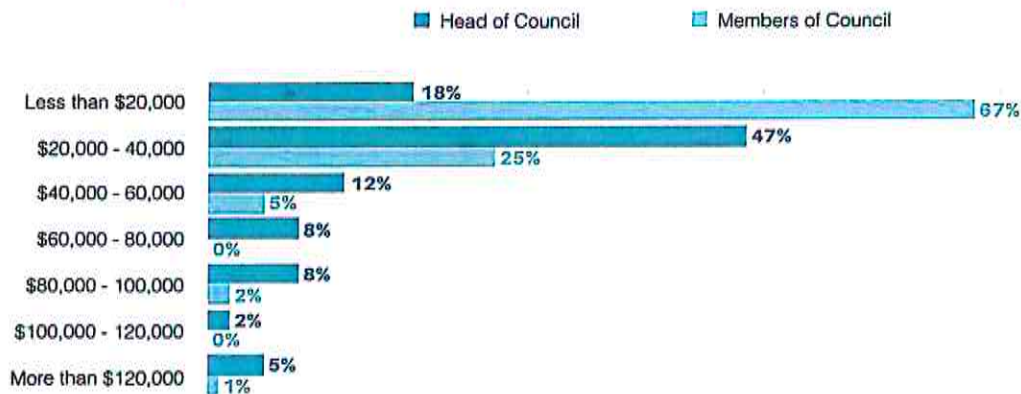


Chart 16.
Council Compensation—Salaries (per year)



Population Differences

The level of compensation that a municipality offers is closely correlated to its size. As seen in Tables 3 and 4, smaller municipalities are more likely to pay their members of council at a lower rate than larger municipalities. For example, the average salary for a head of a council with a population between 5,000 – 10,000 is \$24,055 per year, compared to an average of \$68,305 for the head of council of a municipality with a population between 50,000 – 100,000. Similarly, the average salary for a councillor in a municipality with a population of 5,000 – 10,000 is \$13,397 compared to \$26,241 for a municipality with a population of 50,000 – 100,000. No municipalities with a population over 100,000 offer an honorarium instead of a salary for their head of council and all the municipalities that pay their members of council exclusively by a per meeting rate have a population below 5,000.

Table 3.
Council Honorariums, by population size

	Per meeting	Less than 5,000	\$5,000 - 10,000	\$10,000 - 20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	More than 80,000
Heads of Council								
Less than 4,999	11%	19%	34%	30%	6%	-	-	-
5,000 – 9,999	-	3%	7%	33%	57%	-	-	-
10,000 – 24,999	-	-	5%	10%	75%	10%	-	-
25,000 – 49,999	-	-	-	-	50%	25%	25%	-
50,000 – 99,999	-	-	-	-	20%	20%	20%	20%
100,000 – 249,000	-	-	-	-	-	-	-	-
More than 250,000	-	-	-	-	-	-	-	-
Members of Council								
Less than 4,999	15%	25%	48%	11%	1%	-	-	-
5,000 – 9,999	-	13%	17%	67%	3%	-	-	-
10,000 – 24,999	-	5%	10%	80%	5%	-	-	-
25,000 – 49,999	-	-	40%	40%	20%	-	-	-
50,000 – 99,999	-	17%	-	33%	33%	17%	-	-
100,000 – 249,999	-	-	-	50%	-	50%	-	-
More than 250,000	-	-	-	-	-	-	-	-

Table 4.
Council Salaries, by population size

	Less than \$20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	\$80,000 - 100,000	\$100,000 - 120,000	More than \$120,000
Heads of Council							
Less than 4,999	56%	41%	4%	-	-	-	-
5,000 – 9,999	31%	69%	-	-	-	-	-
10,000 – 24,999	6%	81%	14%	-	-	-	-
25,000 – 49,999	-	33%	42%	17%	8%	-	-
50,000 – 99,999	-	8%	23%	38%	31%	-	-
100,000 – 249,999	-	-	-	27%	45%	9%	18%
More than 250,000	-	-	-	-	-	20%	80%
Members of Council							
Less than 4,999	96%	4%	-	-	-	-	-
5,000 – 9,999	100%	-	-	-	-	-	-
10,000 – 24,999	77%	23%	-	-	-	-	-
25,000 – 49,999	36%	55%	9%	-	-	-	-
50,000 – 99,999	33%	58%	8%	-	-	-	-
100,000 – 249,999	-	75%	25%	-	-	-	-
More than 250,000	-	17%	33%	-	33%	-	17%

Regional Differences

While population is the key difference when it comes to councillor compensation, there are also some regional differences. Part of the explanation for these regional disparities is the distribution of population size in each region, as discussed earlier. However, as seen in Table 2, even when controlling for population size the average salaries for councillors vary region by region.

Municipalities in Central Ontario consistently pay their councils at rates that are above the provincial average. Municipalities in Northern and Southwestern Ontario tend to pay their councils at rates that fall below the provincial average. Municipalities in Eastern Ontario fall into no clearly discernible pattern, sometimes paying above the provincial average, with others paying below.

Table 5.
Council Honorariums, by region

	Per meeting	Less than 5,000	\$5,000 - 10,000	\$10,000 - 20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	More than 80,000
Heads of Council								
Central Ontario	-	-	-	27%	55%	9%	-	9%
Eastern Ontario	6%	-	31%	17%	39%	8%	-	-
Northern Ontario	10%	24%	27%	25%	10%	-	3%	-
Southwestern Ontario	3%	6%	16%	38%	38%	-	-	-
Members of Council								
Central Ontario	-	-	8%	69%	15%	8%	-	-
Eastern Ontario	6%	8%	31%	47%	8%	-	-	-
Northern Ontario	15%	28%	42%	13%	1%	-	-	-
Southwestern Ontario	3%	18%	32%	44%	-	3%	-	-

Table 6.
Council Salaries, by region

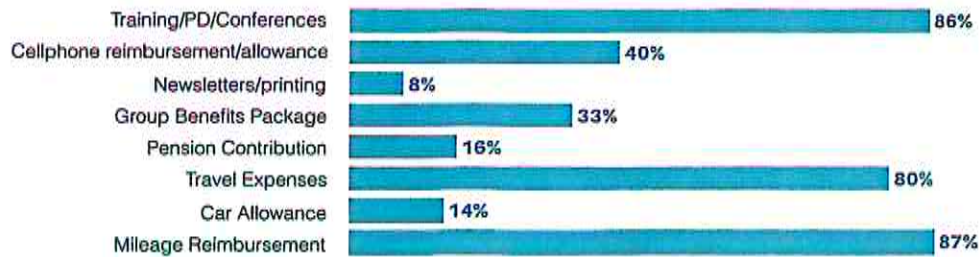
	Less than \$20,000	\$20,000 - 40,000	\$40,000 - 60,000	\$60,000 - 80,000	\$80,000 - 100,000	\$100,000 - 120,000	More than \$120,000
Head of Council							
Central Ontario	6%	41%	16%	9%	16%	3%	9%
Eastern Ontario	16%	68%	12%	4%	-	-	-
Northern Ontario	53%	41%	-	-	-	-	6%
Southwestern Ontario	15%	41%	13%	13%	11%	2%	4%
Members of Council							
Central Ontario	39%	39%	13%	-	6%	-	3%
Eastern Ontario	88%	13%	-	-	-	-	-
Northern Ontario	94%	6%	-	-	-	-	-
Southwestern Ontario	64%	31%	5%	-	-	-	-

Other Benefits

In addition to salaries, honorariums, and stipends, municipalities also provide a range of other benefits to their councils. For instance, a strong majority of municipalities provide mileage reimbursement, travel expenses, and dedicated funding for attending conferences, training and professional development. A smaller number of municipalities (40% and 33% respectively) provide an allowance or reimbursement for cellphones, and access to a group benefits package. Approximately 16% of municipalities provide a pension contribution, while 14% provide a car allowance, and 8% provide a budget for printing newsletters and other materials.

Chart 17.

Council Compensation—Salaries(per year)



As seen in Table 7, larger municipalities are more likely to provide optional benefits like cellphone reimbursement, newsletter printing or a pension contribution. For instance, most municipalities (83%) with a population over 250,000 provide reimbursement or an allowance for a cell phone, while less than a third of municipalities with a population below 10,000 do the same. Similarly, a majority of municipalities with a population above 100,000 provide pension contributions and a group benefits package while fewer than a third of municipalities with a population below 10,000 provide a group benefits package, and fewer than 7% provide a pension contribution.

Table 7.

Non-salary benefits provided by municipalities, by population size

	Cell phone reimbursement/ allowance	Newsletters / Printing	Group benefits package	Pension Contribution	Car Allowance
Less than 4,999	29%	1%	14%	7%	5%
5,000 – 9,999	32%	5%	32%	0%	5%
10,000 – 24,999	49%	8%	45%	21%	17%
25,000 – 49,999	69%	13%	63%	25%	44%
50,000 – 99,999	56%	25%	44%	44%	44%
100,000 – 249,999	64%	36%	73%	64%	36%
More than 250,000	83%	67%	83%	83%	33%

Reviewing Compensation

Approximately half of municipalities surveyed have reviewed their council compensation within the last four years, while 38% have done so within the last year (see Appendix A). There is no clear differentiation, based on either geography or population size for how often a municipality reviews council compensation (Appendix B). Municipalities use a range of factors to help them set their compensation levels. The most common practice that municipalities follow is to survey the compensation paid by neighbouring municipalities (74%). A smaller number (just under 40%) of municipalities work to ensure that councillor compensation is competitive. A similar number report that their ability to compensate councillors is determined by the fiscal capacity of the municipality. Relatively few municipalities (10%) use a comparison to the levels of pay that staff receive.

Chart 18.
Factors considered in council compensation reviews



There are some notable population-based differences, as seen in Table 8. Larger municipalities are far more likely to cite ensuring that councillor pay is competitive as a factor they use to set compensation levels. Very large municipalities, those with a population above 250,000, are far less likely to cite reviewing neighbouring municipalities compensation levels as a factor, while this is a common factor for most other municipalities.

Table 8.

Factors considered in council compensation reviews, by population size

	Ensuring councillor pay is competitive	Review of neighbouring municipalities compensation levels	Determined by fiscal capacity of the municipality	Comparison to staff levels of pay
Less than 4,999	28%	67%	42%	6%
5,000 – 9,999	41%	86%	39%	9%
10,000 – 24,999	43%	75%	32%	11%
25,000 – 49,999	50%	88%	38%	6%
50,000 – 99,999	50%	63%	44%	19%
100,000 – 249,999	64%	91%	45%	27%
More than 250,000	67%	50%	33%	17%

5 CONCLUSION

While compensation is not the only factor when considering representation on local councils, it is an important one. We hope that this report will serve as a valuable resource for municipalities as they review their council compensation. Going forward to hope to continue to conduct this survey and continue to equip municipalities with tools to make better evidence-based decisions.

6 APPENDICES

Appendix A. Full survey results

What is the population of your municipality?

Fewer than 10,000	60%
10,000 – 50,000	27%
50,000 – 100,000	6%
100,000 – 250,000	4%
More than 250,000	2%

What type is your municipality?

Upper Tier	6%
Lower Tier	58%
Single Tier	35%

Where is your municipality located?

Central Ontario	16%
Eastern Ontario	22%
Northern Ontario	32%
Southwestern Ontario	30%

How many members of council does your municipality have (including heads of council)?

5 Members	42.80%
6 Members	1.17%
7 Members	30.74%
8 Members	3.50%
9 Members	9.73%
10 Members	1.95%
11 Members	2.72%
12 Members	1.17%
13 Members	2.33%
16 Members	0.78%
17 Members	0.78%
18 Members	0.39%
21 Members	0.39%
23 Members	0.39%
25 Members	0.39%
31 Members	0.39%
45 Members	0.39%

Is the head of council in your municipality full-time or part-time?

Full time	14%
Part time	86%

Are the members of council in your municipality full-time or part-time?

Full time	6%
Part time	94%

Is the head of council in your municipality paid or volunteer?

Paid a salary	44%
Paid an honorarium/stipend	56%

Are the members of council in your municipality paid or volunteer?

Paid a salary	42%
Paid an honorarium/stipend	58%

If the head of council in your municipality is paid an honorarium, how much is it?

Per meeting	7%
Less than 5,000	12%
\$5,000 - 10,000	23%
\$10,000 - 20,000	26%
\$20,000 - 40,000	27%
\$40,000 - 60,000	3%
\$60,000 - 80,000	1%
More than 80,000	1%

If the head of council in your municipality is paid a salary how much is it?

Less than \$20,000	18%
\$20,000 - 40,000	47%
\$40,000 - 60,000	12%
\$60,000 - 80,000	8%
\$80,000 - 100,000	8%
\$100,000 - 120,000	2%
More than \$120,000	5%

If members of council in your municipality are paid an honorarium how much is it?

Per meeting	9%
Less than \$5,000	19%
\$5,000 - 10,000	34%
\$10,000 - 20,000	34%
\$20,000 - 40,000	4%
\$40,000 - 60,000	1%
\$60,000 - 80,000	0%
More than \$80,000	0%

If the members of council in your municipality are paid a salary how much is it?

Less than \$20,000	67%
\$20,000 - 40,000	25%
\$40,000 - 60,000	5%
\$60,000 - 80,000	0%
\$80,000 - 100,000	2%
\$100,000 - 120,000	0%
More than \$120,000	1%

Do you provide any other remuneration or benefits for your councillors?

Mileage Reimbursement	87%
Car Allowance	14%
Travel Expenses	80%
Pension Contribution	16%
Group Benefits Package	33%
Newsletters/Printing	8%
Cellphone Reimbursement	40%
Training/Professional Development/Conference Attendance	86%

When was the last time that you reviewed council compensation in your municipality?

Not sure	13%
Within the last year	33%
Within the last four years	43%
Within the last ten years	11%

What factors did you use to determine compensation for your councillors/head of council?

Comparison to staff levels of pay	10%
Determined by fiscal capacity of the municipality	39%
Ensuring that councillor pay is competitive	39%
Review of neighbouring municipalities compensation levels	74%

Appendix B.

When was the last time that you review council compensation in your municipality?

	Within the last year	Within the last four years	Within the last ten years
By Population			
Less than 4,999	41%	46%	13%
5,000 – 9,999	36%	56%	8%
10,000 – 24,999	33%	52%	14%
25,000 – 49,999	21%	57%	21%
50,000 – 99,999	54%	38%	8%
100,000 – 249,999	30%	40%	30%
More than 250,000	50%	50%	0%
By Region			
Central Ontario	46%	38%	16%
Eastern Ontario	35%	54%	10%
Northern Ontario	37%	51%	12%
Southwestern Ontario	36%	50%	14%

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