

Part I Ward Boundary Reviews

Background

In 2008, the City of Greater Sudbury adopted the Ward Boundary Review Policy the full text of which is appended to this report (Appendix A), which provides for a review of ward demographics following every third Municipal and School Board Election. As the 2014 election marked the third election since the 2005 review, in September of 2015, Council was provided with a report outlining a number of options for the initiation of a ward boundary review.

Council approved Option 1, which directed staff to report back with updated ward based population figures and projections following the 2018 Municipal and School Board Election. This report provides Council with the requested information and provides information regarding the thresholds to be met for the initiation of a ward boundary review.

Legislation and Policies

Section 222 of the *Municipal Act, 2001* (the Act) authorizes municipalities to divide or re-divide the municipality into wards or dissolve the existing wards. Pursuant to this section of the Act, many municipalities, including the City of Greater Sudbury, have developed policies to mandate reviews of ward boundary demographics on a periodic basis, typically following every third election, in order to assist Councils in determining whether to conduct ward boundary reviews.

In 2008, the City of Greater Sudbury adopted a Ward Boundary Review Policy. The Policy has two parts; the first, mandates the frequency of ward boundary demographic reviews; the second, sets out the guiding principles that need to be taken into account during any ward boundary review process that is approved by Council.

In accordance with Part A of the policy, boundary reviews are triggered when one or both of the following conditions are met:

- where it is found that the number of eligible electors in any one ward is, or within twelve years will be, +/- 25% of the average number of electors per ward, a recommendation will be made to Council to initiate a ward boundary review.
- where it is found that the number of eligible electors in any one ward is, or within twelve years will be, +/- 20% of the average number of electors per ward and where a significant community of interest is negatively affected, options for a ward boundary review will be presented to Council for consideration.

The most recent City of Greater Sudbury ward boundary review was completed in 2005. At that time Council voted to increase the number of wards from six (6), each represented by two councillors, to the current twelve (12) wards, each represented by a single councillor.

Principles and Processes of Ward Boundary Reviews

Canada's democratic institutions are based upon the principle of representative democracy, which means that every citizen has the right to be represented in government, and that each vote carries equal weight regardless of where the voter lives.

Effective representation requires that voters have an equitable opportunity to access their elected representative and that there is a balance between distinct groups and the broader population base.

Ward based electoral systems are structured to reflect this principle and were initially conceived to ensure equal representation from all areas in a community and direct contact between elected officials and the citizens whom they represent.

Typically, ward boundary reviews make adjustments to existing ward boundaries to reflect changing community demographics, while retaining existing governance structures.

There is a certain amount of complexity associated with ward boundary reviews and considerations that must be taken into account include:

- appropriate methodology;
- knowledge of decisions and rulings related to boundary reviews;
- technical expertise;
- transparency and consistency to design a ward based system;
- the guiding principles set out in our current By-Law;
- impact on School Board areas and zones as they typically cross municipal ward boundaries and in some cases may include portions of adjacent municipalities and unorganized townships.

In order to ensure that boundary reviews meet legislative requirements, consider the above noted complexities, and are conducted in a manner to ensure the fair and equal representation of the municipality's electors, many municipalities turn to external service providers to conduct their ward boundary review.

Should Council choose to proceed with a ward boundary review, costs for the retention of a service provider to work with Clerk's Services to conduct the review would be drawn from the Election Expenses Reserve. Based on the review conducted in 2005 and

information provided by other municipalities who have undergone similar reviews, it is estimated that the entire process would take approximately twelve months to complete.

Throughout the approximately twelve month period of the boundary review and as per the provisions of the existing policy, broad public consultation would occur to ensure that any citizen who wishes to provide opinions and feedback or receive information about the implications of ward boundary changes is able to do so. While the work plan and schedule of meetings would be determined by the service provider, open houses and town hall type meetings would be held in each of the twelve wards and various options for the redrawing of the boundaries would be presented to both the public and Council throughout the process.

Once the service provider has completed the review, Council would be provided with final ward boundary options and a by-law reflecting the decision of Council would be passed to give effect to any changes. The by-law may be appealed within forty-five days of it being passed by Council.

In order for ward boundary changes to come into effect for the 2022 Municipal and School Board Election, a by-law to establish new wards must be passed and all associated appeals concluded before January 1, 2022. Otherwise the ward boundary changes will not be implemented until the 2026 Municipal and School Board Election.

Given the legislated timelines and resources required to complete a ward boundary review, if Council decides to proceed with a review, work would need to begin at the earliest opportunity to ensure that the review is completed and the by-law passed by the end of 2020. This will ensure that there is sufficient time in 2021 to allow for potential appeals to be heard and to plan for the 2022 Municipal and School Board Election.

Data

In order to determine if either of the thresholds outlined in Part A of the Ward Boundary Review Policy are met, two population figures need to be considered for each of the twelve wards: overall ward population, and eligible elector counts.

From that information deviations from the average number of total ward populations and average number of eligible electors per ward are then calculated to determine if any wards fall within the +/- 25% threshold needed to potentially trigger a ward boundary review.

Overall Ward Population

In the spring of 2019, the City of Greater Sudbury GIS Department utilized 2016 Census data to determine total population of the municipality's twelve wards as they stood following the 2018 Municipal and School Board Election. The table below illustrates the populations of the individual wards along with the percentage of deviation from the average ward population of 13,461.

Ward	Population	% of deviation from avg. pop
1	13,415	-0.3%
2	13,155	-2.3%
3	12,854	-4.5%
4	13,356	-0.8%
5	13,046	-3.1%
6	14,212	5.6%
7	13,642	1.3%
8	11,510	-14.5%
9	14,174	5.3%
10	14,736	9.5%
11	13,329	-1.0%
12	14,102	4.8%
Average	13,461	

Data provided by Hemson Consulting as part of the Development Charges Background Study based on 2016 Census information was used to forecast overall ward populations and deviations from the average through to the year 2036 as illustrated in the table below.

Ward	2021	Variation	2026	Variation	2031	Variation	2036	Variation
1	14,290	2.2%	14,510	2.8%	14,650	3.2%	14,800	3.6%
2	13,730	-1.8%	13,890	-1.6%	14,000	-1.4%	14,120	-1.2%
3	13,170	-5.8%	13,300	-5.8%	13,390	-5.7%	13,490	-5.6%
4	13,620	-2.6%	13,760	-2.5%	13,870	-2.3%	13,980	-2.2%
5	13,500	-3.5%	13,610	-3.6%	13,670	--3.7%	13,730	-3.9%
6	14,650	4.8%	14,800	4.8%	14,900	4.9%	14,990	4.9%
7	14,360	2.7%	14,530,	2.9%	14,630	3.0%	14,730	3.1%
8	11,880	-15.1%	11,910	-15.6%	11,890	-16.3%	11,910	-16.7%
9	13,770	-1.5%	13,910	-1.5%	13,990	-1.5%	14,070	-1.5%
10	14,890	6.5%	14,940	5.8%	14,960	5.4%	15,000	5.0%
11	14,490	3.6%	14,620	3.6%	14,720	3.7%	14,820	3.7%
12	15,470	10.6%	15,620	10.6%	15,730	10.8%	15,850	10.9%
Avg. Pop	13,985		14,117		14,200		14,291	

Potential Elector Counts 2018-2030

The Municipal Property Assessment Corporation's People Portal provides for the ability to generate potential elector counts to assist in determining whether or not a boundary review is warranted. These counts reflect ongoing updates processed within MPAC's Names Databases from a variety of sources:

- information from MPAC's Property Assessment Database;
- information that electors themselves update through the voterlookup.ca online service;
- updates resulting from data-matching vs. data received quarterly from the National Register of Electors (Maintained by Elections Canada);
- updates resulting from MPAC's processing of Voters' List revisions submitted by the municipality.

These counts are intended to provide estimates for municipal planning purposes when ward boundaries are being reviewed or revised and as such are projected to coincide with Municipal and School Board Election Years. These counts are not absolute determinants of elector populations but rather provide estimates to be used as a guide in boundary reviews.

The table below illustrates potential elector counts following the election in 2018 through to the 2030 Municipal and School Board Election and the deviation from the average number of eligible electors per ward.

Ward	2018 Elector Count	Variation	2022 Potential Elector Count	Variation	2026 Potential Elector Count	Variation	2030 Potential Elector Count	Variation
1	11,104	-1.28%	11,324	-1.85%	11,512	-2.40%	11,655	-2.80%
2	11,776	4.70%	12,048	4.42%	12,259	3.93%	12,405	3.46%
3	10,550	-6.20%	10,831	-6.13%	11,158	-5.40%	11,376	-5.12%
4	10,684	-5.01%	10,950	-5.10%	11,208	-4.98%	11,426	-4.71%
5	10,577	-5.96%	10,915	-5.40%	11,254	-4.59%	11,504	-4.06%
6	11,471	1.99%	11,896	3.10%	12,231	3.69%	12,514	4.37%
7	11,335	0.78%	11,677	1.20%	11,986	1.62%	12,179	1.57%
8	9,423	-16.22%	9,688	-16.03%	9,899	-16.08%	10,085	-15.89%
9	11,699	3.74%	12,088	4.77%	12,370	4.87%	12,581	4.93%
10	13,049	16.02%	13,244	14.79%	13,407	13.66%	13,510	12.67%
11	11,792	4.84%	12,074	4.65%	12,321	4.46%	12,564	4.78%
12	11,510	2.33%	11,721	1.59%	11,939	1.22%	12,086	0.80%
Avg.	11,248		11,538		11,795		11,990	

Conclusion

As per the provisions of the Ward boundary Review Policy, Council is to be presented with ward boundary demographics following every third election. Where the following criteria are met, staff will provide a recommendation that a ward boundary review be conducted:

- the number of eligible electors in any one ward fluctuates be more than +/- 25% from the average number of electors per ward;
- the number of eligible electors in any one ward fluctuates more than +/- 20% of the average number of electors per ward and where a significant community of interest is negatively affected.

As demonstrated by the Statistics Canada Census information contained in the Hemson Report and the Potential Elector Counts Generated by MPAC, the fluctuations in each ward from the average number of electors do not currently meet or exceed the thresholds in the City's Ward Boundary Review Policy nor are they anticipated to meet or exceed those thresholds based on current projections. As such, staff do not recommend proceeding with a review of the existing ward boundaries at this time.

Part II Governance Reviews

Through the strategic planning process conducted in early 2019, Council expressed an interest in exploring a governance review. This portion of the report is dedicated to providing Council with information regarding the governance review process.

Background

At the time of the 2022 Municipal and School Board Election the City of Greater Sudbury will have been operating under the same Mayor and twelve councillor model for over twenty years. The current model was designed in 1999 by Hugh J. Thomas, Special Advisor on Local Government Reform, and came into effect on January 1, 2001 at the time of amalgamation. Under this model the newly formed City of Greater Sudbury was divided into six wards each represented by two councillors and a Mayor elected at large. This structure was based on the principles of:

- reducing the inside/outside friction;
- establishing a council size sufficient to provide representation of two councillors per ward;
- preventing the problem of dominance by any one area;
- enhancing the ability of council to set priorities and long-term goals;
- creating a feeling of "ownership" amongst the politicians;

- enhancing the working relationship between the council and staff, who have a common goal;
- creating wards of relatively equal population;
- recognizing the communities of the municipality where French is predominant.

The initial model was subsequently modified in 2006 following the Municipal and School Board Election as it was found at times to be cumbersome with dual accountabilities for the ward and overlap of work and responsibilities between the councillors. Following a review, the existing six wards were divided in two with one councillor representing each ward.

Principles of Governance Reviews

It is important to distinguish a governance review from a ward boundary review. While both processes can encompass changes to existing ward boundaries, a ward boundary review focuses namely on the population statistics and numbers within the existing ward structure and, if required, adjusts the physical boundaries of the ward accordingly to achieve balanced populations.

Governance reviews are more complex in nature and are undertaken as a means of evaluating existing structural elements of municipal governments to determine if the current model is the most effective governance format for the municipality or if changes are required. Additionally, unlike ward boundary reviews, governance review decisions and changes to council size and structure cannot be appealed to a higher body.

There is no corporate policy, best practice or threshold to trigger a review of the City of Greater Sudbury's municipal government structure. While the Act includes provisions for the minimum size of a council (five members) and how the members of Council are elected to office, provincial legislation is largely silent on matters concerning the modification of council structure and local electoral systems. They make no reference to what an appropriate size of a municipal council should be.

As every municipality is unique, there are no overarching best practices or formulas to apply when considering governance reviews. Rather, what must be considered is whether or not the current governance structure in place allows the council of a municipality to effectively and equally represent constituents.

Prior to undertaking a full-scale governance review, the following questions should be considered:

- does the current model ensure effective representation for all citizens and balance the needs of the community at large with the many communities of

interest, be they geographical, historical, linguistic, demographic, cultural, social or otherwise that continue to evolve?

- does the model allow for effective recognition of and debate about both local, neighbourhood, and city wide issues and policies?
- is there a clear community understanding of how decisions are made and who is accountable for those decisions?
- as decision making and responsibilities become more complex, do the members of council have the time and resources required to make the best decisions?

Consideration must also be given to the number of constituents a councillor is currently representing or could potentially represent, whether the councillor will represent them in a part-time or full-time role and how the councillor will be compensated. Appendix B illustrates the Councillor to constituent ratio from the time of amalgamation and includes projected populations through to the 2030 Municipal and School Board Election.

With respect to Council compensation and the role of Council, the Association of Municipal Clerks and Treasurers of Ontario ("AMCTO") released a report regarding Council Compensation in Ontario which has been appended to this report as Appendix C.

Once a preliminary assessment has been conducted and the factors noted above have been taken into consideration, Council must then decide whether they wish to direct staff to undertake a review of the current municipal governance model.

Process and Timelines

Appropriate methodology, knowledge of decisions and rulings related to governance reviews and technical expertise need to be combined with transparency, neutrality and consistency, in order to design a governance system that achieves effective political management, representation and accountability. Given the complexity and potential impact of a governance review, it would be expected that an independent, third party consultant with expertise in this area be retained to conduct and lead the process. Support would be provided by Clerk's Services and other City staff as required should Council wish to undertake a review of the current governance model.

Based on the experiences of other municipalities, it can be anticipated that the entire process would take between eighteen and twenty-four months to complete. The process would involve a review the existing governance structure and present potential options for changes to council size and structure.

In comparison to ward boundary reviews, governance reviews are far more complex in nature and require a significant amount of time and resources to complete as they impact the structural elements of the municipality's government namely:

- the size of the municipal council;
- representation;
- how Councillors are elected (ward based, at large, hybrid model); and,
- how Councillors are compensated (part-time or full-time role).

Public engagement aimed at informing residents about both the review and key factors being considered would form the foundation of the process. The consultant(s) would gather public input and feedback from citizens about the existing governance structure, alternative models and the impact that any changes would have to the existing ward boundary structure.

Consultant(s) would also meet with members of the sitting Council in order to gather their opinions and feedback through individual interviews.

All information gathered would then be used by the consultant(s) to develop final governance structure and ward boundary options for presentation and decision by Council.

As indicated in Part I – Ward Boundary Reviews of this report, changes made to the ward boundaries are subject to appeal before the Local Planning Appeal Tribunal.

Conclusion

Should Council direct staff to proceed with a governance review, staff would begin the process of retaining a consultant to conduct the review. All costs associated with a ward boundary or governance review would be drawn from the Election Expenses Reserve.

Resources Cited

Ward Boundary Review Policy Report dated September 15, 2015 –

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=820&itemid=10323>

Municipal Act, 2001 - <https://www.ontario.ca/laws/statute/01m25>

Hugh J. Thomas Report - [Sudbury 2001: Report to the Minister of Municipal Affairs and Housing on Local Government Reform for Sudbury](#)

Appendix A

City of Greater Sudbury Ward Boundary Review Policy

PART A: Frequency of Ward Demographic Reviews

A review of ward demographics will be initiated after every 3rd municipal election. The most recent Ward Boundary Review was completed in 2005 and implemented on December 1, 2006.

Staff will use demographic data as gathered in the most recent census, to conduct a detailed review of ward populations over the past ten years and giving consideration to anticipated population growth over the next twelve year period.

Where it is found that the number of eligible electors in any one ward is, or within twelve years will be, +/-25% of the average number of electors per ward, a recommendation will be made to Council to initiate a Ward Boundary Review.

Where it is found that the number of eligible electors in any one ward is, or within twelve years will be, +/-20% of the average number of electors per ward and where a significant community of interest is negatively affected, options for a Ward Boundary Review will be presented to Council for consideration.

PART B: Ward Boundary Review Guiding Principles

- Representation by Population: Voters should be equally represented and wards should have reasonably equal population totals, with no more than a +/-25% difference from the average number of electors per ward.
- Community of Interest: Ward Boundaries will respect the principle of effective representation, including the development of ward boundaries that reflect communities of interest and traditional neighbourhoods.
- Recognition of distinct geographic features: Ward boundaries will be drawn impartially and with consideration to using distinct physical and geographic features as ward boundaries and to ensuring that ward boundaries are reasonably simple and identifiable.
- Accounts for future changes in ward population: Take into consideration anticipated changes in population of a period of twelve years, or three elections.
- Public Consultation: The Ward Boundary Review process will include broad and effective public consultations.

Appendix B

Councillor to Constituent Ratio 2001 - 2030

The numbers in the table below illustrate the number of residents represented by one ward Councillor:

Ward	2001*	2003*	2006	2010	2014	2018	2022	2026	2030
1	12,868	12,709	13,277	12,853	13,548	13,415	14,290	14,510	14,650
2	13,681	13,076	12,142	12,443	13,168	13,155	13,730	13,890	14,000
3	12,734	12,837	13,420	12,793	12,894	12,854	13,170	13,300	13,390
4	12,514	12,247	17,733	12,485	12,235	13,356	13,620	13,760	13,870
5	14,391	14,220	12,175	12,204	13,190	13,046	13,500	13,610	13,670
6	14,380	13,637	13,499	13,468	13,827	14,212	14,650	14,800	14,900
7			12,712	12,722	13,581	13,642	14,360	14,530,	14,630
8			11,783	11,953	11,356	11,510	11,880	11,910	11,890
9			12,564	13,029	13,135	14,174	13,770	13,910	13,990
10			15,876	15,652	15,288	14,736	14,890	14,940	14,960
11			13,780	13,784	13,551	13,329	14,490	14,620	14,720
12			13,495	13,222	14,501	14,102	15,470	15,620	15,730

* At amalgamation the City of Greater Sudbury was comprised of six wards each represented by two members of Council. The current twelve ward model was implemented following the 2006 election.

AMCTO REPORT

Appendix C

MUNICIPAL COUNCIL COMPENSATION IN ONTARIO

MARCH 2018



AMCTO
THE MUNICIPAL EXPERTS

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.

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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.

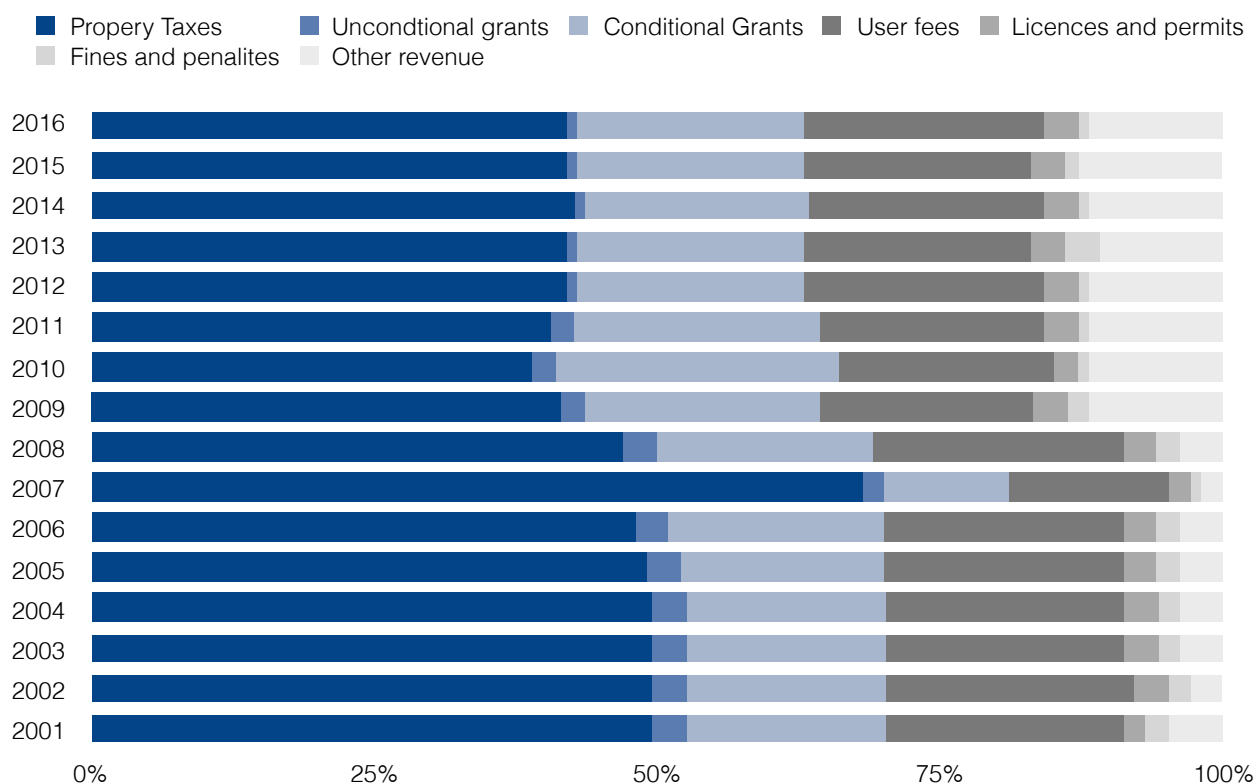
ROI's councillor profile noted that across the province serving representatives and prospective candidates said that balancing personal responsibilities and professional commitments is a challenge. In some cases potential candidates choose not to run for local office because the sacrifices are simply 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



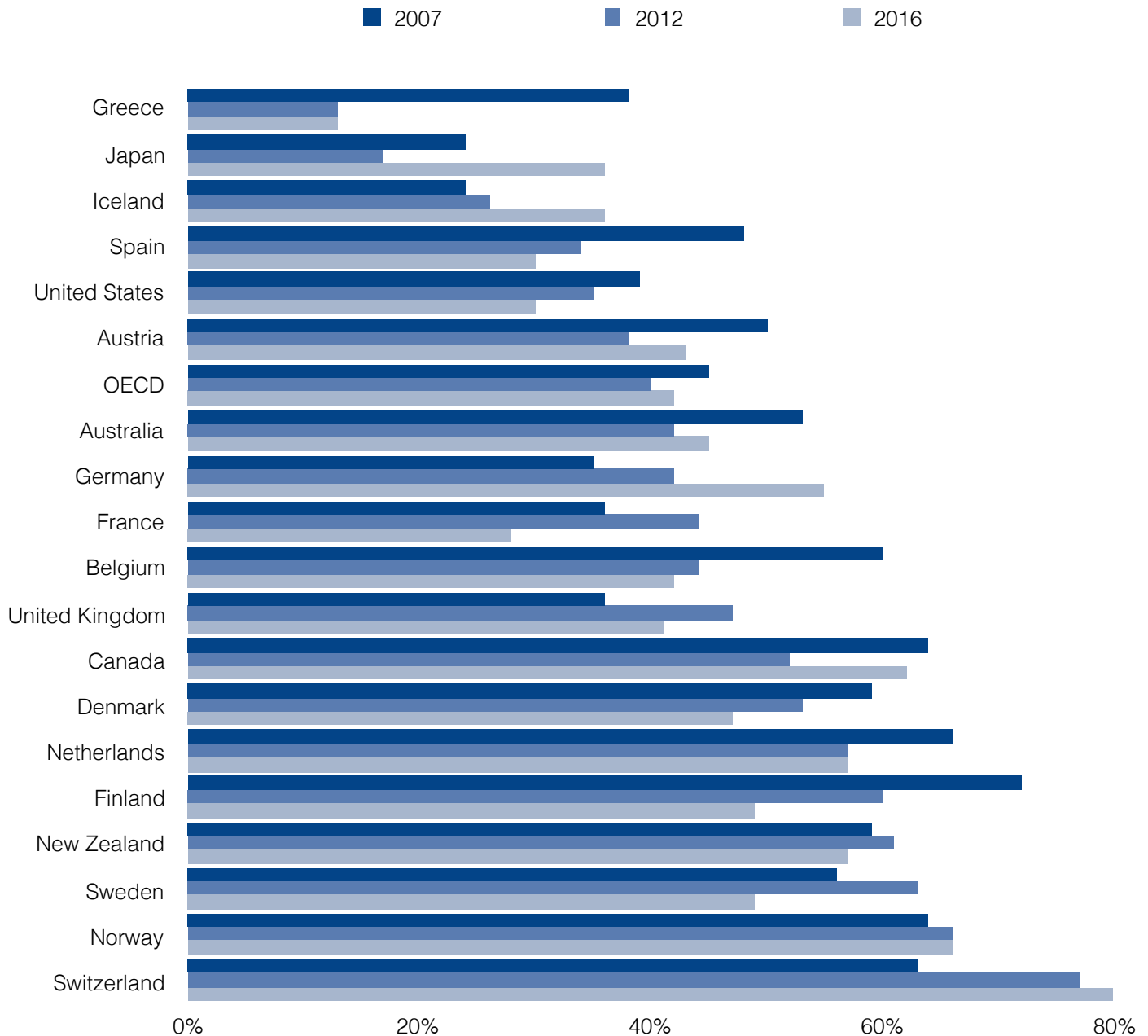
Source: Ministry of Municipal Affairs, Financial Information Returns

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-slamers 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)
POULATION		
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%

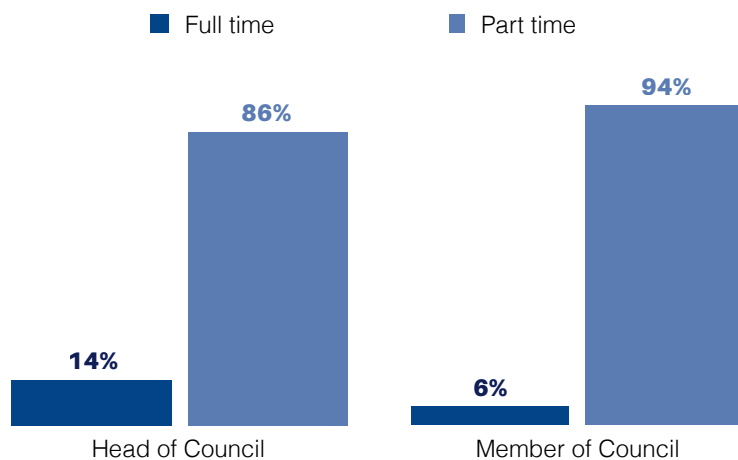
The data presented in this report is not weighted and reflects the responses of all municipalities who participated in the survey. The majority of respondents (60%) were municipalities with a population of less than 10,000. Just over 25% of respondents were municipalities with a population between 10,000 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.

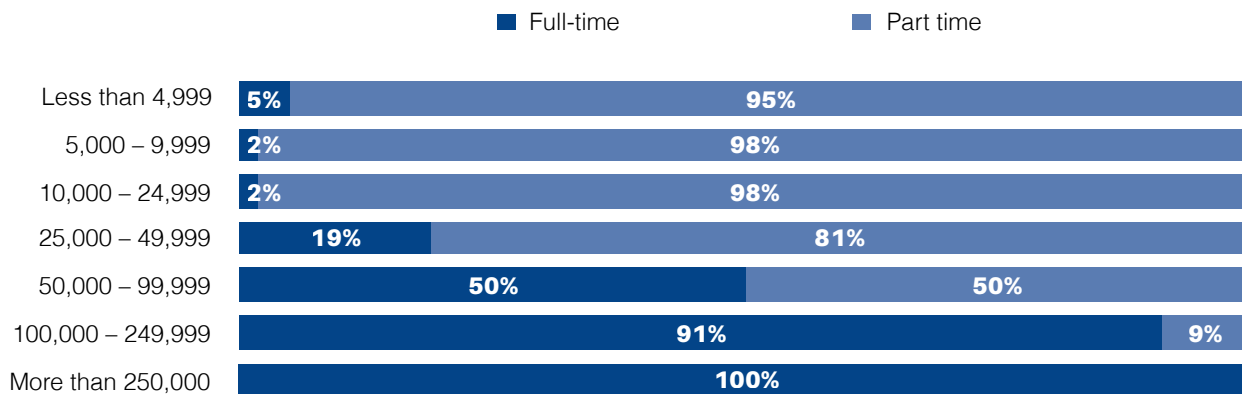
Chart 3.
Full-time vs. Part-time Councils



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.

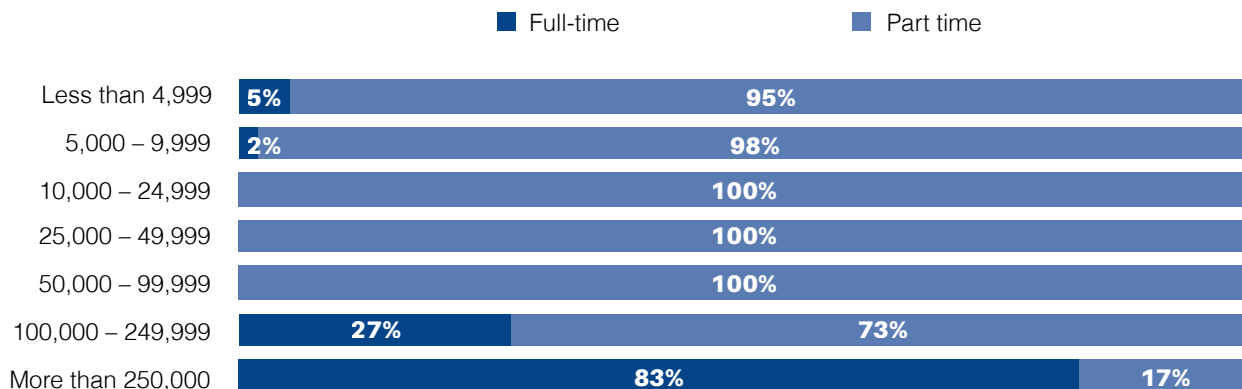
Full-time vs. Part-time *Heads of Council*, by population



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

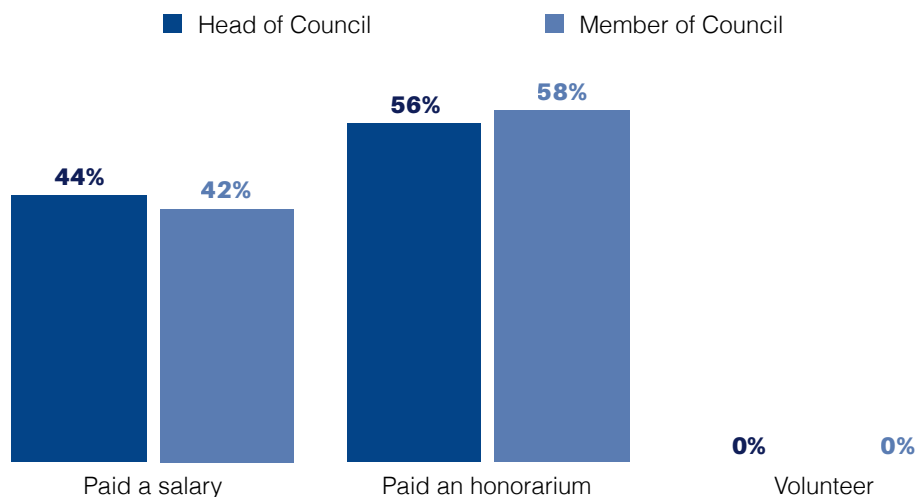


Paid versus Volunteer Councils

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

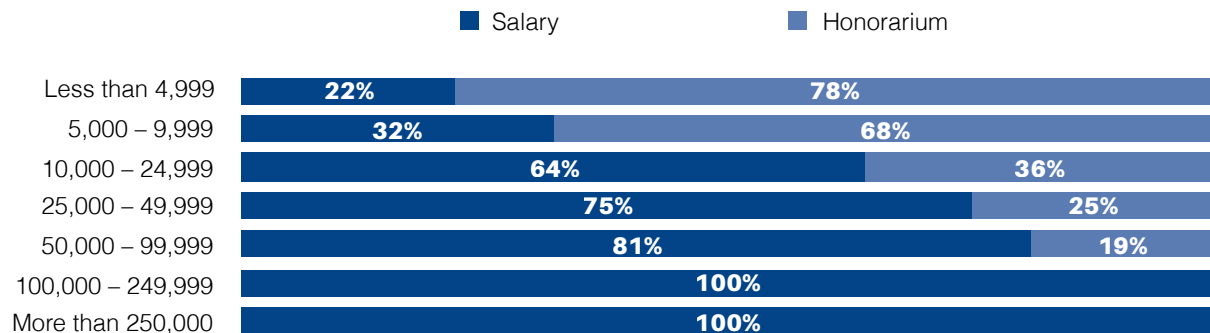
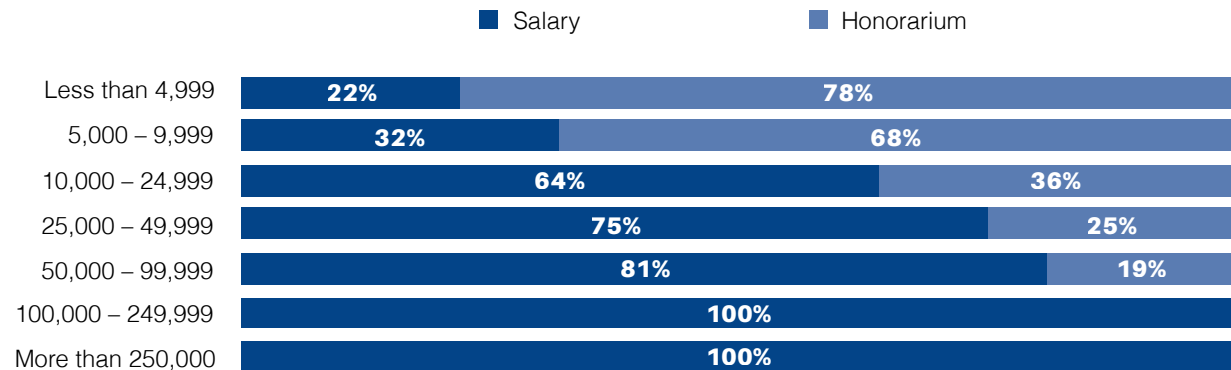


Chart 8.
Salary vs. Stipend, Members of Council, by population



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

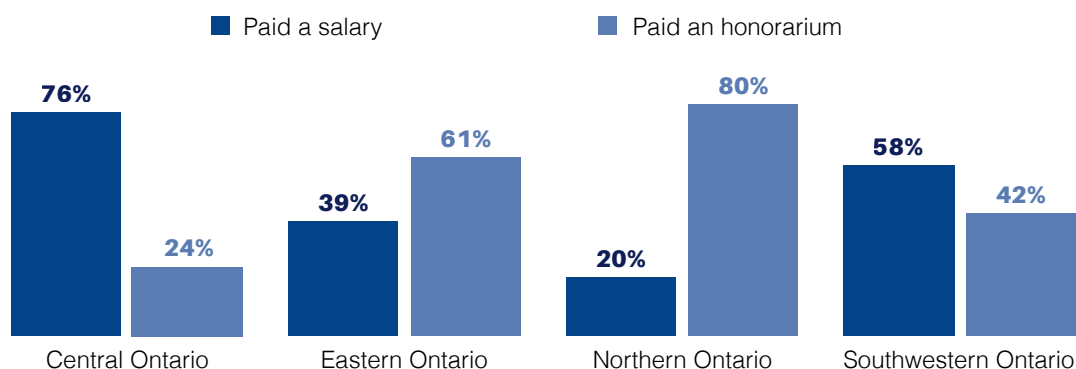
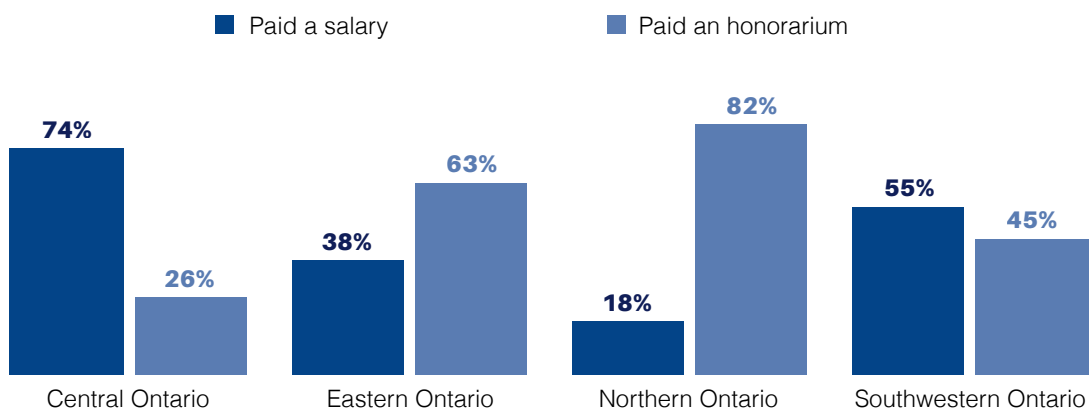


Chart 10.
Salary vs. Stipend, *Members of Council*, by region



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.

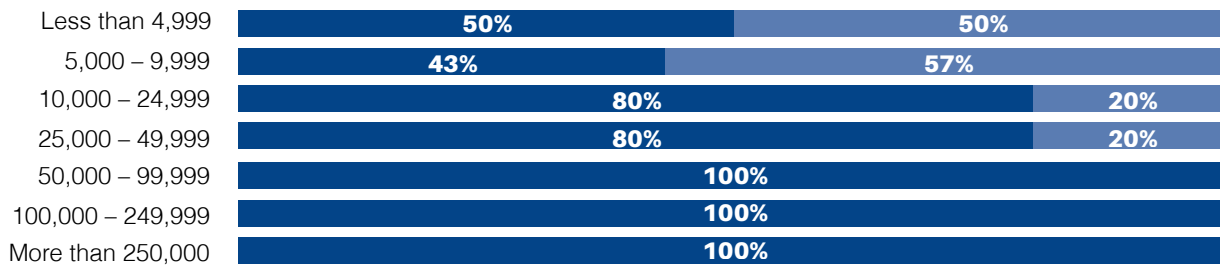
Chart 11.

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

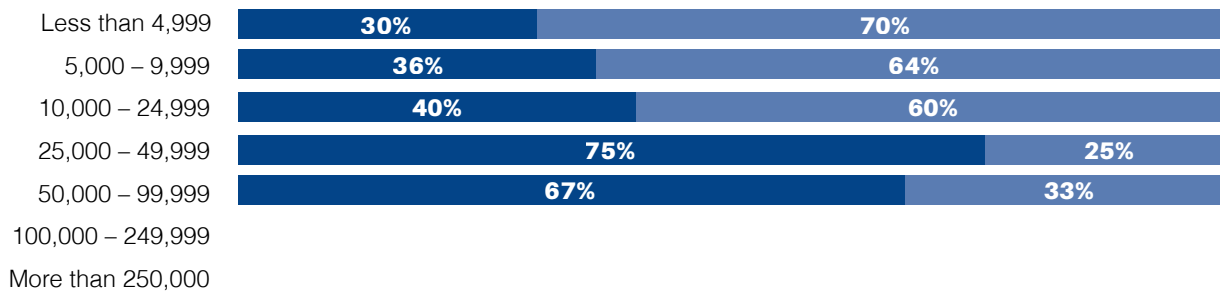
■ Salary

■ Honorarium

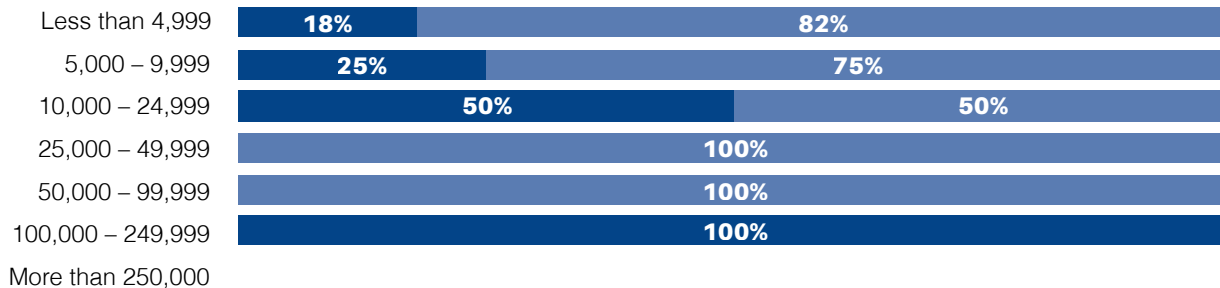
Central Ontario



Eastern Ontario



Northern Ontario



Southwestern Ontario

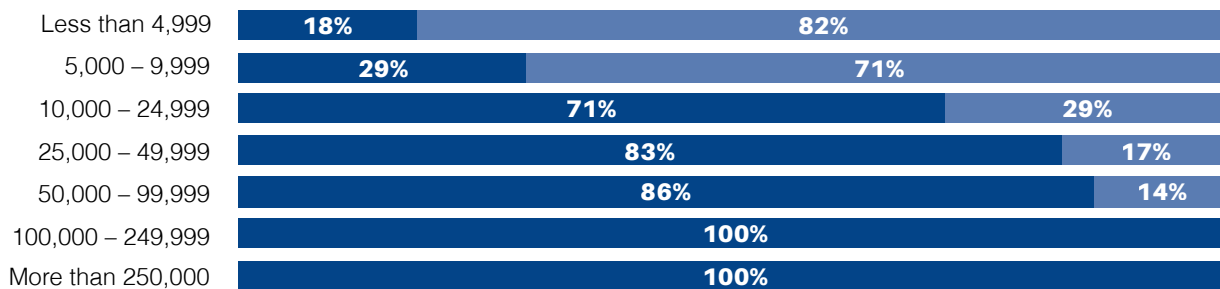
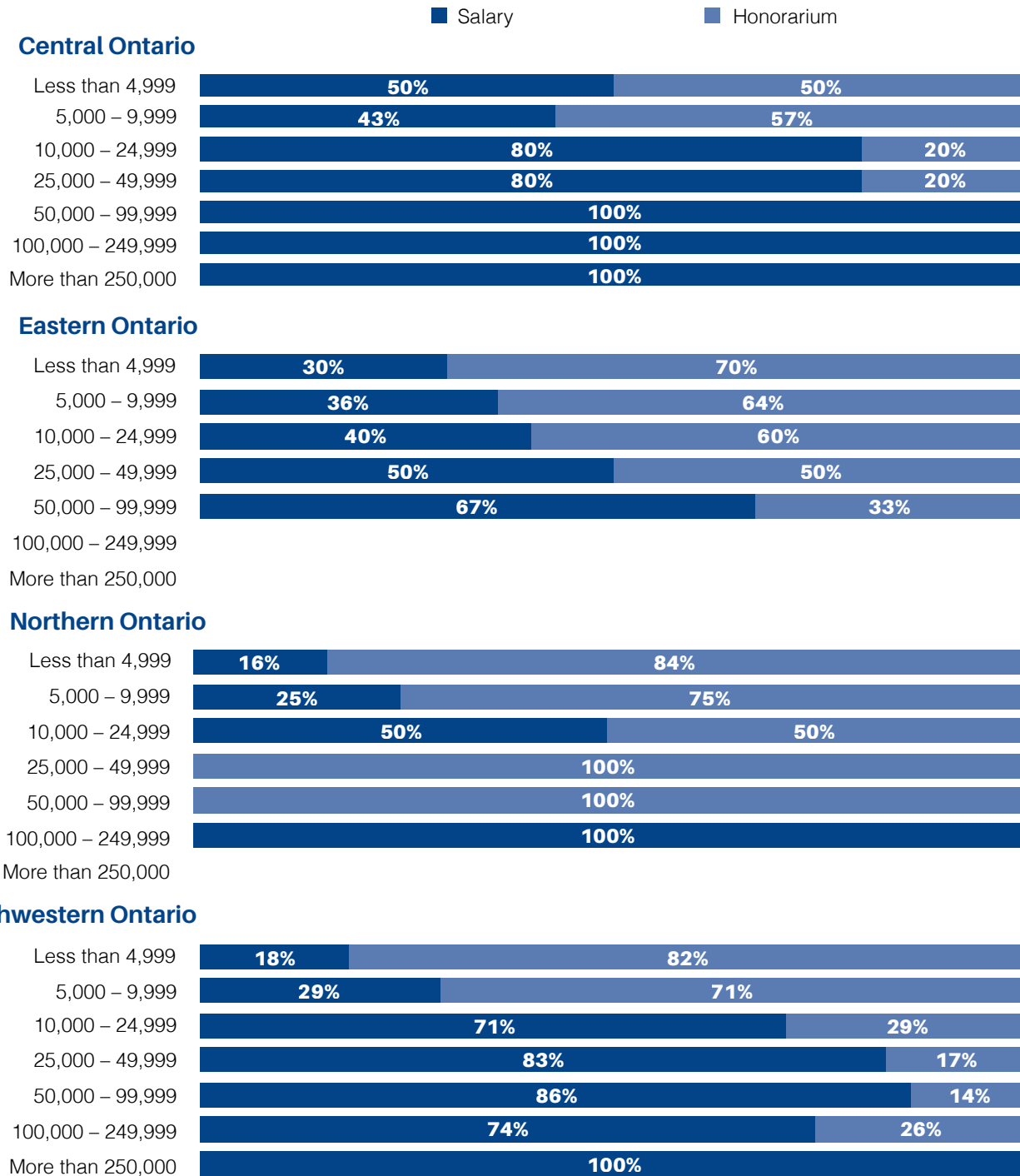


Chart 12.

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

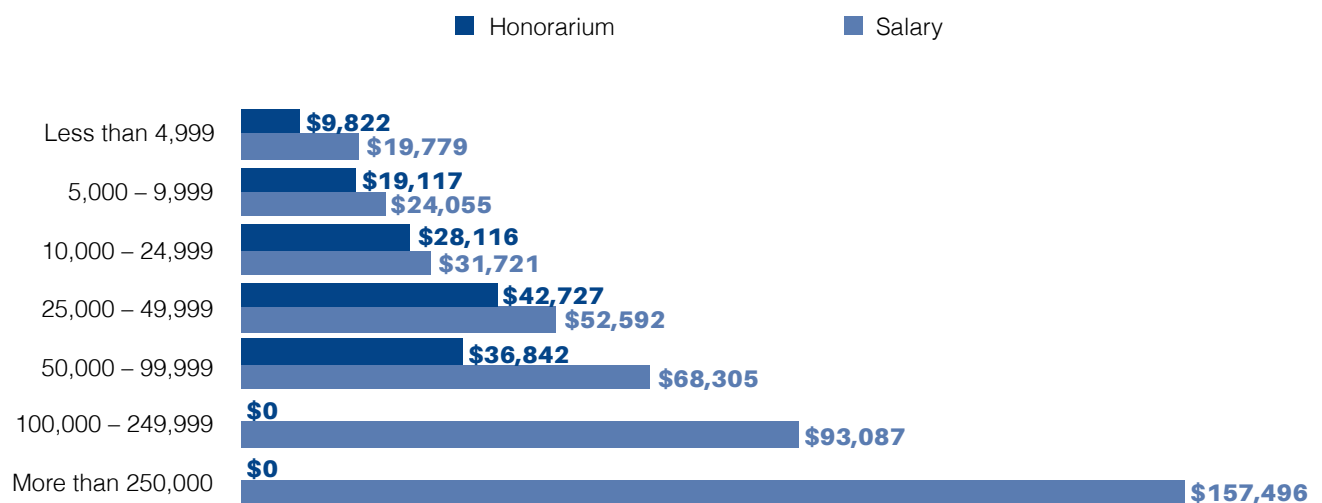


Chart 14.
Average Member of Council Compensation

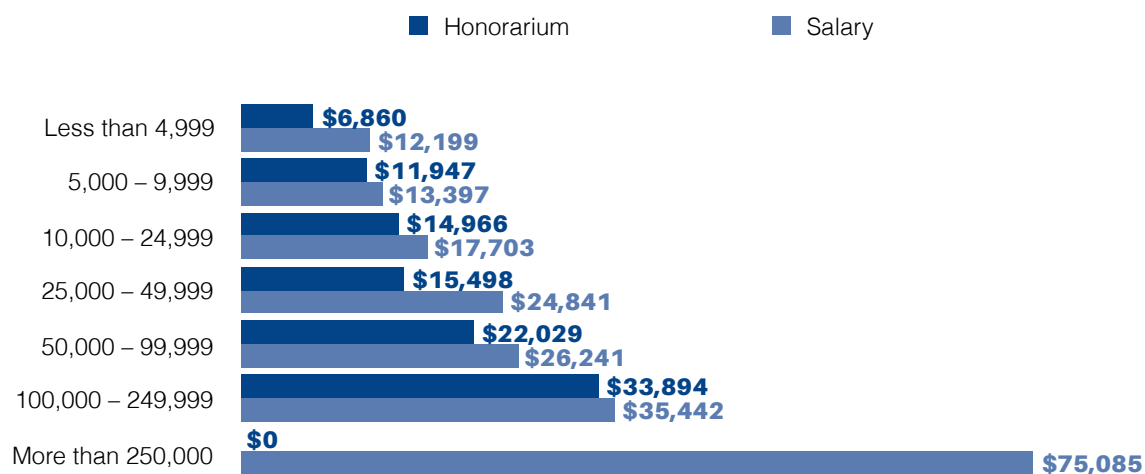


Table 2.**Average Head and Member of Council Honorarium or Salary by Population Size, Region**

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)

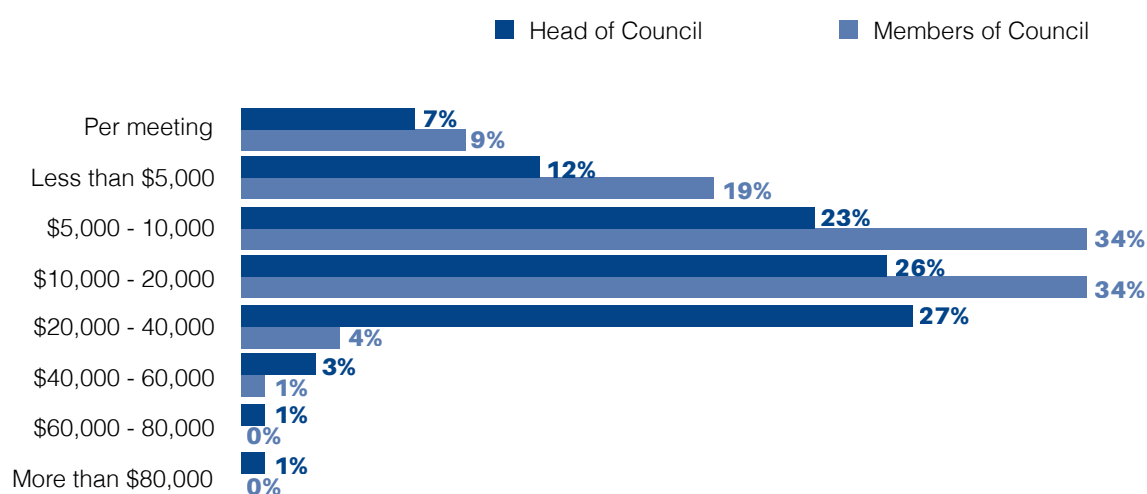
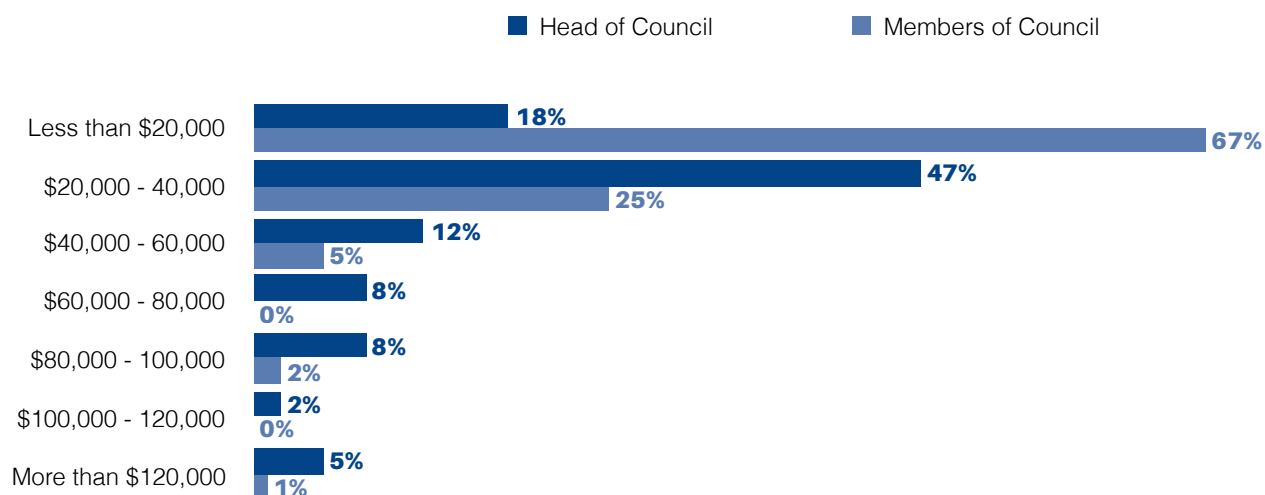


Chart 16.

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%	-	-

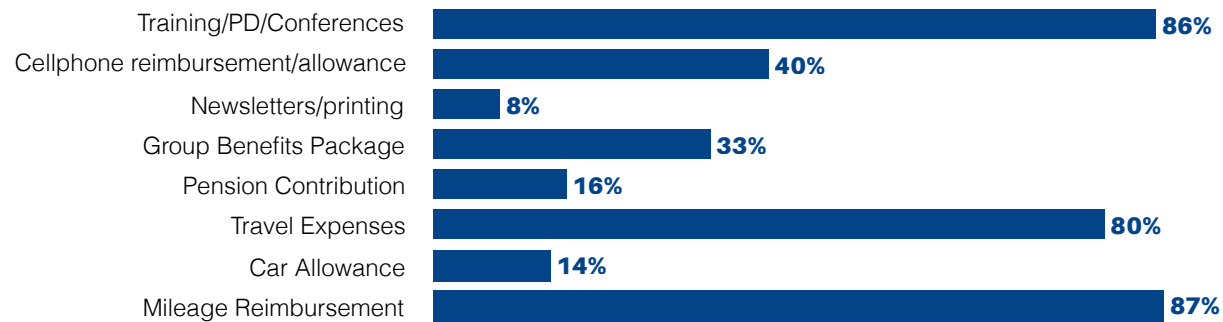
Table 6.
Council Salaries, by region

	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.

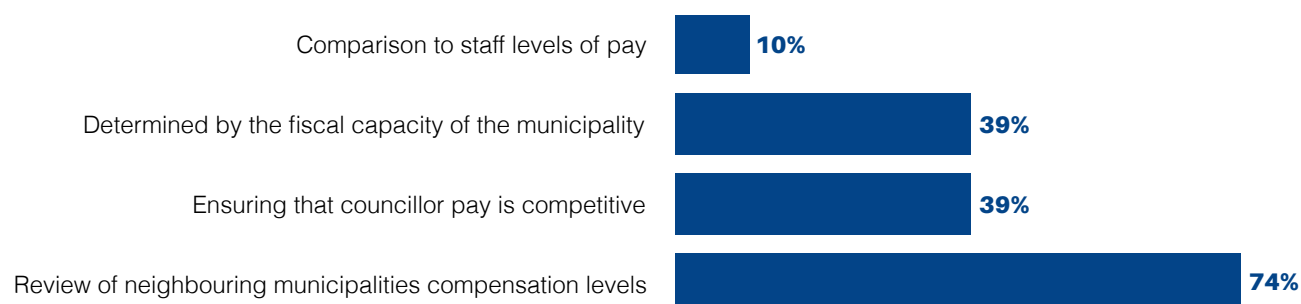
Table 7.
Non-salary benefits provided by municipalities, by population size

	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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