

Agenda

Council Compensation Review Task Force

1st Meeting of the 2021 Council Compensation Review Task Force

November 12, 2021, 10:00 AM

Virtual Meeting - during the COVID-19 Emergency

Please check the City website for current details of COVID-19 service impacts.

Members: D. Bryant, J. Lyons, D. Ross, C. Scrimgeour and J. Tudhope

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Pages

1. Call to Order

1.1. Disclosures of Pecuniary Interest

1.2. Election of Chair

1.3. Election of Vice Chair

2. Scheduled Items

3. Consent

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4. Items for Discussion

4.1. Approach for 2021 Scoped Review

4.2. Meeting Schedule

5. Adjournment

TERMS OF REFERENCE

2021 COUNCIL COMPENSATION REVIEW TASK FORCE

COMPOSITION:

Voting Members:

Five members to be chosen by the City Clerk of the City of London and subject to ratification by Municipal Council.

TERM OF OFFICE:

The Council Compensation Review Task Force shall commence its work as soon as possible and be disbanded upon submission of its Final Report to the Strategic Priorities and Policy Committee by no later than March 31, 2022.

QUALIFICATIONS:

Members of the Task Force will be chosen by the City Clerk and ratified by Municipal Council using all appropriate Council policies and procedures, and be reflective of the relevant principles contained within the Strategic Plan. Within these parameters, the Clerk will have full discretion over the selection process, subject to ratification by Municipal Council, including the determination and assessment of candidate qualifications. Members of the Civic Administration are not eligible to serve as members of the Task Force.

The Chair and Vice-Chair are elected by the Task Force from among its Members, at its first meeting

MEETINGS:

The first meeting shall be called by the City Clerk. Subsequent meetings shall be at the call of the Chair, in consultation with the Task Force Clerk.

DUTIES:

The Council Compensation Review Task Force reports to the Municipal Council, through the Strategic Priorities and Policy Committee.

The Task Force shall be responsible for reviewing and providing recommendations with respect to the Councillors' compensation, including:

- a) the review of the most recent median full time employment income data for Londoners;
- b) review, consider and continue work on the recommendations of any previous Council Compensation Review Task Force that the Task Force feels are relevant;
- c) making recommendations regarding implementation of any changes in compensation, which may include phasing in and indexing.

GUIDING PRINCIPLES:

1. No Councillor should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.

2. The system of remuneration must be transparent, open and easily understandable.
3. Remuneration needs to be sensitive to local market conditions, recognizing that the role of Councillor is neither a full-time nor part-time role, but rather a unique role.
4. Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor.

VACANCIES:

The same procedure is followed as for the initial appointment of members to the Council Compensation Review Task Force.

REMUNERATION:

No remuneration is paid to the Council Compensation Review Task Force members.



FINAL REPORT OF THE 2016 COUNCIL COMPENSATION REVIEW TASK FORCE

JULY 2017

1. TASK FORCE COMPOSITION AND DUTIES

The Municipal Council chose a different approach to populating the 2016 Council Compensation Review Task Force. The City Clerk was asked to choose the Members for the Task Force, for ratification by Municipal Council, using all appropriate Council policies and procedures. The membership was to be reflective of the relevant principles contained within the City of London's Strategic Plan. Within these parameters, the City Clerk determined appropriate candidate qualifications and undertook a targeted selection process to seek out a well-rounded group of qualified and independently-minded individuals. Members of the Civic Administration were not eligible to serve as members of the Task Force.

Voting Members

Dan Ross (Chair) – Retired lawyer and local business owner

Martin Horak – Associate Professor & Director, Local Government Program, Western University

Mike Moffatt – Assistant Professor, Business, Economics and Public Policy, Richard Ivey School of Business*

Phyllis Retty – Retired Finance and Human Resources Leader

Greg Watterton – Retired Senior Municipal Administrator – Finance

*was unable to complete his term due to other obligations

Task Force Secretary

Linda Rowe – Deputy City Clerk

Additional Staff Resources

Cathy Saunders – City Clerk

Tara Thomas – Manager of Engagement

Meagan Geudens – Communications Specialist

Jen Carter – Manager, Policy & Strategic Issues (Facilitator – Focus Group Session)

Karen Oldham – Manager I – Community Development (Facilitator – Focus Group Session)

Josh Machesney – Co-op Student (research – other municipal jurisdictions)

Emily Feduk – Co-op Student (research – other municipal jurisdictions)

Duties

The duties of the Task Force, as established by Council, were to review and provide recommendations with respect to:

- (a) Councillors' and Deputy Mayors' annual stipend including implementation of any changes in compensation, which may include phasing in and indexing; and
- (b) the process and timeline for future reviews of Council compensation.

2. ACTIVITIES AND RESEARCH

The Task Force held 14 meetings from March 2016 to present. That number does not include an additional Focus Group Session and an Open House Session that were conducted as part of the community engagement process.

Compensation Research Activities

The Task Force collected and analyzed research materials from 16 other municipal jurisdictions. While the Task Force felt it was important to look at municipalities within Ontario, it also believed that there was merit in looking at municipalities of a similar size across Canada, understanding that no two municipalities are entirely the same. A summary of the data that was gathered is provided in Appendix A.

In addition to the above research data, the Task Force also considered the following:

- the allocated responsibilities of the Deputy Mayor selected by the Mayor (Appendix B)
- the legislated role of a Council Member, together with the legislated role of the Head of Council and Municipal Administration, for contextual purposes (Appendix C)
- the current compensation (Appendix D)
- the current policy applicable to compensation adjustments (Appendix E)
- the guiding principles established by the Municipal Council for the Task Force's review (Appendix F)

The Task Force also reviewed the Final Reports of the 2010 Council Compensation Review Task Force and the 2013 Council Compensation Review Task Force in order to gain a better understanding of the analyses, observations and recommendations that arose from prior reviews of Council compensation.

Seeking Input from Council Members

The Task Force surveyed Council Members to seek their perspective on matters within the scope of the Task Force. The identity of the individual respondents was not disclosed to the Task Force in order to avoid any perception of bias and to also encourage thoughtful and honest feedback from the survey participants. A summary of the Council Members' feedback is presented in Appendix G. There was a high response rate by the Council Members.

Seeking Input from the Public

As noted above, the 2016 Task Force engaged the public in two new ways: a Focus Group Session and an Open House. This was in addition to conducting a public survey, which was an outreach initiative that had been undertaken by previous Task Forces.

The Focus Group Session allowed the Task Force to reach out to specific sectors in London, enabling a broader and more diverse perspective on Council compensation. (Appendix H) Participants in the Focus Group Session included the following, though others had been invited but were unable to participate for various reasons:

- Age Friendly London Network
- Argyle Business Improvement Area
- Downtown London Business Improvement Area
- Fanshawe Student Union
- London Arts Council
- London Chamber of Commerce
- London Health Sciences Centre
- London Middlesex Local Immigration Partnership
- London Youth Advisory Council
- Old East Village Business Improvement Area
- Pillar Non-Profit
- St. Josephs Health Care London

- Urban League of London
- Western USC

The Open House offered a less structured forum for providing information directly to interested members of the public, answering questions from the public, hearing comments from the public and an opportunity for members of the public to fill out a hard copy survey if they wished to do so. The Task Force believed that this format would be less intimidating for the public and would hopefully result in higher participation. While the attendance numbers at the Open House were not high, they were almost double the number experienced at the last public participation meeting held on Council compensation.

The survey was developed in such a way as to focus questions on areas upon which the 2016 Task Force wanted public input, without it being an onerous task for the public to complete. The Compensation Survey was available for public input from March 20th to April 3rd, both online and in hard copy. Hard copy survey results were combined with online results to provide a consolidated set of results, included as Appendix I.

In addition to the above, comments were also received via social media, email and hard copy. Those comments are summarized in Appendix J.

General Considerations and Observations

There were three related developments that arose and were considered during the Task Force's review:

- the Municipal Council reduced the number of Deputy Mayor positions from two to one;
- the Federal Government announced that it is considering removing the tax exemption for non-accountable expense allowances to certain municipal office-holders (often referred to as the "1/3 tax free allowance"); and
- the permanent support staff complement in the Councillors' Office was changed from one Executive Assistant position, two Administrative Assistant II positions, one Administrative Assistant I position, and two Co-Op Student positions to one Executive Assistant Position, 4 Administrative Assistant II positions and 1 Co-Op Student, noting that Ward Councillors remain able to engage private contract assistance through their annual expense allocation, as was previously the case.

In terms of general observations as a result of the Task Force's outreach and research initiatives, the following was noted:

- while a review of comparative municipalities is informative, there is a clear desire by the public to have a "made in London" solution that considers local influences;
- the role is one of public service...it is not a career;
- the primary functions of a Council Member are as a strategic manager and as a respondent to constituents;
- there is a general view that a significant number of hours are required to fulfill the role of a Council Member and, while not precluded from other employment, a Council Member's main focus should be fulfilling that role;
- the data results have to be interpreted understanding that the respondents represent a very low percentage of the population;
- consideration needs to be given as to what level of compensation will allow elected individuals to carry out their Council duties to the highest level of their ability;
- while London appears to have a reputation for being static, in reality it has increased its size by 25% since the early 90s and has experienced a shift in demographics and industry;
- there have been regulatory changes which have increased the fiduciary responsibility and personal liability of each individual Council Member; and
- the Internet, email, social media and other emerging technologies have created a substantial change in expected access to Council Members.

Additionally, the Municipal Council set the following guidelines for the Task Force:

- (a) No Councillor should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
- (b) The system of remuneration must be transparent, open and easily understandable.
- (c) Remuneration needs to be sensitive to local market conditions and to compensation levels in comparable municipalities.
- (d) Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor and Deputy Mayor.

3. RECOMMENDATIONS

The Task Force's terms of reference explicitly excluded the Mayor's compensation and the benefits (health coverage, life insurance, etc.) for Council Members. As such the Task Force is not making any recommendations regarding those matters.

a) COMPENSATION

RECOMMENDATION #1: That effective with the commencement of the next term of Council, the annual compensation for serving as a Ward Councillor BE SET at the 2016 median full time employment income for Londoners; it being noted that while 2016 data will not be available until the Fall of 2017, based upon the 2011 National Household Survey data, about 35% of Londoners ages 15 years and over worked full year, full time with employment income in 2010 and had a median employment income of \$47,805 and an average employment income of \$57,112.

Rationale:

Effective Date – The Task Force believes that by setting an effective date beyond the term of the Council approving the adjustment to the Ward Councillor compensation, it would create an additional degree of separation between the Council that approves an adjustment and the Council that is impacted by the adjustment. It is further believed that compensation for future Councils should be set well enough in advance of the nomination period to depoliticize the determination of compensation and to ensure potential candidates understand what compensation will be available to them, should they be elected to Council. It is acknowledged that the current compensation for Ward Councillors has not been adjusted since 2013, prior to the current Council holding office, but in light of the comments above, it was felt that it would be most appropriate to apply any compensation increase to the next term of Council. Public feedback also suggested that the current Council should set the compensation for the next Council.

The Task Force considered phasing the increase in over a period of time, but is specifically not recommending that the increase be phased. It is important that Council Members serving for the next Council term are appropriately compensated for the duration of their term, in order to enable them to carry out their duties to the best of their ability throughout their entire term of office, and to mitigate any income barriers to running for office.

Rate of Compensation – The Task Force recognized that the role of a Councillor is unique and, for the purposes of determining compensation, did not consider it necessary to define it as “full time” or “part time” in its deliberations. Rather, it sought to fully understand the time commitment, content and responsibility of the role and what level of compensation was necessary to enable effectiveness and efficiency so that Council Members could perform their duties to the highest level of their ability. While the Task Force's review of comparative municipalities was informative, the public engagement component of the review revealed that there was a clear desire by the public to have a simple, “made in London” solution that considered local influences and was easy to understand.

The Task Force came to the conclusion that the median full time income of Londoners would serve as a reasonable and practical benchmark for the rate of compensation for a Council Member, while being reflective of local economic conditions. Other local

factors would not be as useful for benchmark purposes. As an example, the housing market is notoriously fickle and therefore would not be a solid factor on which to base compensation.

The Task Force gathered information through its public engagement process (see Appendices H – Council Compensation Focus Group Session, I – Public Survey and J – Other Public Comments). Those findings revealed that;

- a) the public often expects Council Members to be available a significant number of hours of the week, recognizing there are ebbs and flows with their workload, and that the Council work should be a priority;
- b) the statutory and discretionary duties are important factors in setting compensation, as is the level of other supports;
- c) the local economy should have a significant bearing on compensation (i.e. “made in London” solution);
- d) compensation should not be an incentive or disincentive; and
- e) other municipalities’ compensation rates should not dictate compensation levels for London’s Council Members.

The Task Force also gathered information through an anonymous survey of Council Members. (see Appendix G). Those findings revealed that:

- a) more time is spent on constituency-related work than meetings;
- b) constituents are communicated with via various means (in-person, e-mail, telephone, written correspondence, social media, etc.)
- c) hours of work tend to be evenings and weekends and fluctuate based upon constituent and meeting demand, as well as each Council Member’s other obligations;
- d) there is a shortage of resources;
- e) it is challenging to balance personal, business and Council demands; and
- f) Council duties are not just conducted at City Hall.

In addition to the above, the Task Force considered the legislated duties of a Council Member (see Appendix C), as well as the many pieces of legislation that Council Members must have varying degrees of familiarity with (e.g. *Municipal Act, 2001*, *Planning Act*, *Canada Anti-Spam Legislation*, *Municipal Freedom of Information and Protection of Privacy Act*, *Accessibility for Ontarians with Disabilities Act*, *Business Corporations Act*, *Environmental Assessment Act*, *Municipal Conflict of Interest Act*, etc.) which, in some instances, carry some personal penalties with them, as well as the broad range of issues that face the local community (e.g. economic, climactic, infrastructure, housing, social services, development, funding, etc.). Those legislative requirements have increased the complexity of a Council Member’s role, in addition to the many challenges associated with a city the size of London.

While the Task Force saw the role of a Council Member as one of public service, it felt strongly that just because the role was regarded as one of “public service” it did not mean that individuals in that role should not be compensated. The Task Force was also of the opinion that the foundation for determining an appropriate level of compensation was, by its very nature, different than an hourly wage job. One should take into consideration the type of duties, comparable roles in other municipalities, London’s own economy, public expectations, legislative expectations, complexity of the role, time commitment, personal liability, as well as the resources required to effectively fulfill the associated duties in order to arrive at a reasonable level of compensation. Ultimately the Council Member role does not constitute an employment relationship, but compensation needs to be set at a level so that it is not a primary motivator to run for office, yet allows someone who runs for public office to serve in that role as effectively as possible, and ensure that income is not a barrier to running for office. While there is often the inclination to default to “pay for performance”, the lens for reviewing compensation should more appropriately be one

of “enablement”, noting that performance assessment will come with each municipal election.

It was very clear that constituents seek the assistance of their Council Member with various day to day concerns such as pot holes and other nuisances in their neighbourhoods, and expect a prompt response on those matters. They also have an expectation that their Council Member will represent the interests of the ward they serve and will keep their constituents advised of any major issues affecting their ward. Findings by this Task Force, and from previous Task Forces, substantiate that the work of a Council Member requires a significant number of hours a week. Furthermore, it appears that the public does not regard this as a 9 AM to 5 PM, Monday to Friday, role. Rather, they expect that Council Members will be available all times of the day, all days of the week. While this expectation may be considered, at times, unrealistic, it does demonstrate that there is a significant time commitment expected of Council Members by the constituents they serve and that Council Members should be visible in the community.

Another observation made by the Task Force was that there was a significant gap in the rate of compensation between the Mayor and a Council Member in the City of London, versus the gap between those roles in other municipalities. The Task Force has made the assumption that the gap in London is reflective of historical expectations of that role, rather than the current reality of how the role has evolved in terms of public expectation, the size and complexity of the City of London, and other legislative influences. The recommended compensation will help reduce that gap.

RECOMMENDATION #2: That NO ACTION BE TAKEN at this time with respect to the provision of additional compensation for the role of Deputy Mayor; it being noted that the level of compensation for this role should be reassessed once the role is more clearly defined and is not reliant on the discretion of each mayor.

Rationale: The current Municipal Council approved a new governance model which put in place two Deputy Mayors: one selected by the Mayor and one selected by the Municipal Council. Part way through the current Council term, the Municipal Council further refined the governance model by eliminating the Deputy Mayor position selected by the Municipal Council.

The current policy regarding the appointment of the Deputy Mayor states “The Mayor shall be solely responsible for determining which of their powers and duties are to be allocated to the Deputy Mayor and may adjust that allocation from time to time, at their discretion.” Primarily due to the ambiguity of the duties of the Deputy Mayor, and considering that the role has been established for a relatively short period of time, the Task Force felt that no action should be taken at this time with respect to additional compensation for this role. However, the Task Force notes that compensation for the Deputy Mayor should be reassessed by Council once the role becomes more clearly defined and there is experience on which to base a recommendation.

Recommendation #3: That NO ACTION BE TAKEN with respect to the provision of additional compensation for Ward Councillors serving as the Chair of a Standing Committee and all Council Members BE ENCOURAGED to serve as Chair throughout the course of their term of office.

Rationale: The Task Force believes that every Council Member should take on the role of Chair at some point through their term of office as a matter of course and, therefore, there should be no monetary incentive or disincentive to assume that role or not.

Recommendation #4: That the current formula for adjusting Council compensation on annual basis BE CONTINUED.

Rationale:

The current policy for the annual adjustment of Council compensation is as follows:

5(32) Remuneration for Elected Officials and Appointed Citizen Members

That a policy be established to adjust the salaries and honorariums of the elected officials and appointed citizen members of local boards and commissions where stipends are paid annually on January 1st by the percentage increase reflected in the Labour Index (monthly Index, Table 3), on the understanding that if such an index reflects a negative percentage, the annual adjustment to the salaries of elected officials and appointed citizen members will be 0%; and on the further understanding that if the Labour Index (monthly Index, Table 3) has increased by a percentage greater than the Consumer Price Index, Ontario, the annual percentage increase in the salaries and honorariums of the elected officials and appointed citizen members will be no greater than the increase in the Consumer Price Index, Ontario. It shall also be understood that in those years where non-union staff wages are frozen, no increase shall be applied.

Having considered the above policy, the Task Force is of the opinion that it remains effective and objective, and continues to ensure that compensation remains reasonable and respectful of local economic conditions. Therefore the Task Force sees no reason to change or discontinue the current policy for annual adjustments.

Recommendation #5: That, notwithstanding that there will be a minor budgetary impact by doing so, the City Clerk BE DIRECTED to bring forward the necessary by-law to eliminate the “1/3 tax free” allowance for Council Members, effective for the next Council term.

Rationale:

As part of its 2017 Budget, the Federal Government has suggested that some tax measures lack strong policy rationale and therefore require adjustment. One of those measures is the 1/3 tax free allowance available to certain municipal office-holders, and others. The Federal Government is proposing that this exemption be discontinued, though this tax policy change has not yet been made. Many Ontario municipalities have already discontinued utilization of the 1/3 tax free allowance on their own initiative, in the spirit of transparency, however London has not yet done so on the basis that removal of the allowance would have a negative, albeit very minor, impact on the local budget.

Unless the Federal Government makes the above-noted tax policy change prior to the next term of Council, which would negate the need for a by-law to eliminate the allowance, the Task Force believes that the time has come for London’s City Council to elect to discontinue the 1/3 tax free allowance and that this change should take effect with the next term of Council. This will help create greater transparency and position the City of London for expected changes to federal tax policy. This change also recognizes the fact that the original purpose of the exemption (i.e. to assist Council Members with any out-of-pocket expenses they incurred in carrying out their duties as a Council Member) has been mitigated over time through the provision of a separate expense allocation for Council Members. If City Council elects to discontinue the 1/3 tax free allowance prior to implementation of the recommended adjustment to compensation, it may wish to consider if an offsetting adjustment to compensation would be in order.

b) FUTURE REVIEWS

Recommendation #6: That a review of Council Compensation BE UNDERTAKEN by an independent body, once per Council term, subject to the following:

- i) the review should be completed no later than six months in advance of the date that nominations are accepted for the next municipal election;
- ii) any adjustments should be effective on the first day of the next Council term;

- iii) the Task Force should, as much as possible, reflect the diversity of the community and ideally the participants should have knowledge in the areas of municipal government, research, statistics, public engagement and compensation;
- iv) the Task Force should be limited to no more than five individuals;
- v) the review should include a review of the major supports required for Council Members to efficiently and effectively carry out their role to the best of their ability as the availability of these supports helps to inform compensation;
- vi) the review should consider if median full time income remains an appropriate benchmark for Council Member compensation;
- vii) the review should consider if the current formula for interim adjustments remains appropriate; and
- viii) public engagement should continue to be a component of the review process and that engagement should be undertaken in a manner which recognizes community preferences and needs.

Rationale:

The Task Force believes that a comprehensive review of Council compensation is not required more frequently than once per Council term to ensure it remains appropriate. Any minor adjustments that may be necessary in the interim would be addressed through the application of a pre-established Council Policy pertaining to annual adjustments. By utilizing an independent body to conduct the review and make its recommendations, the Council effectively distances itself from influencing the recommendations and is able to take advantage of outside expertise.

The Municipal Council can create a further degree of separation by adopting the approach that any increases recommended by a Task Force would not be in effect until the next Council takes office. It is, however, important to have compensation decisions completed sufficiently in advance of the opening of nominations for the next municipal election. While the Task Force stands by the opinion that being a Council Member is a public service and not a “job”, compensation does have a bearing on a person’s ability to effectively and efficiently serve as an elected official. Individuals who are considering running for office should have that information to help them decide if they will run for office or not.

Any Task Force should be reflective of the community it represents, and therefore the diversity of membership is important. Furthermore, there are certain skill sets that are helpful to a review of Council compensation, with some key areas of knowledge being municipal government, research, statistics, public engagement and compensation. In terms of numbers, while it is desirable to have sufficient numbers in order to be able to broaden the diversity and knowledge base on the Task Force, too many participants can negatively impede the progress of the Task Force’s work. Different perspectives and information can be obtained through the public engagement process, without unnecessarily impeding oversight of the review process itself.

As referenced previously, there are resources beyond monetary compensation which affect an individual’s capacity to effectively and efficiently carry out the duties of a Council Member to the best of their ability. Therefore, the Task Force believes there would be merit in taking a holistic look at other major supports beyond compensation (e.g. staff resources and expense allocations) to ensure all supports are complementary to one another and optimally meet the needs of Council Members in order to properly serve their constituents.

While a major review of compensation once every four years is sufficient, the Task Force believes that a policy for annual adjustments is necessary in order to ensure there is an independent mechanism for making interim adjustments that are in keeping with local economic data. That policy should be reviewed by each Task Force to ensure it remains relevant.

While the proposed Task Force composition should be diverse and draw upon a varied knowledge base, this does not preclude the importance of seeking public input and, therefore, public engagement should remain a component of any Task Force’s activities. The manner in which that engagement is done should be in keeping with the best practices of the day.

For the reasons expressed in this report, the Task Force feels strongly that median full time employment income is an appropriate benchmark for Council compensation and recommends that subsequent Task Forces consider if it remains an appropriate benchmark for Council Member compensation.

c) OTHER RECOMMENDATIONS

There were some common themes that came up during the consultation and research activities of the Task Force which highlighted two matters that did not necessarily fall directly within the mandate of the Task Force. However, the Task Force felt that those areas did have a correlation to compensation and were important enough to warrant bringing them to the attention of the Municipal Council. Those matters included public education, Council Member expense accounts and, other resources available to Council Members in the concept of performance based compensation. Additionally, the Task Force heard strong arguments from a few members of the public urging consideration of performance-based compensation, which warrants reference in this report.

Recommendation #7: That the Municipal Council BE REQUESTED to consider how it can better educate the public with respect to the legislative and non-legislative roles of Council Members.

Rationale:

The Task Force was surprised at how little even those who worked regularly with Council Members understood what Council Members did in their role. Constituents should have ready access to those details as it will help inform their working relationship with their elected representatives, help them to understand how a Council Member can be of assistance, provide a yardstick by which to judge that they are being adequately represented by their Council Member and to inform their own decision making with respect to whether or not they had an interest in serving as a Council Member themselves. Sharing the role of Council Members on the City of London's website and through other outreach opportunities (e.g. information sessions for potential candidates for City Council) could greatly assist in resolving this information gap.

Recommendation #8: That the Municipal Council BE REQUESTED to establish and make publicly available a reasonable timeframe for an initial response to an enquiry made by a constituent to a Council Member so that service standards are available to the public, recognizing that staff support should be utilized in a manner that expedites the response process as much as possible.

Rationale:

It is generally-accepted best practice to establish service standards for outward facing services. With that in mind, it would be helpful for the public to be better informed regarding what service standards are in place for a Council Member's response to a constituent's enquiry. This could be done through information on the Council Members' web page, as well as automated email and phone messaging. The Focus Group participants generally felt that an initial response to a constituent enquiry should be provided within one business day and, depending on the complexity of the enquiry, that initial response could simply provide interim information, including the status of the file, or could, wherever possible, provide a complete response. In order to expedite the response process, Council Members should fully utilize their support staff to assist with responding to constituent enquiries on their behalf, in order to avoid unnecessary delays pending the Council Member's own availability to respond to the enquiry themselves.

Recommendation #9: That opportunities BE EXPLORED to determine what support services might be needed in order to ensure that the right conditions are set for a Council Member to perform their policy and constituency duties to the highest level of their ability.

Rationale: Both public input and Councillor survey results (see Appendices G, H, I and J) substantiate that there is a significant amount of time Council Members are expected to dedicate to performing their policy and constituency duties and that they actually dedicate to those duties. The Focus Group participants tended to believe that hours spent should be closer to 40 hours per week, the public survey results indicated hours spent should be over 20 hours per week and social media/other respondents tended to indicate that hours spent should be over 35 hours per week. Council Members' responses to hours spent on a daily basis suggest they do spend over 20 hours per week and often much more than that. Clearly Council Members are expected to maintain a high degree of communication with their constituents, through a variety of means (including social media), which requires sufficient resources to do so. The business and legislative framework they operate under also requires them to be well informed on a broad range of subjects and places more personal accountability and liability on individual Council Members. Decision making is very often complex and fast-paced, so they must be nimble in their ability to assess and respond to the business needs of the City of London. While the Civic Administration does its best to provide the information Council Members require to make a decision with respect to various agenda matters, it does not negate the need for Council Members to obtain their own data and information in order to satisfy themselves as to an appropriate course of action or to introduce a new idea or approach.

It would be unreasonable to expect a Council Member to respond to every constituent, through a variety of means, undertake all of their own research and to undertake the necessary due diligence to ensure they are meeting the duties associated with their role in a timely and responsible manner. It is therefore important to regularly assess the demands on Councillors to ensure that satisfactory supports are in place to provide responses to constituents within a reasonable time frame, assist with research requirements and allow Council Members sufficient time to ensure they have done their necessary due diligence. That due diligence is not only important in terms of constituent expectations, but also to meet legislative requirements, some of which have very serious personal implications for Council Members. Availability of adequate support staff, support staff qualifications, educational opportunities, technical supports and financial supports are all integral to setting the right conditions for a Council Member to perform their duties to the highest level of their ability.

Recommendation #10: That when a review of the adequacy of staff resources is undertaken, that review BE DONE in conjunction with a review of Council Members' annual expense allocation.

Rationale:

With a view to maximizing the effectiveness and efficiency of Council Members in order to allow them to carry out their duties at the highest level of their ability, it is important to ensure they have the right resources available to them. Currently Council Members have a central support staff, but they are also able to purchase additional support through their annual expense allocation. However, a Council Member could feel that they may be criticized for how much they spend from their annual expense allocation and that may be enough to dissuade them from acquiring the supports they require. It may, therefore, be more effective to consider transferring a certain portion of the annual expense allocation for each Council Member toward enhancing the central staff resource group. Furthermore, a strong central staff resource group may be helpful in terms of continuity of service and knowledge that comes with experience. With the latter in mind, it is suggested that any review of the adequacy of staff resources should be done in conjunction with a review of the Council Members' annual expense allocation. An appropriate balance would see a Council Members' administrative and general operating requirements adequately resourced, with their expense allocation adjusted accordingly.

Recommendation #11: That NO ACTION BE TAKEN with respect to the consideration of a system of performance-based compensation for Council Members.

Rationale:

The Task Force heard strong arguments from a few members of the public urging consideration of performance-based compensation for Council Members. The Task Force does not consider this appropriate given the nature and performance of a

Council Members' duties, the vast differences in experience and approach (quantity versus quality) and the very unique and different demands from constituency to constituency. Accommodation of the above factors would, in the opinion of the Task Force, make it very difficult to create and enforce a system of performance-based compensation in an equitable manner. Performance will inevitably be measured every four years by the voting public.

4. ACKNOWLEDGEMENTS

The members of the 2016 Council Compensation Review Task Force would like to acknowledge and thank the following for their contribution to the work of this Task Force.

- Members of the public who took the time to fill in the public Council Compensation Survey either on-line or in paper form.
- Members of the public who took the time to participate in the Focus Group Session and/or the Open House.
- Other municipalities who provided information regarding their practices.
- Council Members who provided responses to the anonymous survey.
- Local media who provided coverage of the activities of the Task Force, especially their support in helping to publicize the availability of the Public Survey and the Public Participation Meeting.
- City of London staff that supported the work of the Task Force throughout the process.

Respectfully submitted:

Dan Ross, Chair
On behalf of the 2016 Council Compensation Review Task Force

QUESTION #1: What has been the base compensation for a Ward Councillor for the last five years (i.e. excluding benefit costs; excluding any annual expense allocation, unless that forms part of the base compensation; etc.)?

LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
2015: \$36,262 2014: \$36,262 2013: \$33,262 2012: \$33,262 1/3 Tax Free: Yes	2016: \$99,685 2015: \$97,730 2014: \$95,813 2013: \$93,999 1/3 Tax Free: No	2015: \$84,495.00 2014: \$82,831.74 2013: \$81,614.00 2012: \$81,614.00 2011: \$81,614.00 Supplemental Remuneration (Remuneration paid as members of the 2014-Enersource Board; one member is paid \$11,400 and another is paid \$16,800): \$28,200 1/3 Tax Free: No	2015: \$78,713 Supplemental Salary (Remuneration paid as a member of Region of Peel Council): \$54,543 1/3 Tax Free: Yes	2016: \$90,358 2015: \$72,640 1/3 Tax Free: Yes	2014: \$71,587 (Local) 2014: \$51,321 (Regional) 1/3 Tax Free: No	2015: \$76,636. 2014: \$75,133. 2013: \$73,360. 2012: \$72,216 2011: \$72,216 1/3 Tax Free: No	2015: \$47,464 1/3 Tax Free: Yes	N/A 1/3 Tax Free: Yes	2015: \$89,346 1/3 Tax Free: No	2016: \$71,061 2015: \$70,909 1/3 Tax Free: No	2015: \$63,359 \$91.81/day if Councillor acts as "Acting Mayor" (\$32,542 annually). 1/3 Tax Free: Yes	\$82,653	2016: \$42,600.87* (different salaries for different councillors) 1/3 Tax Free: Yes	2015: \$54,646 1/3 Tax Free: Yes	2014: \$36,268 2013: \$35,697 2012: \$34,724	2015: \$58,128 1/3 Tax Free: Yes

QUESTION #2: What has been the base compensation for the Mayor for the last five years (i.e. excluding benefit costs; excluding any annual expense allocation, unless that forms part of the base compensation; etc.)?

LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
2015: \$130,916 2014: \$130,916 2013: \$104,258 2012: \$104,258	2016: \$178,270 2015: \$174,709 2014: \$168,102 2013: \$168,102	2015: \$139,374.00 2014: \$138,680.25 2013: \$136,640.92 2012: \$136,640.92 2011: \$136,640.92	2015: \$112,307 Supplemental Salary (Remuneration paid as a member of Region of Peel Council): \$54,543	2016: \$171,441 2015: \$127,284	2015: \$187,129.75	2015: \$122,849. 2014: \$120,440. 2013: \$118,078. 2012: \$115,763 2011: \$115,763	Not available.	2013: \$180,452	2015: \$166,304 1/3 Tax Free: No	2016: \$161,308 2015: \$160,950 1/3 Tax Free: No	2015: \$125,225 1/3 Tax Free: Yes	\$176,034	2016: \$118,766.12 85% of Cabinet Minister 1/3 Tax Free: Yes	2014: \$108,387 2013: \$106,680 2012: \$109,566	2015: \$128,091	

QUESTION #3: Do you have a Deputy Mayor? If so, what is their role? What has been their base compensation for the last five years?																
LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
Yes, two Deputy Mayors. Position has only existed since 2014, and they receive the same salary as other councillors (\$36,262).	Yes – 2 Deputy Mayors-Act in the place of the Mayor when Mayor is absent.	No	No	No	Yes (is also a Regional Councillor)	Yes-who is also the Regional Councillor Salary based on councillor base salary plus 10 percent. 2015: \$84,299 2014: \$82,646 2013: \$80,696	No	No	Yes. \$11,811 is paid to the DM in addition to councillor's base salary	Yes. 2015: \$105,143	No	Yes \$90,918	Yes 2016: \$52,836.03	No	No formal Deputy Mayor – Acting Mayors get additional \$600 per year (in 2014 there were 6 acting mayors)	No

QUESTION #4: What has been the population of your municipality for the last five years?																
LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
2011: 366,151 Accurate data beyond 2011 N/A	2014: 951,727 2013: 943,260 2012: 935,255 2011: 927,118 2010: 917,570	2014: 759,000 2013: 754,000 2012: 743,000 2011: 741,000 2010: 736,000	2014: 571,700 2013: 557,800 2012: 540,145 2011: 523,911 2010: 504,600	2014: 545,850 2013: 540,000 2012: 535,234 2011: 531,057 2010: 528,502	2014: 340,000 2013: 330,000 2012: 320,000 2011: 310,000 2010: 301,709	2015: 320,530 2011: 288,300	2014: 236,500 2013: 234,000 2012: 234,100 2011: 232,300 2010: 229,400	2015: 335,800 2014: 334,300 2013: 332,500 2012: 330,800	2015: 718,400 2014: 709,000 2013: 698,600 2012: 689,500 2011: 677,800 2010: 669,400	2015: 2,504,300 2014: 2,475,700 2013: 2,438,700 2012: 2,408,100	2014: 508,040 2013: 501,960 2012: 493,430 2011: 484,150 2010: 475,840	2015: 417,800 2014: 413,600 2013: 410,000 2012: 406,700 2011: 390,095	2015: 214,300 2014: 212,300 2013: 209,100 2012: 205,900 2011: 196,900	2014: 254,569 2013: 247,069 2012: 239,420 2011: 230,473 2010: 225,137	2015: 241,400 2014: 237,000 2013: 231,300 2012: 225,000 2011: 193,100	2014: 205,262 2013: 200,764 2012: 198,044 2011: 196,001 2010: 195,729

QUESTION #5: What has been the value of your municipality's Operating Budget for the last five years?																
LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
2015: \$804,147,000*	2014: 3,185,653,000	2014: \$671,617,000	2015: \$570,500,000	2015: \$797,618,290	2014: \$280,014,000	2014: \$254,000,000	2014: \$299,001,735	2015: \$756,127,990*	2015: \$994,100,000	2014: \$1,347,190,000	2014: \$655,411,000	2015: \$884,347,300	2014: \$205,938,789	2015: 439,100,000	2014: \$371,162,500	2014: \$360,927,000
2014: \$777,559,000	2013: 2,970,043,000	2013: \$639,395,000	2014: \$549,870,000	2014: \$748,316,520	2013: \$263,789,000	2013: \$238,500,000	2013: \$281,353,833	2014: \$767,427,785	2014: \$969,200,000	2013: \$1,303,206,000	2013: \$574,560,000	2014: \$864,502,000	2013: \$201,744,295	2014: 411,900,000	2013: \$340,883,300	2013: \$328,618,000
2013: \$769,771,000	2012: 2,894,449,000	2012: \$567,250,000	2013: \$500,122,000	2013: \$727,278,080	2012: \$261,492,000	2012: \$226,000,000	2012: \$277,918,821	2013: \$728,061,892	2013: \$922,700,000	2012: \$1,292,922,000	2012: \$554,923,000	2013: \$828,442,000	2012: \$211,575,277	2013: 382,683,000	2012: \$285,813,000	2012: \$317,437,000
2012: \$741,341,000	2011: 2,804,548,000		2012: \$472,493,000	2012: \$705,070,639	2011: \$250,790,000	2011: \$217,000,000	2011: \$273,769,223	2012: \$781,554,348	2012: \$892,900,000	2011: \$1,294,285,000	2011: \$535,436,000	2012: \$826,739,000	2011: \$198,438,037	2012: 334,414,000		2011: \$313,229,000
2011: \$741,900,000	2010: 2,719,076,000		2011: \$429,987,000	2011: \$692,391,326	2010: \$231,718,000	2010: \$205,400,000	2010: \$272,938,688	* unaudited	2011: \$847,300,000	2010: \$1,236,263,000	2010: \$501,092,000	2011: \$651,108,000				2010: \$301,456,000
2010: \$706,500,000			2010: \$402,619,000						2010: \$817,700,000			2010: \$631,872,000				
*unaudited																

QUESTION #6: How many Councillors have you had to represent the general population for the last five years?																
LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
14	23	11	5 Councillors and 5 Regional Councillors	15	8 ward 4 regional	5 Ward 3 Regional	10	10	15	10	8	15	5 Ward Councillors and 4 Councillors at Large	10	10	8

Operating Budget/Councillor																
LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
2015: \$57,439,071*	2014: \$138,506,652	2014: \$61,056,091	2015: \$57,050,000	2015: \$53,174,553	2014: \$23,334,500	2014: \$31,750,000	2014: \$29,900,174	2015: \$75,612,799*	2015: \$66,273,333	2014: \$134,719,000	2014: \$81,926,375	2015: \$58,956,487	2014: \$22,882,088	2015: \$43,910,000	2014: \$37,116,250	2014: \$45,115,875
2014: \$55,539,929	2013: \$129,132,304	2013: \$58,126,818	2014: \$54,987,000	2014: \$49,887,768	2013: \$21,982,417	2013: \$29,812,500	2013: \$28,135,383	2014: \$76,742,779	2014: \$64,613,333	2013: \$130,320,600	2013: \$71,820,000	2014: \$57,633,467	2013: \$22,416,033	2014: \$41,190,000	2013: \$34,088,330	2013: \$41,077,250
2013: \$54,983,643	2012: \$125,845,609	2012: \$51,568,182	2013: \$50,012,200	2013: \$48,485,205	2012: \$21,791,000	2012: \$28,250,000	2012: \$27,791,882	2013: \$72,806,189	2013: \$61,513,333	2012: \$129,292,200	2012: \$69,365,375	2013: \$55,229,467	2012: \$23,508,364	2013: \$38,268,300	2012: \$28,581,300	2012: \$39,679,625
2012: \$52,952,929	2011: \$121,936,870		2012: \$47,249,300	2012: \$47,004,709	2011: \$20,899,167	2011: \$27,125,000	2011: \$27,376,922	2012: \$78,155,435	2012: \$59,526,667	2011: \$129,428,500	2011: \$66,929,500	2012: \$55,115,933	2011: \$22,048,671	2012: \$33,441,400		2011: \$39,153,625
2011: \$52,992,857	2010: \$118,220,696		2011: \$42,998,700	2011: \$46,159,422	2010: \$19,309,833	2010: \$25,675,000	2010: \$27,293,869	* unaudited	2011: \$56,486,667	2010: \$123,626,300	2010: \$62,636,500	2011: \$43,407,200				2010: \$37,682,000
2010: \$50,464,286			2010: \$40,261,900						2010: \$54,513,333			2010: \$42,124,800				
*unaudited																

QUESTION #7: What has been the average income for the residents of your municipality for the last five years?																
LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
2013: \$75,980	2013: \$101,070	2011: \$66,464	2011: \$93,817	2013: \$82,290	2011: \$86,022	2014: \$130,859	2013: \$82,160	2013: \$73,440	2013: \$77,770	2013: \$73,390	2011: \$78,283	2011: \$78,690	2011: \$82,020	2011: \$84,730	2011: \$88,750	2010: \$35,055
2012: \$74,760	2012: \$98,110			2012: \$80,400		2011: \$113,988	2012: \$80,570	2012: \$72,220	2012: \$75,880	2012: \$71,140		2012: \$80,490	2012: \$87,150	2012: \$87,410	2012: \$91,200	
2011: \$73,500	2011: \$97,010			2011: \$78,520			2011: \$79,020	2011: \$70,560	2011: \$74,040	2011: \$68,970		2013: \$82,510	2013: \$91,100	2013: \$90,840	2013: \$93,670	
2010: \$71,840																

QUESTION #8: What has been the average home price in your municipality for the last five years?																
LONDON	OTTAWA	MISSISSAUGA	BRAMPTON	HAMILTON	MARKHAM	VAUGHAN	KITCHENER	WINDSOR	WINNIPEG	VANCOUVER	SURREY	HALIFAX	ST. JOHN'S	SASKATOON	REGINA	RICHMOND
2015: \$259,704	2016: \$356,180	2013: \$450,000	2013: \$408,486	(Hamilton- Burlington)	2016: \$637,000	No credible data found.	2013: 279,000	2013: \$132,125	2016: \$278,087	2016: \$1,104,133	Not available.	Halifax- Darmouth)	2016: \$152,408	2016: \$323,761	2016: \$308,946	(Benchmark Price)
2014: \$264,435	2015: \$359,759		2012: \$386,210	2016: \$456,083			2012: \$281,000	2012: \$172,047	2015: \$266,837	2015: \$879,069		2016: \$266,869	2015: \$171,269	2015: \$354,400	2015: \$303,355	Detached Home
2013: \$246,750				2015: \$437,386			2011: \$269,000		2014: \$273,363			2015: \$276,422		2014: \$345,5873		2016: \$1,413,500
2012: \$240,332																2015: \$1,075,900
																2014: \$958,300
																2013: \$942,300
																2012: \$1,027,600
																All Types (Detached, Townhouse, Apartment)
																2016: \$788,500
																2015: \$618,100
																2014: \$583,900
																2013: \$564,300
																2012: \$597,700

QUESTION #9: What principles or formulae do you utilize to set the current compensation rate for your Council Members?

LONDON	A policy has been established to adjust the salaries and honorariums of the elected officials and appointed citizen members of local boards and commissions where stipends are paid annually on January 1st by the percentage increase reflected in the Labour Index (monthly Index, Table 3), on the understanding that if such an index reflects a negative percentage, the annual adjustment to the salaries of elected officials and appointed citizen members will be 0%; and on the further understanding that if the Labour Index (monthly Index, Table 3) has increased by a percentage greater than the Consumer Price Index, Ontario, the annual percentage increase in the salaries and honorariums of the elected officials and appointed citizen members will be no greater than the increase in the Consumer Price Index, Ontario. It shall also be understood that in those years where non-union staff wages are frozen, no increase shall be applied.
OTTAWA	Benchmarking formula for the Mayor's salary determined council salaries at 55% of mayor's salary.
MISSISSAUGA	Mayor and Councillor's Remuneration and Benefits By-Law. "By-Law was enacted to provide for the remuneration, economic adjustments and benefits of the Mayor and Members of Council in light of the recommendations of the Citizens Task Force
BRAMPTON	As recommended by a citizen-based Council Compensation Committee for each term of council.
HAMILTON	Until 2015, councillors' and mayor's salary was 1/3 tax free. Council voted to scrap the 1/3 tax exemption and raise their salaries by 33.3% in 2016.
MARKHAM	Not available.
VAUGHAN	A citizen task force was formed several years ago, 1997 and a by-law was enacted to set the compensation for members of Council and for the Mayor. Over the years the only adjustment to remuneration has been through economic adjustments approved by Council on a yearly basis with the exception of a couple of years where they froze their wages. A couple of years ago Council approved a recommendation that future economic adjustments to Council wages be the same as those of non-union staff. In other words when Council approved economic adjustments (yearly) for non union staff that those increases be applied to their wages.
KITCHENER	Not available.
WINDSOR	Not available.
WINNIPEG	As recommended by a third party report. Last report September 2011.
VANCOUVER	The 1995 Councillors' Compensation Review Committee endorsed an explicit and ongoing relationship between the salary of a City Councillor and the average earnings of a Vancouver resident who is employed on a full-time basis. The Committee further called for a mechanism whereby Councillors' annual salary would be adjusted annually on the basis of an objective index derived from data compiled by Statistics Canada. With respect to compensation for the Mayor, the Committee recommended preservation of the ratio between the Mayor's and Councillors' salaries as existed at that time, calling for the Mayor's salary to be set at a multiple of 2.27 times the base salary of a Councillor.
SURREY	Average of CPI (Vancouver), exempt increase and Union staff increase (total # divided by 3).
HALIFAX	Not available.
ST. JOHN'S	Not available.
SASKATOON	Not available.
REGINA	Not available.
RICHMOND	Base salaries or remuneration established through an automatic review process; Annual adjustment is made to reflect changes to the Vancouver Consumer Price Index; A market survey is conducted every three years and base rates are adjusted accordingly.

QUESTION #10: Assuming your municipality has undertaken compensation reviews, how did you approach those reviews (e.g. How did you account for any wide variation country-wide? What questions, if any, did you ask your existing Council Members? How did you engage the public in the review process?, etc.)

LONDON	<p>a) Citizen Task Forces.</p> <p>b) Only Ontario-based municipalities used as comparators.</p> <p>c) Public participation meeting and public survey.</p>
OTTAWA	<p>In December 2006, Council approved the Mayor and Councillors' salaries being set at the 2004 benchmarking rate (\$159,500 for the Mayor and \$87,500 for Councillors) effective January 1, 2007, rather than at the Salary Benchmark Calculation. Further, Council approved that future increments would not be based on a Salary Benchmark Calculation. Rather, Council approved an annual economic adjustment only, and that annual adjustments would be based on the lower of the average annual Consumer Price Index for the City of Ottawa, or the average of the annual economic adjustments for City of Ottawa employees. Council also approved that each subsequent Council confirm these salary arrangements at the first business meeting of its term of office. Despite this direction, Members received economic adjustments in 2008 and 2009 at the MPE rate. During the 2010 Budget deliberations, City Council froze the salaries for the Mayor and Councillors for two years. The 2013 Mid-Term Governance Review report formalized economic adjustments such that they be tied to the MPE/CIPP rate.</p>
MISSISSAUGA	No review.
BRAMPTON	Not available.
HAMILTON	Not available.
MARKHAM	Not available.
VAUGHAN	Since the Citizen Task Force formed in the late 90's there has been no other formal compensation review.
KITCHENER	Not available.
WINDSOR	Not available.
WINNIPEG	Not Available.
VANCOUVER	See the staff report from the 2015 Councillor Compensation Review http://council.vancouver.ca/20151210/documents/ptec3.pdf
SURREY	Not Available.
HALIFAX	Not available.
ST. JOHN'S	Not available.
SASKATOON	Not available.
REGINA	Not available.
RICHMOND	Not available.

2015 Council Compensation		2014 Population		2014 Operating Budget		Average Income		Average Home Price						
1	Ottawa	97,730	1	Ottawa	951,727	1	Ottawa	3,185,653,000	1	Vaughan	130,859	1	Vancouver	879,069
2	Winnipeg	89,346	2	Mississauga	759,000	2	Vancouver	1,347,190,000	2	Ottawa	101,070	2	Markham	637,000
3	Mississauga	84,495	3	Winnipeg	709,000	3	Winnipeg	969,200,000	3	Brampton	93,817	3	Richmond	618,100
4	Halifax	82,653	4	Vancouver	658,485	4	Halifax	864,502,000	4	Regina	93,670	4	Mississauga	450,000
5	Brampton	* 78,713	5	Brampton	571,700	5	London	777,559,000	5	St John's	91,100	5	Hamilton	437,386
6	Vaughan	76,636	6	Hamilton	545,850	6	Windsor	767,427,785	6	Saskatoon	90,840	6	Brampton	408,486
7	Hamilton	* 72,640	7	Surrey	508,040	7	Mississauga	671,617,000	7	Markham	86,022	7	Ottawa	359,759
8	Markham	71,587	8	Halifax	413,600	8	Surrey	655,411,000	8	Halifax	82,510	8	Saskatoon	354,400
9	Vancouver	70,909	9	London (2011)	366,151	9	Brampton	549,870,000	9	Hamilton	82,290	9	Regina	303,355
10	Surrey	* 63,359	10	Markham	340,000	10	Hamilton	514,900,400	10	Kitchener	82,160	10	Kitchener	279,000
11	Richmond	* 58,128	11	Vaughan	288,300	11	Saskatoon	411,900,000	11	Surrey	78,283	11	Halifax	276,422
12	Saskatoon	* 54,646	12	Saskatoon	254,569	12	Regina	371,162,500	12	Winnipeg	77,770	12	Winnipeg	266,837
13	Kitchener	* 47,464	13	Regina	237,000	13	Richmond	360,927,000	13	London	75,980	13	London	259,704
14	St. John's	* 42,601	14	Kitchener	236,500	14	Kitchener	299,001,735	14	Windsor	73,440	14	St John's	171,269
15	Windsor (1)	* 40,000	15	St. John's	212,300	15	Markham	280,014,000	15	Vancouver	73,390	15	Windsor	132,125
16	Regina	36,268	16	Windsor (2011)	210,891	16	Vaughan	254,000,000	16	Mississauga	66,464	16	Vaughan	
17	London	* 36,262	17	Richmond	205,262	17	St John's	205,938,789	17	Richmond	35,055	17	Surrey	

* Compensation 1/3 tax free

1 \$28,770 plus service on boards, committees

2015 Mayor Compensation		Population/Councillor		2014 Budget/Councillor				
1	Markham	187,130	1	Vancouver	250,430	1	Ottawa	138,506,652
2	Windsor	180,452	2	Mississauga	69,000	2	Vancouver	134,719,000
3	Halifax	176,034	3	Surrey	63,505	3	Surrey	81,926,375
4	Ottawa	174,709	4	Brampton	57,170	4	Windsor	76,742,779
5	Winnipeg	166,304	5	Winnipeg	47,893	5	Winnipeg	64,613,333
6	Vancouver	160,950	6	Ottawa	41,379	6	Mississauga	61,056,091
7	Mississauga	139,374	7	Vaughan	40,066	7	Halifax	57,633,467
8	London	130,916	8	Hamilton	36,390	8	London	55,539,929
9	Richmond	128,091	9	Windsor	33,580	9	Brampton	54,987,000
10	Hamilton	127,284	10	Markham	28,333	10	Hamilton	49,887,768
11	Surrey	125,225	11	Halifax	27,853	11	Richmond	45,115,875
12	Vaughan	122,849	12	London	26,154	12	Saskatoon	41,190,000
13	St John's	118,766	13	Richmond	25,658	13	Regina	37,116,250
14	Brampton	112,307	14	Saskatoon	25,457	14	Vaughan	31,750,000
15	Regina	108,387	15	Regina	24,140	15	Kitchener	29,900,174
16	Kitchener		16	St John's	23,811	16	Markham	23,334,500
17	Saskatoon		17	Kitchener	23,650	17	St John's	22,882,088

Deputy Mayor Duties

Note: The Mayor shall be solely responsible for determining which of his/her powers and duties are to be allocated between the two Deputy Mayors and may adjust that allocation from time to time at his/her discretion.

RESPONSIBILITY	DEPUTY MAYOR SELECTED BY COUNCIL
Business continuity (includes various statutory responsibilities of the Mayor, general Mayor's Office oversight, ex officio membership on CWC, CPSC, IEPC and PEC and other bodies not specified, etc.)	Second designate in the event of the absence or refusal to act by the Mayor or the Deputy Mayor selected by the Mayor.
Strategic Priorities and Policy Committee (including Budget Chair) and Committee of the Whole	Second designate in the event of the absence or refusal to act by the Mayor or the Deputy Mayor selected by the Mayor.
Corporate Services Committee	Chair
Audit Committee (subject to enhanced mandate to include service reviews oversight to support budget development)	Acting Chair in the absence of the Deputy Mayor selected by the Mayor.
Town and Gown Committee	Member
LDCSB Liaison Committee	Member
TVDSB Liaison Committee	Member
London Convention Centre Corporation	First designate in the event of the absence or refusal to act by the Mayor.
London Economic Development Corporation	Second designate in the event of the absence or refusal to act by the Mayor or the Deputy Mayor selected by the Mayor.
Large Urban Mayors' Caucus of Ontario and Mayors and Regional Chairs of Ontario	Second designate in the event of the absence or refusal to act by the Mayor or the Deputy Mayor selected by the Mayor.
Emergency Operations Control Group	Second designate in the event of the absence or refusal to act by the Mayor or the Deputy Mayor selected by the Mayor.

EXCERPT FROM THE MUNICIPAL ACT, 2001

Role of council

224. It is the role of council,
- (a) to represent the public and to consider the well-being and interests of the municipality;
 - (b) to develop and evaluate the policies and programs of the municipality;
 - (c) to determine which services the municipality provides;
 - (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
 - (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
 - (e) to maintain the financial integrity of the municipality; and
 - (f) to carry out the duties of council under this or any other Act. 2001, c. 25, s. 224; 2006, c. 32, Sched. A, s. 99.

Role of head of council

225. It is the role of the head of council,
- (a) to act as chief executive officer of the municipality;
 - (b) to preside over council meetings so that its business can be carried out efficiently and effectively;
 - (c) to provide leadership to the council;
 - (c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1);
 - (d) to represent the municipality at official functions; and
 - (e) to carry out the duties of the head of council under this or any other Act. 2001, c. 25, s. 225; 2006, c. 32, Sched. A, s. 100.

Head of council as chief executive officer

- 226.1 As chief executive officer of a municipality, the head of council shall,
- (a) uphold and promote the purposes of the municipality;
 - (b) promote public involvement in the municipality's activities;
 - (c) act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
 - (d) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents. 2006, c. 32, Sched. A, s. 101.

Municipal administration

227. It is the role of the officers and employees of the municipality,
- (a) to implement council's decisions and establish administrative practices and procedures to carry out council's decisions;
 - (b) to undertake research and provide advice to council on the policies and programs of the municipality; and
 - (c) to carry out other duties required under this or any Act and other duties assigned by the municipality. 2001, c. 25, s. 227.

CURRENT ANNUAL STIPENDS AND INDEXING POLICY**Current Annual Stipend**

The 2015 annual remuneration for Elected Officials is listed in the table below, including the estimated taxable equivalent, calculated using the marginal tax rate, based upon the remuneration amount, in accordance with Provincial legislation:

Position	2015 Remuneration with one-third tax exempt provision	Estimated Taxable Equivalent ^{1, 2}
Mayor	\$ 104,258	\$ 130,916
Councillor	\$ 33,465	\$ 36,262
Committee Chair	\$ 34,714	\$ 37,615

¹ Estimated taxable equivalent based on marginal tax rates per <http://www.taxtips.ca/priortaxrates/tax-rates-2014-2015/on.htm>

² The taxable equivalent remuneration listed is a calculation to estimate the gross annual remuneration required to result in the same 2015 annual remuneration, if the one-third tax exemption was removed.

Current Indexing Policy**5(32) Remuneration for Elected Officials and Appointed Citizen Members**

That a policy be established to adjust the salaries and honorariums of the elected officials and appointed citizen members of local boards and commissions where stipends are paid annually on January 1st by the percentage increase reflected in the Labour Index (monthly Index, Table 3), on the understanding that if such an index reflects a negative percentage, the annual adjustment to the salaries of elected officials and appointed citizen members will be 0%; and on the further understanding that if the Labour Index (monthly Index, Table 3) has increased by a percentage greater than the Consumer Price Index, Ontario, the annual percentage increase in the salaries and honorariums of the elected officials and appointed citizen members will be no greater than the increase in the Consumer Price Index, Ontario. It shall also be understood that in those years where non-union staff wages are frozen, no increase shall be applied.

GUIDING PRINCIPLES:

1. No Councillor should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
2. The system of remuneration must be transparent, open and easily understandable.
3. Remuneration needs to be sensitive to local market conditions and to compensation levels in comparable municipalities, recognizing that the role of Councillor and Deputy Mayor are neither full-time nor part-time roles, but rather unique roles.
4. Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor and Deputy Mayor.
5. The Task Force should expect that their recommendations will be considered as soon as possible.
6. The Task Force may consider the provision of various compensation models for consideration.

Summary of Responses to 2016 Survey of London Councillors

1. GENERAL TASKS	
TASK	% OF TIME SPENT ON TASK
E-mails	20% 15% (9 hrs/wk) 5% 20% (responding to correspondence) 30.5% 10% (including social media)
Phone Calls/Constituent Meetings	13% 15% (9 hrs/wk) 20% 40% (constituency work and community engagement) 15% (constituency work) 4.3% 50% (35% consulting and communicating with constituents, residents and other stakeholders to ensure that all sides of issues are heard/taken into consideration; 15 % constituent care, needs and concerns) 30% 10%
Staff Meetings	5% 5% (3 hrs/wk) 10%
Meeting Preparation – Reading Reports/Agendas	15% 20% (12 hrs/wk) 20% 20% (includes agencies, boards and commissions) 15% 17.4% (includes meetings with staff) 30% (including research) 40%
Meeting Preparation – Research	5%
Attend Council/Committee Meetings	28% 20% (12 hrs/wk) 10% 50% (includes agencies, boards and commissions) 40% (including preparation) 30% 30.4% 40% (setting policies, passing by-laws) 30% (includes Council, Committees, staff, constituents)
Improvement Initiatives – Research/Planning/Meetings	2% 10% 15%
Attend Agency/Board/Commission Meetings	5% 5% (3 hrs/wk) 5% 8.7%
Attend Events	5% 5% (3 hrs/wk) 10% 10% 20% 15% 8.7% 10% 15% 10%
Travel	2% 5% (2 hrs/wk)
Social media/website/blogs	5% (3 hrs/wk) 10%
Mentoring	5% (3 hrs/wk)
Correspondence	5%
Other Assigned Duties (Task Forces, Deputy Mayor, etc.)	15%
Advocacy Efforts	15%

2. TIME OF DAY/WEEK COUNCIL-RELATED WORK DONE

Is a log of hours maintained?	No (not enough time to track, had done so previously)
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Do hours vary?	Yes (depends on issues, events, budget, etc.) No Yes-20 to 40 hours per week Yes Yes Yes No (but lighter summer meeting schedules) No Yes (no days are ever the same-40+ hrs per week on average—60-70 hours during intense periods such as Budget) Yes
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Day of Week	Hours*
Monday	Range: 7:30 am to 2 am (3-13.5 hrs)
Tuesday	Range: 6:00 am to 2 am (3-13.5 hrs)
Wednesday	Range: 6:00 am to 2 am (1-12 hrs)
Thursday	Range: 6:00 am to 2 am (1-6 hrs)
Friday	Range: 6:00 am to 2 am (1-6 hrs)
Saturday	Range: 7:00 am to 2 am (1-6 hrs)
Sunday	Range: 7:00 am to 2 am (2-6 hrs)

*Councillors who have other employment do Council work outside of their employment hours of work, resulting in most of their Council work being done evenings and weekends. Weekend hours vary greatly and are inserted between personal commitments.

3. Challenges/Barriers

- Lack of staff resources
- Unpredictable meeting schedule
- Coordination with other employment (Council work only after hours, working through lunch hours to leave early to accommodate Council business, vacation hours to accommodate meetings during the day)
- Volume of work versus available hours
- Constituents, event organizers wanting access to you at place of employment, only able to access you after regular work hours or on days off from regular work
- Over reliance on staff advice due to lack of time to conduct personal research
- Lack of time/resources to seek out improvements/best practices from other municipalities
- On call 24/7, even during vacation periods and during principle employment
- Coordinating schedule with schedules of others
- Difficulty being available to meet with staff during their normal working hours
- Difficulty being available to attend daytime meetings, events, conferences, etc. due to permanent employment
- Schedule is usually very demanding, not enough days in the week to complete all functions/events/meetings that can be attended
- Lack of time to do in depth research that some issues require
- Need to write own speeches, blogs and emails to constituents
- If serving as Deputy Mayor, need to fulfill that role while Mayor is unavailable to act, requiring significant additional time and responsibility
- Never enough time for meeting preparation and attendance
- Takes some time to figure out what is important to make time for and what can be left for other Council Members to deal with; always a tendency to want to attend more than what is required
- Making time to attend to constituency matters
- Identifying which constituency matters can be delegated to the appropriate staff, recognizing some constituents prefer to deal directly with the Council Member
- Require assistance for scheduling events and meetings
- Extensive list of demands on time
- Other employment would detrimentally affect availability for Council work
- Requires experience in the role to better balance Council duties with other demands
- Consider Council role the priority, though the way the role is currently positioned you can put as little or as much time into it as you wish
- Even a part time job gets in the way of being able to attend meetings

- The public expect Council Members to be committed and available and it makes you feel like you are not doing the job well if you cannot be fully available for Council-related and community meetings
- Being a Council Members deserves a full time commitment so constituents have someone to speak with, assist with issues on a consistent basis, and who can take the time to be well informed on all the issues they decide on
- Deterrent for potential alternative employment
- Lack of child care impacts availability
- Work/life balance
- Lack of ergonomic office furniture causes discomfort

4. Tools Required/Related to Compensation		
Tool	How/If Related to Compensation	Currently Available?
Administrative Support & Executive Assistant	Not Related Should be considered in the whole compensation package	Yes, but insufficient, limited, very limited, very important, full time person required for each Council Member
Constituency Support	Not Related	No
Technology (cell phone, iPad, computer, Internet, printer, etc., IT support)	Not Related	Yes, but insufficient choice
Office – City Hall	Not Related	Yes
Office – Ward	Not Related	Some provisions for home office, paid for by myself
Expense Account	Yes, allows for hiring of assistance, but very politicized and pressure not to use it	Yes
Social Media (some purchased assistance, presence required for today's public officials, requires 24/7 access; as needed)	Expense Account	Yes No
Website (difficult to find time to keep updated)	Expense Account	Yes
Research Assistance	Not Related Should be considered in the whole compensation package	Yes
Policy Analysis	Not Related	No
Speaking Notes	Office Account	Some
CRM Software		No
Vehicle	Expense Account – limited	Yes
Childcare/Family Care – above and beyond regular employment		No
Email	Significant time allocation to responding to correspondence	Yes
Newsletters	Time spent	Yes
Office records & filing assistance		No
Corporate Plans		Yes
Community Advisor	Would be helpful to have assistance or compensation in this area	No
Adequate financial compensation to maintain living expenses		Through other sources

5. Scheduling of Work	
% Advance Notice	% Short Notice/Unforeseeable
60%	40%
80%	20%
30%	70%
70%	30%
60%	40%
60%	40%
90%	10%
70%	30%
40%	60%

6. Other Relevant Information
<ul style="list-style-type: none"> • Expectations of the public should be considered (access, response time, etc.) then considered with legislative responsibilities, to arrive at a job description that would be subject to a human resources process to determine a fair salary. • Impact of being a sitting Council Member on seeking full time alternate employment and alternate career development—almost incompatible to holding other full time employment • Need to be available minimum 50 hours per week to do the role effectively, with available supports, but have worked in excess of 80 hours per week (10-20 hours of meetings per week, including boards and commissions, plus time to prepare for meetings and other day-to-day business • Constituents expect responses/actions in a timely manner, requiring daily action • Not enough time to attend events because of committee work • Three aspects to the role: policy setting, customer service and being a public person • Never “off duty”; approached by constituents while attending to personal responsibilities; • Staffing model requires Council Members to do constituency work and advocacy • Do not see it as appropriate to change the compensation mid-term, beyond an adjustment for cost of living • Could be more effective with more time to devote to the position, but not financially viable to leave permanent employment for the current level of compensation for a Council Member • Not appropriate to look at the amount of time spent by individual Councillors due to other factors such as time restrictions due to other employment; should look at desired level of responsibility and activity expected of Council Members in London; if it is regarded as a primary responsibility, then compensation should be the same as others with similar responsibilities and commitments in order to provide support for those who would need to transition from their traditional employment into a primary Council role • An increase in compensation to the point that there would be an expected increase in work performed but not consistent with a councillor’s pre-political compensation would be a significant barrier to attracting many suitable candidates for office. • An HR Job Evaluation process and comparison with municipalities greater than 300,000 or provincial/federal elected officials would be appropriate and indicated • Have chosen not to attend every conference available • It is important to be out in the ward and more time would allow that to happen • Meetings go on longer than they need to; doesn’t mean more work was accomplished • Public service is a great opportunity to give back to your community and have people with experience to give back • Should not have to be a full time role unless you choose to make it so • With experience comes better time management • Long meetings are not an effective way to govern • Sometimes it feels there is a competition to see who can work the most • There is some value in public service and having an opportunity to give back to the community • Two primary responsibilities: setting policy (including the Budget) and by-laws and Council decisions/directions for implementation; constituency work • May not be a full time or part time role but it is unique in that it is a 24/7 activity, as we are on call every day no matter where we are • Reading/research/energy/action is an endless mission, especially on weekends • Have to deal with Council business at home, City Hall or wherever we are • Events occur every day of the week, including weekends • Risk is if the role becomes considered as full time, too many hours will be spent at City Hall trying to micro manage everything that professional staff are paid to manage

- While a Council Member is not a manager or staff, Council Members do work long and hard, but not necessarily steadily
- Remuneration is far from commensurate with the work done and has a much more significant impact on the community than other local board positions that are compensated at a higher level
- In the past Council Members were considered "part time", but this level of government is so connected with citizens it requires the most amount of hours of work
- It is rare to go out in public without someone wanting to know a Council Member's opinion on an issue or to discuss something related to the City
- To maintain this is a part time role does not resonate with me and, I think, many members of the community
- There seems to be a lifestyle that Council Members are expected to maintain, including attending many local events which may have associated costs, but are not all necessarily "eligible" expenses and therefore have to be paid from one's own pocket; if you don't participate you leave the impression you are not supportive, but this is not the case---it is simply a matter of affordability/availability of funds
- A lot of Councillors' time is ineffectively used as they have to navigate a difficult staff model
- Support staff do not report directly to us and as a result much of the work that Councillors are conducting on their own behalf could be conducted by an administrative assistant if the model would allow for it.
- A change in the current support model would allow each Council Member the autonomy that the public expects them to have.

COUNCIL COMPENSATION FOCUS GROUP SESSION

AUGUST 16, 2016

2016 CCRTF Members Present:

Dan Ross, Chair
 Martin Horak, Member
 Mike Moffatt, Member
 Phyllis Retty, Member
 Greg Watterton, Member

Facilitators:

Jen Carter, City of London
 Karen Oldham, City of London

Secretariat Staff:

Linda Rowe, Deputy City Clerk
 Heather Lysynski, Committee Secretary

Participants:Table #1

A. Bennett, Argyle BIA
 K. Duever, London Chamber of Commerce
 J. Fyfe Millar, Downtown London BIA
 R. Morrison-Wize, London Arts Council
 N. Qureshi, London Middlesex Local Immigration Partnerships
 T. Schinkelshoek, London Health Sciences Centre
 M. Sherritt, Age Friendly London (Seniors)

Table #2

D. Billson, Pillar Non-Profit
 R. Bissonnette, St. Joseph's Health Centre
 M. Diaz, Western University Students' Council
 J. Pastorius, Old East Village BIA
 G. Sinclair, Urban League of London
 M. Tahir, London Youth Advisory Council
 M. Sampson, Fanshawe College Student Union

General Opening Comments:

- Surprised at lack of consistency in duties identified by Council Members and the time spent performing them
- Surprised/not surprised at the time spent for Councillor duties
- Surprised at variation in compensation levels in other cities
- Using CPI to determine maximum increase may not be relevant since wages have exceeded CPI for some time
- Time spent can/should be mitigated through use of support staff

Question #1: Taking into consideration statutory requirements, information provided through the survey of Council Members, and your own experience with Councillors, list the duties you expect a Councillor to fulfill.

- Which of these duties are the most important? Why?
- Which of these duties are the most complex? Why?

Table #1:

Duty	Order of Importance (1=most)	Order of Complexity (1=most)
Represent the public*	1	4
Be available to the public to address their concerns**	4	
Be a member of an Advisory Committee		
Ensure budget supports financial stability	2	1
Ensure accountability and transparency of municipality		
Attract new business****	3	4
Be well informed***	3	3
Communication to constituents	4	
Utilize wide representation of experts/data	5	
Be prepared for meetings	2	2
Listening to all**	5	
Maintain social media presence*****	5	
Maintain timely email communication^		
Be an advocate^^	5	
Attend Council meetings	4	
Determine services to be provided by the City		

* likely would involve 40 hours per week attending events, meetings, etc.; need to be flexible and open to new ideas

** needs to be timely

*** know policies; Councillors do not need to collect data themselves and conduct the research, they just need to pull out the key pieces, so data collection and research is a function that can be completed by staff; use other partners/experts to assist with research (e.g. Western); do not rely on data from one community resource only, use sector data instead; be educated on matters

**** marketing skills

***** need to use all social media as this will capture the youth demographic/just focus on one social media platform since chasing all could be all consuming; staff support could publish to social media on Councillor's behalf; can't successfully run for office without social media;

^ maintain one email account and provide timely responses

^^ advocate for the City with other governments

Table #2:

Duty	Order of Importance (1=most)	Order of Complexity (1=most)
Communications and meetings with constituents	1	1
Overall operation of City		
Promotion of London – for investment		
Attend Council meetings	2	3
Preparing for meetings/informed, etc.	2	
Advocacy (community based)	3	4
Improvements to services	4	
Community representation (community meetings)	5	3
Community events	5	
Conferences (out of town)	6	5
Intergovernmental relationships		2

General Comments – Question #1:

Table #1:

- Dealing with different personalities can be very complex and a Council Member needs to treat all constituents with equal consideration
- Satisfying different/competing demands can be complex as sometimes it is difficult to balance the various demands
- Dealing with personal agendas of individuals can be difficult
- It can be hard to achieve financial stability because of competing demands, personal agendas, affordability, too many good projects but not enough dollars to go around, a lot of research and understanding is required, the sheer size of the budget can be daunting.
- Attracting new business can be complex as a unique skill set is required to navigate the system and time is required to cultivate and network with potential partners
- There is a need to better inform the public as to what Council Members do
- It is sometimes challenging to be prepared and informed

Table #2:

- It makes sense to have Councillors on the London Transit Commission and the London Police Services Board
- Statutory meetings and community meetings should be separately identified; it is questionable whether some meetings are attended because of a requirement or as another election platform
- Different Council Members have different means of communicating: some have ward meetings, some have one-on-one meetings
- Community events are the least important of a Council Member's duties
- Staff manage the City, Council Members do not...they have professional staff for that; Councillors provide overall direction
- The most important thing is to make good decisions and provide good governance and in order to make good decisions you need to understand the issues
- Experience makes the difference
- Need better quality people at the table, but the question is can money be used to get better people at the table
- Leave media relations up to staff; this is the Councillors' biggest risk factor
- It is onerous if everything resides with the Councillors
- What people want in various areas of the City differs from each area

Question #2: Taking into consideration the duties listed above, how many hours per week do you think should be devoted by a Councillor to fulfilling those duties?

- **When do you feel Councillors should be available to fulfill those duties? (e.g. Day(s) of week and time of day(s))**

Table #1

- Council Members should be available 40 hours per week, Monday to Friday
- Council Members should be available 7 days a week, depending on events
- Council Members need a day off, noting there are often events on Saturdays
- Should not be required to attend as many meetings, and if they don't attend a meeting they could send someone in their place
- the City does not shut down
- Time required weekly is hard to determine as demands vary from week to week

Table #2

- 9 AM to 5 PM
- 9 AM to 7 PM, for people that work until 5 PM
- Councillors have full time jobs other than being Councillors
- Hold determined office hours 3 times per week
- Need to have flexibility and prioritize
- Fixed amount of time per Council Member
- 9-5 is a challenge with another job
- University Students Council finding it hard to meet with Councillors

- Councillors being available 24/7 is not reasonable
 - "Veteran" Councillors can get things done more quickly than "Rookie" Councillors
 - 20% time at Council Meetings; 30% time communicating with constituents; 30% time on improvements and 20% time on everything else
- What do you feel is a reasonable initial response time for a Councillor to respond to constituent inquiries/requests?

Table #1

- Council Members should respond, or at least provide an initial response within 48 hours, by phone, email or tweet
- Could use automated response to acknowledge receipt of inquiry so public has assurance their communication has been received
- 48 hour response time could not be met with less than 40 hours per week
- Staff should be utilized to deal with simple day-to-day inquiries
- If you give up another job to be a Council Member there should be compensation for that
- Council Members are likely thinking City business 24 hours a day
- Council Members need time management skills and commitment
- Certain duties are not a job, they are a passion
- Constituents need to know a Council Member views their role as Priority #1, otherwise a Council Member should choose another organization they can volunteer with for 15 hours or less per week

Table #2

- 48 – 72 hours or 3 business days
 - Possibly quicker response to urgent issues
 - Redirect to correct staff resources
- In what ways should a Councillor make themselves available to their constituents?

Table #1

- Council Members should make themselves available by phone, email, letter, In person or social media

Table #2

- Defined by constituent contact
- Phone/email mandatory – other means are optional
- Councillor defined
- Are their staff to help flag social media
- Follow best practices and trends
- Pick top three public preferences

Question #3: To what degree are the following factors relevant to setting compensation rates? Why?

- Duties - statutory and discretionary
- Compensation rates established by other jurisdictions
- Time spent on Councillor duties
- Attraction and Retention
- Local economy
- Other (please identify)

Factor	TABLE #1 Ranking (1=most)	TABLE #2 Ranking (1=most)
Duties – Statutory and Discretionary	1	1
Compensation rates established by other jurisdictions	5	4
Time spent on Councillor duties	3	2
Attraction of candidates	4	3*
Local economy (lifestyle, raising a family)	2	4
Retention of candidates	6	3*
Other		

* Includes Attraction and Retention

Table #2

- Councillors should be paid more than \$33,000: \$33,000 is for a part time job
- A determined set of hours would be a good idea
- The public does not expect Councillors to be available 24/7; they expect 30-40 hours per week
- Look at how Members of Parliament handle their working hours; recognize there are a higher number of calls for Councillors and most people don't understand the difference between these two roles

Question #4: Should the current compensation system be changed as a result of the data you have been provided regarding duties, time spent and comparison to other jurisdictions and/or to maximize the effectiveness of a Councillor? If so, how do you suggest the system be changed?

Table #1

- Remember this is not a job, it is something; you are voted in for
- \$72,000 annually will not attract people you want but it will attract people who can give up other work
- A percentage increase spread over four years
- Should increase staff support, to reduce demand
- Compensation should not be for attracting Council Members, desire to serve the public should be
- People need to make an informed decision as to whether or not they want to run for office
- Should be based on 70% local factors and 30% other jurisdictions
- Current Council should vote in increases for next Council
- Compensation should be increased for next Council to attract candidates and it will also have an impact on retention
- Staff support should be increased instead of a major shift in pay/stipend
- Council Members need to make better use of available resources
- Realistic expectations should be set for the public
- Concerned with comparing with other municipalities as it is not always "apples to apples"
- Should be more focus on local economic (75% influence)
- Reference CPI but it should not be the be all/end all
- PASSION should be the main factor, not monetary compensation
- Retention is not so much an issue. compensation should not be the motivator to run again
- Should be desire to do what I am doing versus people doing it for the money
- Clear majority feels that they are currently underpaid

Table #2

- There should be a mechanism for remunerating Councillors from where they came from
- You get what you pay for
- Money should not be an incentive or disincentive; put a mechanism where you set a baseline and a "superstar" gets remunerated at a higher level
- Top of the baseline amount with up to 80% of what you would have made if you left another job to take on the role of Councillor
- Willing to pay more if that meant you got better decision makers

- Right now passion and drive is what motivates participation on Council; it's not for the compensation
- In some jobs you are paid based on years of service
- Why is it not a full time job already?/Politics was never meant to be a full time job. Compensation was to cover "out of pocket" costs
- The British Parliament holds their debates at night, after regular work hours
- There are disadvantages to having someone on Council for a very long time
- Should not be 1/3 Tax Free
- Compensate Councillors by means other than salary
- Councillors should have the support they need to do their job
- This Council should decide compensation for the incoming Council
- This is a full time job/this is not a full time job
- If you increase pay you increase expectations
- Training for Councillors should be considered a form of compensation
- Decide job measures and put that system in place (e.g. budget, population); great to depoliticize by having a formula
- Some Councillors will vote against compensation matters as a political platform
- Increase the income and remove the 1/3 tax-free; it is more transparent
- Do a policy review and determine guidelines for what a Councillor is expected to do

Closing Question Posed to all participants by the Chair: What is one thing you feel that the Council Compensation Review Task Force should consider?

- Increase support staff
- Look at the local economy/unemployment rate
- Realize we don't have manufacturers we can tax
- Remove the 1/3 tax free for transparency...you can explain it all you want, but people will not understand
- Set realistic time expectations
- Constituents need to know availability of their Council Members
- Benchmark standards should be set and communicated with respect to response times
- Candidates need to ask themselves "Can I fulfill those duties moving forward?"
- Compensation should not be an incentive, but nor should it be a disincentive
- Set a baseline compensation for all Council Members, but those getting more dollars in their other work they have given up should be topped up in a proportionate amount
- Changing remuneration is difficult to do, but like the private sector you set the stage that this is what it pays and candidates should run because they are passionate about serving their community and want to help make a positive change
- Don't compare to other municipalities...you are selling a lifestyle to Councillors and that lifestyle should not be based on other municipalities
- Job descriptions should be drawn up for Council Members
- A Council Member's job becomes easier as they become more experienced
- Do we want them to spend 30-40 hours a week on Council business, if so it makes it difficult for them to hold other work
- Consider if the level of knowledge has had to increase
- Council Members' expenses are telling
- Hold an Open House for a day to let the public see what a Council Member does; go to schools and have a workshop to teach about what Council does; get out amongst the public so you have a better chance of educating them on the work of Council Members
- Put information on the City's website
- Don't waste a minute on educating the public on what a Council Member does
- Produced pamphlets outlining the top 5 responsibilities of a Council Member
- If a person really wants to find out what a Council Member does, they will find out; they just don't care
- Rather than raise their salaries, hire a couple of more people to do more of their constituency work
- Council has a corporate function for the City overall and has a role in supporting constituents
- Majority of group felt Councillors were underpaid

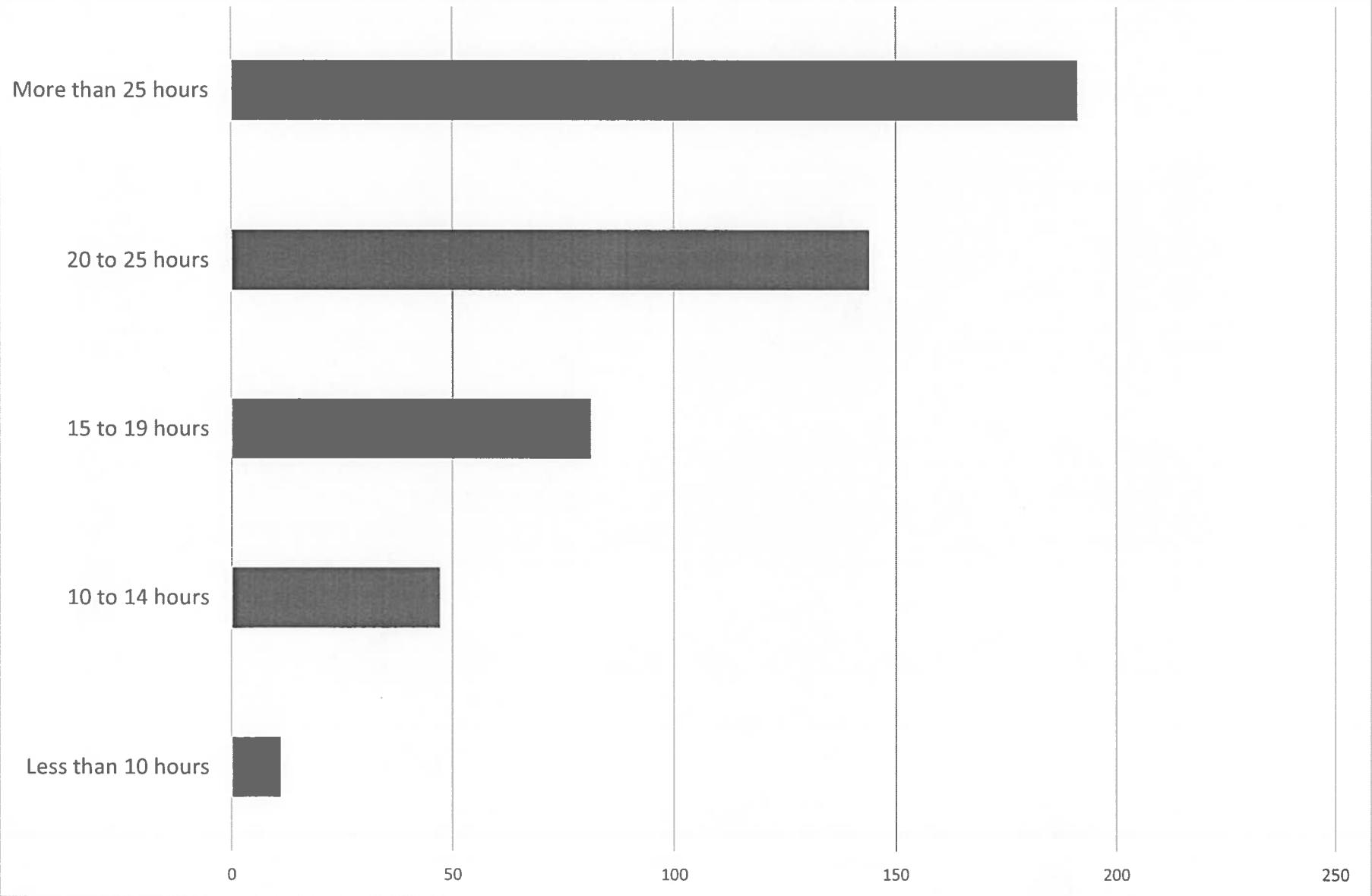
1. What factors are most important to you when setting compensation rates for Council Members?

(1=most important; 5=least important)

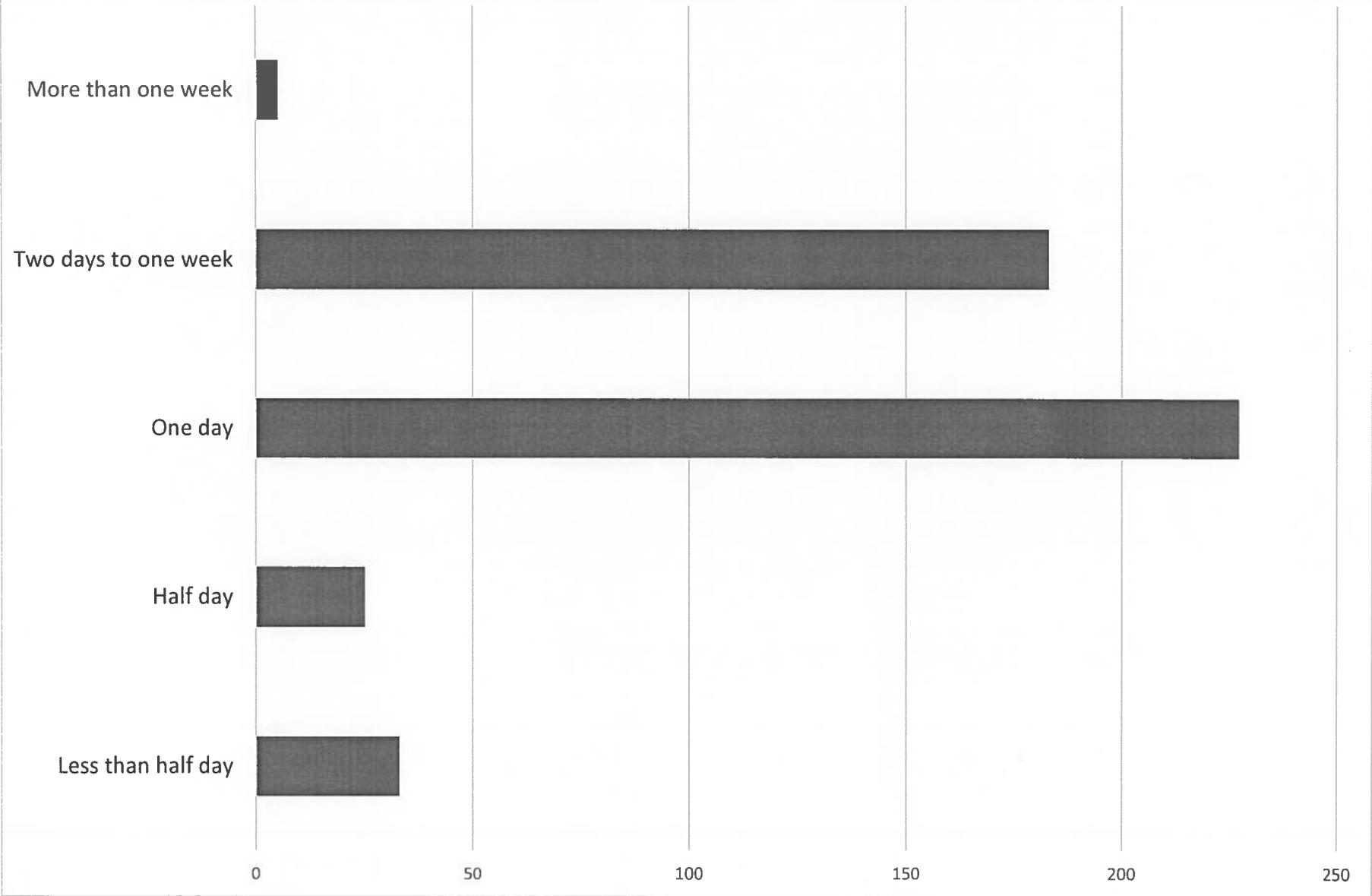
1. Hours spent on Councillor duties
2. Consistent with local economy, average wage rates, cost of living
3. Nature of duties, including serving as Chair of a Council Standing Committee
4. Compensation rates in other municipalities
5. Attraction and retention

NOTE: Survey respondents were provided with the above-noted factors to rank in order of importance to them. The results were as noted above, in terms of overall weighting of order of importance. Factors 1, 2 and 3 were close in weighting, while factors 4 and 5 were weighted less than half of each of factors 1, 2 and 3.

How many hours per week, on average, should each Council Member devote to Council business and constituency work?



What is a reasonable amount of time for a Council Member, or their staff representative, to provide an initial response to a constituent enquiry?



When do you think a Council Member should be available to fulfill their duties?

5 days a week, 8:30 to 4:30.

around the clock

This should be a paid Monday to Friday 9-5 job since they probably put in 40 hours a week anyways.

Monday to Friday, as their personal schedule allows

Mostly 9-5 plus some special events. If something needs to be taken care of out side of regular office hours they should not hesitate.

Business hours, some evenings and weekends

evenings and weekends primarily

Monday - Friday

evenings and weekends

I honestly believe this is a full time job. They should be compensated as as full time job, and be available accordingly.

37.5 hours per week, with flexibility to accommodate community events held outside of traditional business hours.

Monday to Friday generally during the work days, unless a PPM is required. Other then PPM's I think council meetings and other committee meetings can occur during the work day.

When they have time.

I expect councillors to work a full week, whether evening meetings, weekend event or daytime office hours, it should be a full-time equivalent job.

Mon-Fri 9-4 10-12 Saturday

Mon - Friday 3:00- 10:00 pm

during working hours in a week and outside of those hours only for special events

5 days a week - at least during day hours, maybe some flex hours for evenings as well.

It's not really a 9-5 type job. They should be available when their constituents need them. And if they need to be available, they must be paid appropriately.

I really would like to see FT Council members. This would allow them to focus fully on the job at hand in the most effective way. Too many meetings/events/issues are moved back due to scheduling conflicts. A city of our size deserves FT council.

Mondays to Fridays during regular business hours, with some exceptions for evening Council meetings.

Monday through Thursday Noon-7p

24/7 (within reason -ie. being available for emergencies/unforeseen events) but mainly Monday-Friday 8AM-6PM

Any time within reason.

Monday to Friday 9-5

4 hours per week day (various times)

24 hours a day. Many people work on their phones after work unpaid.

Monday - Friday within normal working hours, weekends and evenings if emergency

Monday to friday

weeknights

Monday to Friday; 4pm to 7pm

When needed

alternating between Mon/Wed/Fri 8-4, Tues/Thurs/alt Sat 12-7

Monday - Friday - after 3

evenings and weekends

Monday to Friday (business days only) and at anytime of the day

at least twice a week once in the morning once in the late afternoon coucil members raises should be tied to what the city workers recieve in wage and benifits if city workers get 5% over three years same for council members

5 days a week from 8 hrs. per day

M-F 9-5, with community events outside of business hours as needed. Clearly the provided survey indicates our Councillors need a compensation adjustment to the \$47k-\$55k range at a minimum.

Council members should be compensated on SPECIFIC MEASURABLE RESULTS that they achieve -- not by the nature of their duties, not by the number of hours, or anything like that

Monday to Friday

mon-fri 7am-7pm

Should be a full time Mon-Fri job, but evening and weekends should count towards hours and time off given during day hours to compensate.

as required
@ 20 Hrs per week... 2 evenings, 1 weekday, 1 weekend day (attending charitable events, openings, etc. on their own time) Performance considerations should be included in compensation discussions

evenings
Monday to Friday 9-4pm
4pm-8pm
Weekday in the afternoon
During regular City Hall operating hours.
Weekdays.
Monday to Friday
Business hours 9-5
Open house policy
early mornings or late afternoon
During regular working hours (8:30am-4:30pm), plus occasional weeknights for meetings, neighbourhood town halls, etc.
Council members are making more than the average person is making in a year on 40 hours per week. London is like 3rd world country no middle class

Anytime
Monday-Friday, 9:00am-5:00pm, occasional evenings/weekends as necessary.
Monday to Friday 8 to noon
Four weekdays / one weekend day, varying times of day (mix of early morning, day, and evening ideally)
After their regular job hours end
Council Members should be available when it is convenient to them, based on their other employment, they have admin assistance to receive calls on their behalf

24/7
5 days of the week. After normal working hours considering this is a part time paid job. Salary increase should be put on a referendum ballot in the next election like it used to be....not cost of living increases or voting for your own raise.

24/7
Monday-Friday 8:30-4:30
As required by the demands / requests of constituents
7 days
As these people have jobs outside the Council they should make up their time a few hours Monday to Friday
2-3hrs per day plus council meeting and occasional special events
Part time employment means 4 hours a day. Who cares which 4?
The majority of the city does not care about its council members. We see you in the news, bickering over frivolous shit, wasting taxpayer money creating ineffective and unnecessary bylaws. Show significant progress, and then ask for a raise.
Has to be varied in order to attend meetings and to be accessible to maximum number of constituents. Should be no obligation to work on their day of worship, if applicable.

8 am -8pm
24/7 unless on vacation
Full-time daytime, during the week; part-time during weekends - taking into account balance of personal/family time. This entire discussion should be focussed on the fact that London is now a large city and our City Council works full-time.
Monday through Friday 9-5
Monday to Friday at minimum, but also on weekends.
Half days during business week. Evening/weekend as required.
Must attend all pertinent meetings. Must be available at least two days a week to meet with or respond to constituents.
Evenings and one daytime period
all week
If they have a full-time job, outside of their normal working hours. I think part-time councillors means it isn't a career for them.
Availability should be during normal business hours, and on rare exception, evenings and weekends, with the proviso that I also think it should be a full time job and paid accordingly. It's effectively a full time job already, just very poorly paying!
whenever its needed
Monday through Friday 6 to 8 p.m.

Standard work day and hours

During the day

Evenings only. Council & Committees should meet so the public to attend. Councillors should only need to allocate time to attend meetings and prepare for them. Any other "work" is only to get re-elected. No continuity work is needed - delegate to staff They are being paid to do a job they should be able to fulfil them like any other person doing any other job 40 hours a week. Most get paid a full time salary and don't even work a full week they should not be getting raises.

Monday to Friday

24-7

M-F, 9-5

If it's part-time, at least three days a week and during business hours. If it's a full-time duty, 5 days a week.

Whenever they can as long as they are consistent. Some might have other commitments and that's fine as long as they can balance it.

Depends on the council member's availability; does not have to be the same, except for council meetings, etc.

Five days a week (on weekend, if necessary)

Not important as we have several methods to communicate. e mail, twitter and facebook

Monday-Friday during the daytime hours

Monday (day or evening) Wednesday (day or evening) Thursday

Anytime it is necessary. If my boss tells me my shift has changed on Tuesday due to whatever circumstance, I have to adjust my schedule. The same should be required of Council. Missing meetings without a legitimate excuse is unacceptable

Every day of the week, whenever they are needed. If they are going to get paid so much they should have to work for it. Working for the government should not be a bonus when most people paying their wages don't make close to what they do.

Monday to Friday 9-5

Monday through Friday, 9am to 5pm.

Monday to Friday, 9-5

5 days a week, 9 AM - 9 PM (except for Council meetings, etc) with flexibility to answer/meet commitments on weekends and holidays

8 am to 8 pm

Councils pay should be made by a referendum vote in the next election like it was done in the 90's. No Councillor should be able to vote on their own pay raise. London council job is a part time job that can be carried out after normal hours of work .

Weekends and weekdays after 6:30pm

No set days/time. Flexibility according to councillors' schedules.

Weekdays and after 4 PM weekdays to 11 PM if required. If A meeting required during the day due to circumstances they should be able to attend

Council should be a full-time job in London

Weekday afternoons

9am through 5 pm , 5 days a week, some weekend availability would be good as well. Maybe once a month, concilors could rotate weeks.

Seven days a week, average 4 hours per day.

After thier regular work day, council is a part time job. They should only get the same raise that they approve for thier municipal staff. If they approve 1percent for staff then it's only fair for them to recieve 1 percent

They should ALL have an auto-reply to constituents, then follow up within 24 hrs. I have emailed Councillors and NEVER gotten a reply. That's unacceptable. The days of week / time of day are unimportant. Just be there as required, and communicate!

5 days a week, flexible days. 3 to 4 hours a day

40 hours within a week timeframe

9-5 Monday-Friday. Regular work week. This is a second job to most .

24/7 just like they wanted local 101 to be available.

Put in 40 hour week. Pay is above minimum wage!

8-5 daily

7 days a week, 355 days a year (10 days vacation)

five hours a day, five days a week

Days, evenings and weekends.

Mon to fri 8:30 to 5

They should be available between the standard hours of nine to five.

Monday-Friday

evenings and weekends

Whenever they can fit it into their schedule. Councillors are only part-time in London. If we want them full-time, we need to be prepared to pay them as such.

Monday to Friday, 9 am to 5 pm

Monday to Friday 8:30 am to 5:00 pm, and some evenings for meetings, and every other Saturday

This is not a full time occupation but members should be available to attend ALL council meetings. The remainder of work becomes where, and when, it can be done planned around individual schedules.

Evenings

Monday to Friday late morning to early evening (11-7)

With the current set-up it has to be when the C. member is available; they need to publish hours and stand by it.

It should be a full time position with each Council member working their own hours so long as their constituents are happy.

Whenever issues arise in their constituency. Also when major decisions are needed that affect the city as a whole.

They should be available some work hours M-F and some outside that

Monday - Friday. I would leave it up to the councillor the hours as long as he/she put in 2-3 hours per day.

Week nights.

Morning and afternoon

Most days

Council needs to be accessible to their constituents both electronically and in person. How that is managed should be left to the individual Council Members. A Member's accessibility and availability will be evaluated by constituents.

Monday to Friday 9-5, after hours for community events/responding to urgent requests

Anytime after 5 pm.

Daytime hours should be managed to reflect the evening hours that are necessary. Little weekend work. All councillors should work same number of hours throughout year. One councillor isn't working 70 hours and one 15 hours for annual wage.

Monday-Friday

Every week night after 5

12:00PM-8:00PM

a few hours every day

M-F, 9-5.

M-F 10-6 plus other duties in the community

Afternoons & Evenings - weekdays only

Monday to Friday 9 to 5

Monday to Saturday, 8-5

All times

9-5 Monday-Friday

everyday except for provincial and federal holidays

Evening hours, Monday to Friday

every week day, weekends during emergencies

30-40 hours/wk. Hours may vary according to meetings/etc. as many businesses do. Should be available a minimum of 3 weekday/one weekend or 4 workdays. A certain amount of hours(3-5 eg.) set aside for public events/etc.

Monday - Friday posted hours, and at least 4-5 hours per day.

Depends on councillor's reality

5 days a week

Monday- Friday- 8:00AM- noon

4 hours per day x 5 days per week. Also evening council meetings. Part of compensation isn't taxed. They know what salary is before they run for office. Stay away if you don't like it. Most councillors this term are useless. Many are missing meetings

Mon-Fri

Mon -Fri

Depends on the Councillor. Should set aside a few hours a day, to get involved with general public, five days a week.

5 days 9-5

Monday to Friday 8-4

Regular business hours

Monday to Friday 9am till 6 pm

5 day m-f 8-5 pm

mon to fri , 830am-430pm

Normal hours of work Monday to Friday. Councillor knew what they were paid before they ran for office. In the 90's taxpayers voted on councillor raises by referendum ballots....we need to go back to that system. Put the question of them getting raise on b
6-9pm M-F

Meetings

This needs to be flexible. Approx. 3 hrs a day.

The job requires a lot of flexibility - so it depends on the week and what is on the schedule.

Whenever possible

I believe that a Council Member should organize their time so that their civic duties are addressed according to need and demand .

Monday to Friday, unless the situation is an emergency

During specified times that fit their schedule -

4 hours a week

If they expect to be paid as full time council members, then they need to put in at least an 8 hour work day working on behalf of constituents.

Our City is active 24/7 - therefore just as police officers, firemen etc. council members too should be available 24/7. Our City doesn't sleep or take vacations.

6 days a week; 9:30-9:30; flexible to work 35-50 hours

Shift work to ensure availability 7 days/wk w/ accommodation for religious service (Muslim councillor can go to Friday prayers but atheist/agnostic can have personal time as well); should not hold other paid/unpaid positions in city (conflict of interest)

If you're going to make 36 thousand and more a year which is more than most minimum wage jobs, I expect your availability every day.

Not sure but certainly more available than Bill Armstrong or Harold Usher

7 days 8-5

5 days, whenever needed

Monday to Friday. 8am to 5pm

Monday to Friday, 4-5 hours a day

5 days of the week

Mon thru Fri 9 a.m. to 5 p.m.

Mon-Fri and time of day varies depending upon requirements

Mon to Friday 1pm to 5pm

Weekdays

Mon - Fri; councillors should be accountable based on key metrics i.e. An 8 mos leave is unacceptable,

Monday to Friday, 8am to 5pm

A couple of hours each day with weekends for community events.

Monday thru Friday -some,orning and someafternoon time and at least one evening time a month.

7 days a week

Tuesdays and Thursdays, one day evening. And one afternoon

5 DAY A WEEK

M-f 9-7

4 days of the week time of day depends on the individual

Monday, Wednesday from 1-5

Evenings Mon-Fri, Daytime Sat

When needed

Anytime within a given week.

Monday to Sunday 24 hours a day... After all they are my representatives just like my lawyer who is available 24/7 for me

At some point every single weekday with time of the day meeting the demand of that day.

Need to be flexible....it is not a daily schedule....answer texts and emails when appropriate

during the week

Mon to Fri

Monday to Friday from 6:00 PM to 10:00 PM

An alternating schedule some days some nights, Mon-Sat

irrelevant question. This is not a job where you punch a time clock. In fact, most of these questions are irrelevant.

Weekdays depends on the committee they sit on

For a couple of hours each day. As a part time position, a council member should have flexibility in allotting their work time.

Monday to Friday 10:00 AM to 4:00 PM

Any reasonable time

Evening NGOs and weekends

Business hours on weekdays

evenings 4 days a week

Any time after 9-5. The populace are working...then they can too.

When time permits, but must make meetings a priority.

They should have daily availability. Given their meetings are usually in the evenings & wkends, times may change, but at least some time everyday M-F

Flexible, but let. Onstituents know hours.

Weekdays 8-8

4 to 5 hours a day, 5 days a week. The individual member has to have some freedom to set the time and days based on their other obligations. The staff should provide the support at the other times.

mon-fri no specific time

Monday-Friday 4pm-9pm

Evenings and one weekend day

I don't think it matters when as everyone's schedules vary, including taxpayers, but they should have their specific contact availability posted on the city's website (ei. like office hours)

Monday to Friday from 9-5

Mon to Fri

It's a "Part-Time" position; Councillors are in the best position to determine their availability. They should also make EXTENSIVE use of the pooled assistance that is available to Councillors.

m-f, 9-5 - with flexibility as opportunity/need demands.

I believe that city council should be a full-time job.

During office hours

A few hours per day on weekdays. Responses within a week.

At least 9-5 but ideally nearly 24/7

Regular business working hours Monday through Friday

A combination of weekdays/weekends and days/evenings, based on when meetings occur and when the constituents generally require the services of their counselor.

At least 3 days of the week for 6 hours each day

Monday to Friday 9-5

Monday to Friday 8-5 and meetings

weekends and evenings - occasional daytime

Monday-Friday and occasional outside times.

M-F 9-5. Since there is no additional comment section I'll add it here. The mayoral salary should be 85K and councillors should be 45K. The position of mayor is grossly overpaid, we are not Toronto.

Anytime but within reason- they still need to have a personal life

I would expect it to be M-F, 8am - 4pm. In fact, I thought it was. I have never called, or emailed a council member though.

Monday to Friday, and if given increased compensation 9am-5am. If they work regular hours and they expect a salary similar to other Govt. employees, 44 Hours per week is fair.

Monday to Friday, 9-5

This is event dependent but they should be paid for any additional time in above and beyond what is deemed to be part time hours - they should be paid for hours worked

24/7

When needed. It's a part time job right now at best. It's nice when they show up
Monday to Saturday balancing their schedule with the needs of the position
Anytime I don't think they need to have standard hours
Monday- Friday morning and afternoon
Monday - Friday 8am to at least 5pm.
M-F 830-430
Afternoons/evenings
as required to fulfill their role
Monday 9am to 5pm, repeat through to Friday. Weekends off. They should be working full time for the city and fairly compensated, but based in reality of Londons economy, average wage rates yada yada
Monday - Friday - 8am - 4pm, and for any meetings that council may schedule to attend
Monday - Friday 10 am - 6 pm
Monday - Friday 10 am - 7 pm
Monday - Friday 11 am - 7 pm
Monday - Friday 10 am - 8 pm
Monday - Friday noon - 9 pm
Mon to Fri 10 am to 4pm
Days and evenings in and around their other responsibilities in a non-political role.
5 days a week at least 2 hours per day
24/7
Monday to Friday - daytime. No need otherwise, not dealt my with emergencies, Evening Council meetings, too many Committee groups as is
9-5 ish
3-4 hours a day - around their regular employment
2 days a week during the work week
At the current rate of pay I think as long as they are available for a minimum of 20 hours a week Monday to Friday. Weekends are for families and events they may attend.
2-3 nights per week
Monday to Friday 8am to 6pm.
Test
Should be available every day between 9-5 as meetings, etc could come up at any time.
I think this should be a full time job mon-fri 9am-5:30pm
5 days per week
regular business hours
minimum one hour per day
Weekdays, during the day, and some evenings.
Mon-Fri office hours
After their normal hours of work from their full time job. Let us not forget this job is considered a part time job and is overpaid for the duties and tasks involved.
m-f, business hours
3 days a week.. 5hrs
Since this is considered a part-time position, that would depend on if they have other job obligations to see to
7 days a week, 7 am to 11 pm
7 days a week but in business hours
Monday to Friday 10 am to 3 pm
Monday to Friday
Afternoons, mon-sat
Monday to Friday 9 to 5

all day every day... you chose to run

As needed and as councillor is able. They should have some regular hours for public access and appointments varies

Monday Wednesday Friday 12:00- 6:00PM

Set hours depending on day of week. Should include some evenings as well

Should be up to the council member but include council meeting and 2/3 committees

"On call" 24/7 with an assumption of a reasonable response time as opposed to mandated expected hours of business.

All the time

When we need them.

M-F, whatever works best for them in regards to time of day

24/7 5 days a week, unless emergency.

When're council meets and be available for all meetings promoting the betterment of London.

Should be available at all times

Fridays, Saturdays, Thursdays. Morning afternoon and evenings. Not all workers work 9-5.

monday to friday 8-5

5 days of the week including week-ends eg. 4 weekdays (daytime) 1 weekend

Evenings and weekends likely as it is a part time position. They should be flexible on when this occurs.

from 8 am to 8 pm

Weekdays, maybe mornings or afternoons

It depends on the council member and the duties. There is no one magic schedule.

during the week

I don't think can be identified. It's understandable that there are various council meetings, events, committee meetings, general inquiries. Etc. that can appear throughout the day and varies. It's a full time job

24-7

7 days a week 8am - 9pm

Monday to Thursday 11am-7pm, Friday 11-3pm. Saturday 11-2pm..(I appreciate this survey and I am glad you guys are looking to have more public inclusiveness in the decision making, however this survey also puts us in a bit of a box)

7 days per week; hours are irrelevant

Every other day

It would depend whether he/she held another job so it whenever is convenient for him/her to do their councillor duties.

If Council Members remain part-time then they should be given ample time (weekdays until 6:00 pm) for their primary occupation. (I would prefer fewer councillors working full-time.)

Monday to Friday, City Hall hours but if they're required for meetings at night - Tuesday evening for example, then they won't be required for that time in the morning. 20 hours per week.

- for regular council meetings + some regularly maintained morning & afternoon hours i.e. every Wednesday 8:30-12:30, every Monday 1:30-5:30

24/7

Full time hours, distributed throughout the week as needed

Flex time is fine

6 days, approx 20hrs

during regular business hours 8-6

Monday through Friday 9:00 a.m. to 5:00 p.m. minimum

at least 5 days a week, their choice

5 days after 5:00pm

Weekends

they should have office hours that are full time. Running the city effectively is a full-time responsibility. I wouldn't expect anyone with the requisite skills and devotion to work hard for so little

Just as they do now.It,s not been a problem before

When duty calls.

Mon-Fri 1pm-6pm

Doesn't matter

Whenever

They are part time... so it's up to the councilors discretion.

Doesn't matter

Should be full time

Councillor picks time suitable to fill requirement

Weekdays 9 to 5

5 days per week and on call as required like most professional jobs.

Flexible - some normal business hours, but also evenings and weekends to be available for constituents. They should be able to have a reasonable work life balance, but consider the role as 'full time.'

9-5 Monday to Friday

Monday to Saturday- 8:30am to 6:00pm

Monday Wednesday Friday 2 to 6 pm

There are so many things happening outside of 9-5 so I think they should work on a flex schedule.

Never

Monday to Friday 9-5

Monday-Friday 9-5 like the rest of us.

Weekdays 5 to 9 pm

Weekdays

Monday - Friday 5pm - 9pm

Mon-Friday 9-5 maybe put a late night in once a week until 9

In the mornings, that way they can get up early and get the day going.

Whenever it is appropriate for them to get the job done.

Days.

Monday to sunday plus weekends 7am-7pm business hours and weekends

Everyday of the week

Regular business owners

9-6 or 1-9 shifts

as their ward needs them

Monday - Friday 10am - 6 pm

5 days a week

As needed within reason

Given the number of constituents, London Councillors should be full-time and compensated reasonably on that basis.

Business hours

Weekdays

Monday to Friday

Monday to Friday/morning and afternoons

Variable, some days, evenings and weekends

Monday - Friday hrs based on what their full time work hrs are. Staff work days can leave info if council member works nights. If full time is considered the city only needs 4 councilors and a mayor. wage increases should be same as city workers got 2%

7 days a week. Morning Noon or Evenings

Monday to Friday; afternoons and evenings? I don't have a very strong opinion on this, as flexibility can help attract people to the job. And if different councilors are available at different times that might be good? To help balance duties?

Monday to Friday's 8:00AM to 6:00PM

Monday to Friday, 730am to 6pm

Unless council is deemed to be a full time job, they should be available at a mutually agreed upon time.

typical office work hours

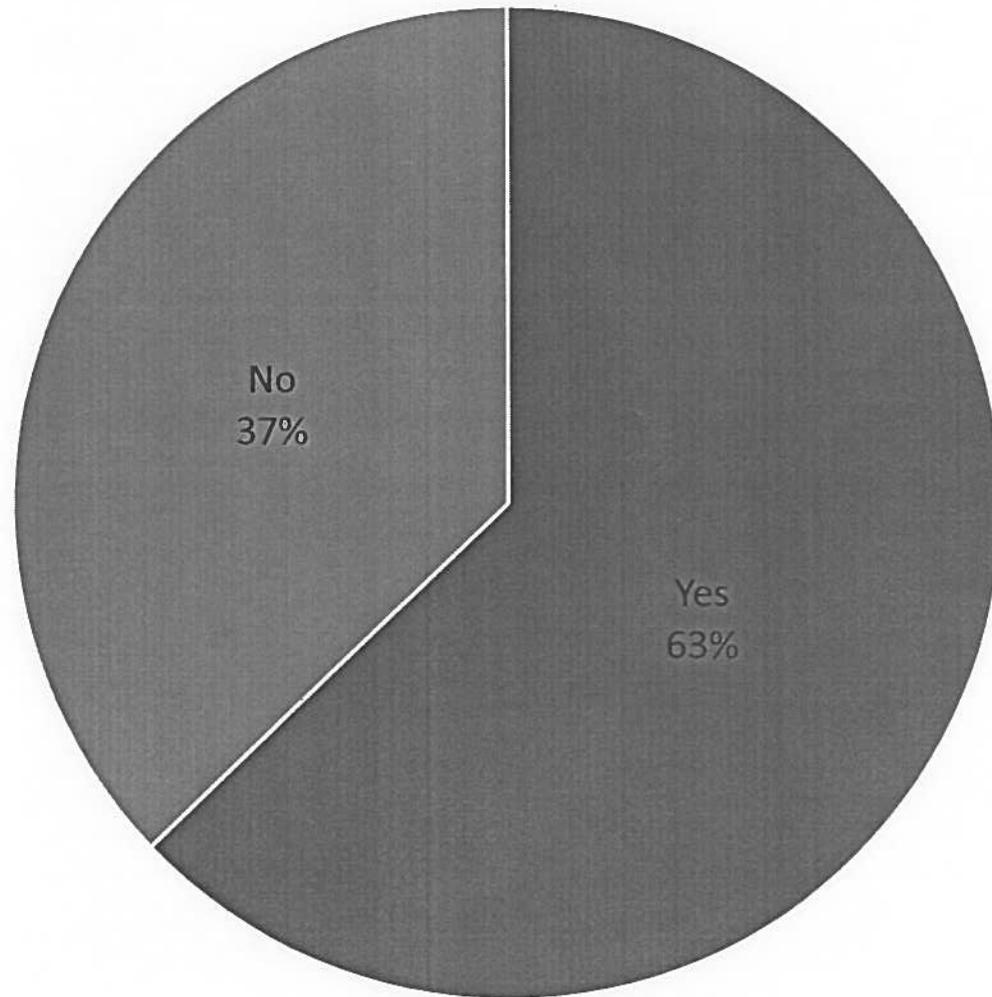
Mon - Friday 1 - 5

Mon to fri part time mornings or afternoons or evenings each day maybe 3 or 4 hours per day

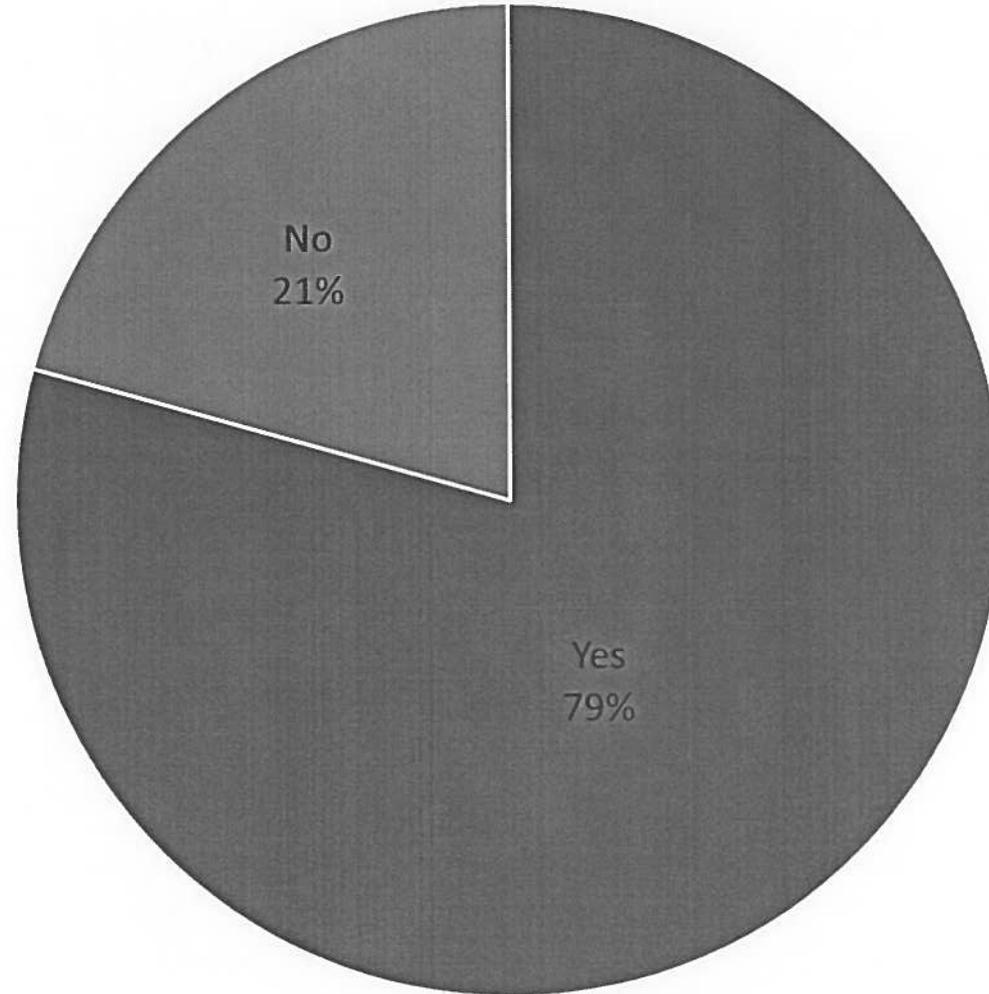
Early evenings and one morning/one afternoon per week might be reasonable - 20 hours could be divided any way, but the important thing would be to let constituents know their email policy and hours of work prior in order to set expectations

Whenever they are available - depends on their work schedule -- if they have a full time job

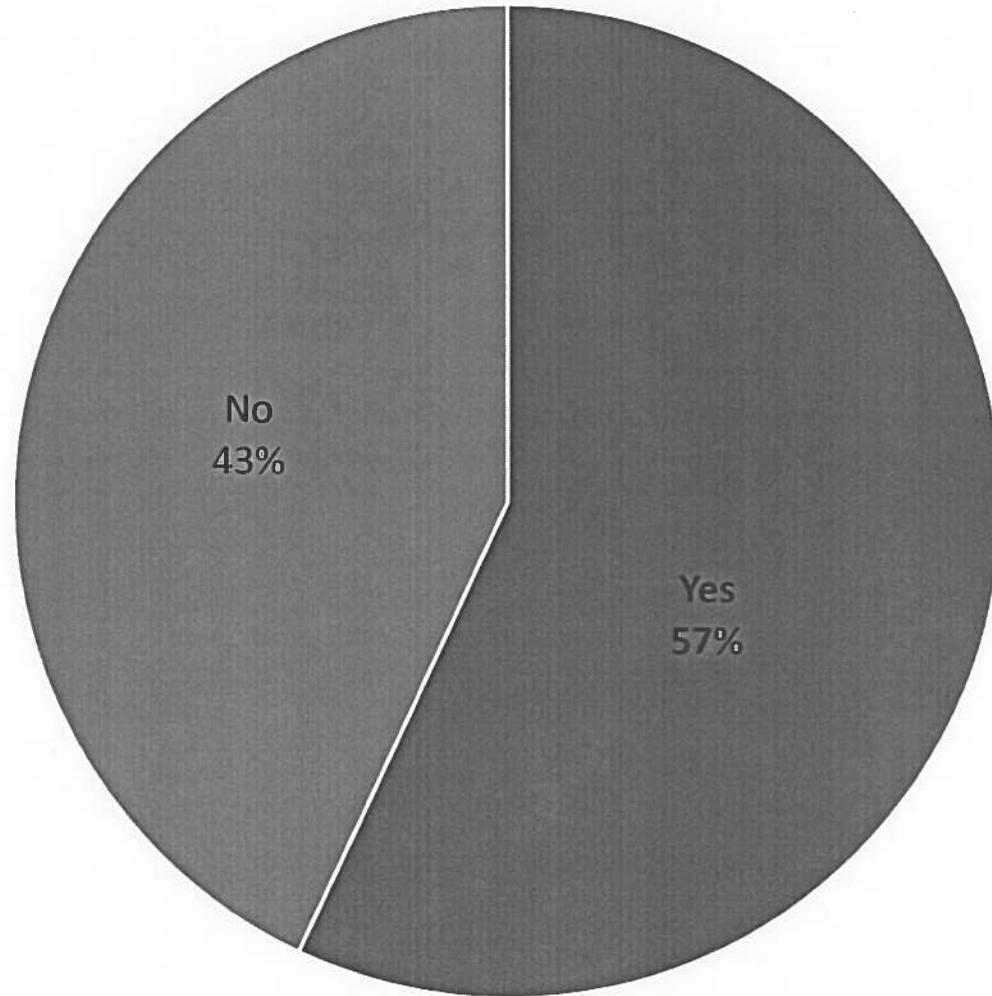
Do you expect a Council Member to use social media to communicate with their constituents?



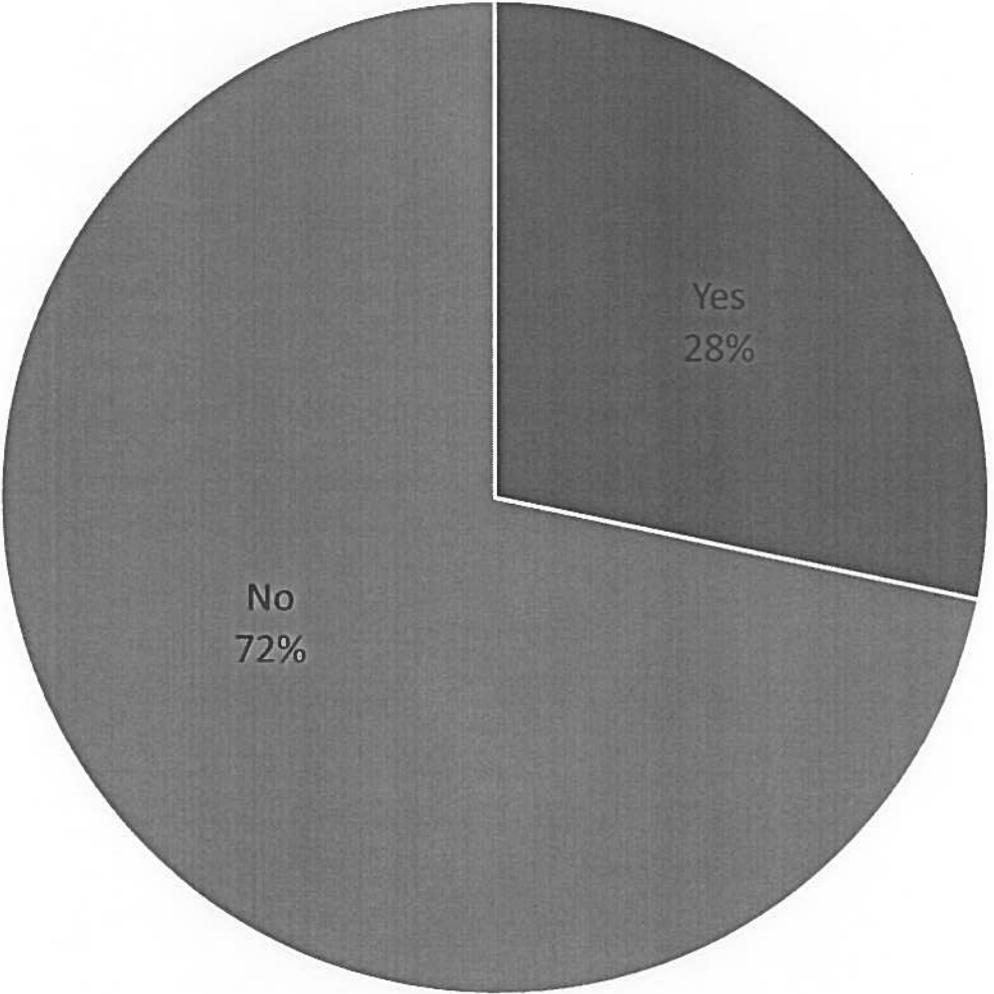
**Should Council Members' compensation be periodically reviewed
by an independent body?**



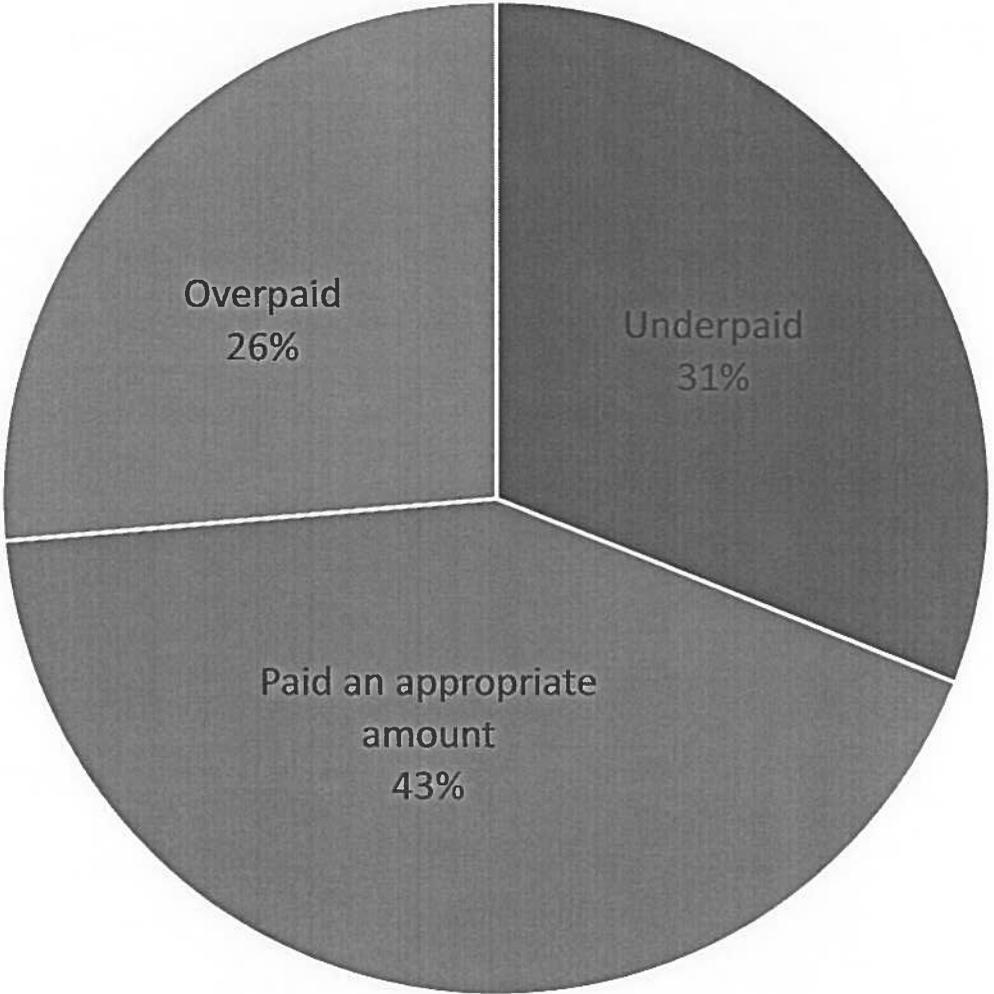
Should any adjustments to Council Members' compensation be based upon an independent factor?



Should the level of Council compensation be a critical factor in attracting and enabling an individual to serve as an elected official?



**Councillors are currently paid the equivalent of \$36,262 annually.
Do you feel that Councillors are currently:**



SOCIAL MEDIA COMMENTS

COUNCIL COMPENSATION

TWITTER

@CityofLdnOnt getinvolved.london.ca/council-compen.... #ldnont Council compensation survey is available until April 3, 2017.

@CityofLdnOnt tweet:

Join us today at the North London Optimist Community Centre from 2-4 p.m. to talk Council compensation. #ldnont getinvolved.london.ca/council-compen...

[@CityofLdnOnt](#) this is just window dressing, they have already decided. Most likely in favour.

FACEBOOK

COL Post: The 2016 Council Compensation Review Task Force is asking Londoners to provide their input on Councillor compensation.

Join us this Saturday at our Open House from 2-4 p.m. or review the information provided and take our survey online at <https://getinvolved.london.ca/council-compensation>

COL Post: Let's talk about Council compensation.

Join us tomorrow at our open house at the North London Optimist Community Centre from 2-4 p.m. and provide your feedback.

Can't make it out? You can review the materials online and take our survey here: <https://getinvolved.london.ca/council-compensation>

COL Post: The 2016 Council Compensation Review Task Force is asking Londoners to provide their input on Council compensation.

Review the information online and take our survey by April 3.

<https://getinvolved.london.ca/council-compensation>

Comment: I have no respect or trust in this council, they are pushing an agenda that no one wants. The Mayor is a complete fraud he was elected on a trust platform and betrayed everyone.

Reply: He is only using it as a stepping stone to MPP or MPP Liberal rep. Most of council are dyed in the wool some party. He doesn't care so long as he can try to look good for the next election.

Reply: And therein lies his Achillies Heel.

Comment: When looking at the information provided my thoughts are that no councillors should be working less than 35 hours per week and should get a salary of 45K. I also think the mayoral position is over paid and should be reduced to at least 85K if not less. I hope everyone that's complaining actually completed the survey.

Reply: All council are overpaid.

Reply: Feel free to moan about it to someone that hasn't already stated a conflicting opinion sunshine.

Reply: Ouch no love for counselors! I would also argue the mayor's salary is way too high compared to councilors and for the value we get. The mayor and councilors may think our opinions harsh but let's face it; the results just aren't there....that team in place is an abysmal failure.

Reply: Councillors work 60-80 hours a week. They should be \$65k+. I don't think I'd adjust the mayor's salary though.

Reply: The information provided was that councillors work 20-60 hours per week.

Reply: So....the starting salary at the fire department would be higher than the mayors salary? Mayor Brown would take a pay cut from his job as a teacher? This isn't a matter of whether they do or do not deserve what they get paid, it is an acknowledgement that the horse is out of the barn. Why would anyone competent run for mayor when the guy that runs LHSC makes almost ten times what the mayor would make under your plan.

Reply: I was at a city information meeting at Centennial Hall. Everyone who was anyone in the local business community were there. One by one they got up to speak. The whole event became a display of the competence and intelligence which permeates the London business community..... But none of them would run for mayor, it just isn't worth it..... Consequently this city is run by amateurs who have no experience running anything..... And you can see the result.

Reply: Base salary for the fire department is 65K so sorry they increase it by working ridiculous overtime. I'll be sure to tell my teacher friends how much they make since they're all clearly lying about their salaries, even were I to take the provincial average it's still less than the 85K I suggested. All that being said I absolutely do think that those responsible for saving lives should make more than our mayor. Exactly what power is it that you think that position holds? That's a rhetorical question, as you think the salary should be increased above it's 104K plus incentives I don't really care to keep a discussion going when we will continue to disagree. For the record my opinion was not a plan as a plan would contain more than a suggestion about salaries. I will make one amendment to my initial statement, the councillors should be paid more than I suggested.

Comment: I think it is difficult to attract councillors that are best for this city when they are working from my understanding 30+ hours a week for ~35K per year. You must give up your career in essence to do this work and then after your term, if you are unelected you need to find another job. There is a reason the average age of a councillor is so high and there are hardly anyone under the age of 40 traditionally on councils. People under 40 are looking to climb the corporate ladder and save for retirement. This position as important as it is, doesn't pay sufficiently to attract the best and the brightest in my opinion.

Reply: It use to be people went into politics to make our city, province or country better. Salary shouldn't be a factor in that case.

Reply: People need income. And many people consider the wages offered insufficient to attract them to municipal politics given the amount of time expected of them.

Reply: 37000 is a great wage for a part time job

Reply: Based on my understanding, it is 30 hours a week worth of work. That's 1500 hours a year or 20 an hour. It is decent wages, however for someone with that much responsibility and expectation, I would be happy to pay them more to make sure they take the proper time and are compensated to do research and make decisions based on thorough research and understanding.

Reply: I knew someone a few years back on city council ..she worked very hard and a heck of alot more then 30 hrs. She also had went above doing other community

networking etc on her time too. I agree with you [REDACTED] Too bad these positions weren't full time.

Reply: They could be! Many cities are!

Reply: Counselors, like anyone else should be happy they have a job. Sorry, but like everyone else if they aren't happy they can find another job. They should be paid the same as those of us in the service industry or retail. Low wages for a great deal of work and responsibility. This Council doesn't even discuss that.

Reply: Councillors or doing 60+ hours a week. The pay we provide is laughable. This needs to get fixed.

Reply: Most people on council also have other forms of income so they are hardly living on skid row. They know what the salaries are before they decide to run for office. Also, look at the absenteeism rate for some councillors are.

Reply: sorry for the spelling mistake.

Reply: I'm not talking about the people on council. You are playing into the narrative I'm speaking about too. The only people on council are people later in life who have extensive savings or who come into money and the salary isn't a big concern. The other few are just very selfless people willing to accept the low wage or have very flexible work arrangements already.

The issue with that is it encourages a council that lacks diversity and doesn't represent the population. It also turns a lot of the best and brightest off because they won't accept working 30+ hour weeks with all the constituent harassment for 30K a year.

Comment: We have a council with no backbone (UBER debate) and a mayor who only uses his back to lay on while he and the deputy mayor dance the horizontal mamba. I have no respect for any of them. Bring in new and ETHICAL faces then let's talk wages. Till then it's a lame duck council with only their self-serving agenda and not the interests of ALL Londoners.

Reply: I think you nailed it [REDACTED]

Comment: Council compensation is not the problem....or for that matter anywhere near the problem..... The problem is spending \$100,000,000 on an underground transit tube in order to cut five minutes off the Richmond St commute for Western students who are only here seven months of the year.

Comment: Having read through many of the comments below, I hope the body (counselors) are reading as well. While, I may not share many of the absolute types of positions folks hold it is clear we have a group of counselors lacking the confidence and trust of some of the folks. I submit while there certainly is room to debate different points of views, I am of the group that holds counselors to a much higher standard. They are service providers and the results continue to indicate they have fallen short of making London an exceptional city. Our costs go up, taxes increase, employers flee, we see them doing the bidding of the Liberal government (for peats sake you counselors and the Mayor work for Londoners). Counselors should focus their efforts on the interest on city of London as job #1, make us all prosperous and by all means compensate counselors well for a job well done. The salary increase is quite disconcerting when we have so many of these metrics falling short of ideal for the city of London. Prove your worth and by all means I say double your salary under exceptional conditions otherwise I cannot afford you counselors and perhaps we should seek better service providers come election. For now we the people as your employer, this is the job, this is the salary perhaps you should choose another career or keep your day job and have folks committed to the city fiscal position and ownership of the key social elements take the job.

Comment: Why bother. They don't listen anyways. They do as they please and what suits their pocketbooks and the rest of London be damned. That is especially true for Matt, Tanya, Maureen, and Stephen. The rest of them just vascillate.

Comment: In my view the survey questions are inadequate. There ought to be an option for responders personal point of view. Interestingly enough the survey did not subscribe to the idea of paid for performance. I would submit that a compensation program could include if the city of London does well then the salaries should reward as such.

Everybody wins. We would have councilors more vested in the interests and business of London the city instead of doing so much of the bidding for the federal government. Peg salaries to performance metrics such as employment rates, balancing of the books, new jobs created, crime rates, social areas improved....and so on. Councilors are elected to do the business of Londoners; why should they not perform and be rewarded according?

Thank you.

Reply: Councillors are not directly responsible and can not control employment rates, new jobs created, crime rates. Therefore fee for performance is difficult to correlate to their actual performance. In a way they are paid based on this as they lose their jobs often (not re-elected) if the economy gets worse or crime spikes.

Reply: Understood. Nonetheless, what are counselors primary focus - lets start there? Is it not to ensure the conditions of the city of London are ripe for these social elements to be in line or am I missing something? Respectfully, I would submit indeed it is. If one argues joblessness, drug uses and lack of funds in the cofers necessary to implement and sustain programs are contributors to say extended and added homelessness, crime rates, program cuts and need for tax increases then suely counselors directly impact employment rates, new jobs and such like if the programs they support and implenment causes decisions outside their control to go against the interests of London. Adding refugees as an example, advocating the city a sanctuary city, imposing municipal regulations that would scare employers away have consequences on the bottomline. These decisions cost money and this is why I reject those foolish arguments of indentity polittics when it comes to immigration for example. Some of these have social, technological, political I am sure and certainly financial implications. Offering for example refugee status to families to London, means this city has a moral obligation to ensure transition into security freedom, and a fair standard of living. If as a city the books (meaning our finances) indicate we cannot afford some of these actions then we should reconsider.....these are just a few of the ways our elected officials impact those elements of which I cited. Counselors, as I am sure you can appreciate, get voted out simply because they are service providers and if the people are not served then we find a better service provider come next election time. I say then why \$36K as salary? Why not 70, 80, 100 as long as we perform well as a city, we all become prosperous and as such for a job well done counselors should get compensated well. This business of leaving messes behind and exposed corruption while politicians are guaranteed pensions (perhaps not entirely accurate for counselors nonetheless they get paid regardless) and continue to get paid while failing the city in many regards is not sustainable in my view. This arbitrary question of a salary increase is inadequate a discussion. Why do they get an increase when services are lacking, employers flee, and bad policy decisions continue to plague growth?????

Comment: I wish this survey had a spot where I could add a comment. I think councilors could use more staff to help with responding to constituents.

Comment: City council and the mayor are self-serving. They will raise their income and do the same amount of work or even less. They don't listen to voters. They lie to get elected and do what ever they want.

Comment: One could hope that if they were paid more and made to work full time they would take their jobs more seriously and be able to solve issues instead of creating them.

Comment: The next elected council should be paid appropriate to the workload. Giving the current council a raise will not change anything.

Comment: The problem is not council compensation..... the problem is civil servants collecting 30 years of pension cheques, after retiring from a city job they only worked at for 30 years. (The average city cop retires at 53, Canadian life expectancy is now 82..... Do the math)

Comment: Blind leading the deaf and dumb. You don't have to spend money on stupidity just to spend. No vision. Who the heck wants to get downtown when you have created box store shopping areas out on the burbs.

Comment: The more comments I read from Londoners about our Council the more I realize this city is Springfield from the Simpsons, we really will fight our own progress at any expense, won't we?

Reply: What progress?

Comment: a comment section to the survey should have been required. As well as including all aspects of their compensation such as whether the wage is tax free, pension and benefits, meals included, transportation and discount meals available at city hall

Comment: what have they done to deserve a raise,you had inside workers on strike cause you didnt want to pay them and now you want more money, hypocrits, just in politics so you get a retirement package and free money after your couple yrs are done, stop trying to make london out to be a bigtime city , we dont need your transit plan just work on the one we have and stop catering to western and fanshawe and think about the rest of londoners for a change.

Comment: regular hours = regular pay.

Part-time hours = part time pay.

They can negotiate salary from a predetermined pot like the rest of us.

Comment: Read the comparisons with other cities then take the survey. Interesting once you compare and look at options that your options may surprise you.

Comment: Literally every single person who works for the city makes too much money for what they actually contribute. How's that for feedback?

Comment: Well by the looks of these comments Londoners aren't happy with the work they are doing.. maybe give them the same wage lower income families have to deal with. maybe the problems can be fixed from the bottom to the top.

Comment: Let's see now 30hrx50 weeks=1500hr >45000\$=\$30 or hr not bad for part time work and now ya want more on to of the benefits and pensions are you frikin kidding me no wonder taxes are so high yer a bunch of crooks and you all should have a pay reduction if you ask me

Comment: I have never been a councillor or mayor, so my opinion is based purely on speculation. I figure, if I had either job it would be a 24/7 position (yes, even working in my sleep). Therefore, they should be deemed full-time and paid a decent full-time wage, with the mayor getting equal pay as everyone else.

Reply: The Mayor makes 3 times what the councillor do.

They do nothing for odsp let they can build a train on richman for billions.....raise odsp raise by 50% now which will give them 2000 a month and rent is almost half that

Reply: Odsp is provincial government, not municipal.

Comment: In order to get an increase , one has to earn it , not showing here

Comment: Read the comparisons with other cities then take the survey. Interesting once you compare and look at options that your options may surprise you.

Comment: I certainly hope there isn't a pop or water dispenser there! I would hate to see the "Nannie Council" get their panties in a knot!

Comment: They don't deserve nothing!! I vote for this Mayor and it was a big mistake!!

Reply: God Bless you!! I don't have time for Bullies!!!

Comment: Judging by performance I think they are getting too much.

Comment: I don't believe they deserve a raise. I feel it doesn't matter what we say anyway.

Comment: If this city council thinks BRT is a good thing. They should step down not a pay raise

Comment: We had better reps years ago when the salary was less and more got done like the JLC and Convention Centre

Comment: The rapid transit system is going to bankrupt the city. Wake up ! The city does not need it.

Comment: I hope that those who wish to say more send their thoughts to the email provided. Everything mentioned in the discussion needs to be heard and discussed by counselors

Comment: Absolutely NOT!!!!

Comment: You pay peanuts ... you get monkeys.

Comment: A little rich for 75% of them.

Comment: If we could give them a performance review, they'd be getting a demotion, not a raise.

Comment: 1500 hrs that's if they show up for all the meetings

Comment: compensation for what?????

Comment: Higher pay does not get better candidates. When they "applied" for the position they knew the pay and knew the workload and accepted it. None that I remember put in their campaign literature that they felt the pay was too low and will seek more. No council should ever ethnically be able to vote on their own pay. They should only vote on a future councils pay.

Comment: I hope that those who wish to say more send their thoughts to the email provided. Everything mentioned in the discussion needs to be heard and discussed by counselors

Comment: Agree with next comment.

Comment: OMG just wake up!

TO: Council Compensation Review Task Force
 FROM: Ian Collins, Director Financial Services
 DATE: November 5, 2021
 RE: Median Full-Time Employment Income Data for Londoners

In response to a request from the City Clerk for updated information with respect to the median full-time employment income data, we have in the past relied on the Stats Canada Profile which allowed us to identify the following categories for London, Ontario:

- Median employment income in 2015 for full-year full-time workers \$51,181
- Average employment income in 2015 for full-year full time workers \$60,918

<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3539036&Geo2=CD&Code2=3539&SearchText=London&SearchType=Begins&SearchPR=01&B1=All&TABID=1&type=0>

Census Profile, 2016 Census

London, City [Census subdivision], Ontario and Middlesex, County [Census division], Ontario

[Feedback](#)

Topic: Counts Rates

Characteristic	London, C.Y. Ontario [Census subdivision]			Middlesex, C.T.Y. Ontario [Census division]		
	<input type="button" value="Data quality"/> <input type="button" value="Map"/>			<input type="button" value="Data quality"/> <input type="button" value="Map"/>		
	<input type="button" value="Change geography"/>			<input type="button" value="Change geography"/>		
	Total	Male	Female	Total	Male	Female
	Counts (unless otherwise specified)					

Median employment income in 2015 for full-year full-time workers (\$) <small>25</small>	51,181	55,084	47,628	51,786	55,926	47,710
Average employment income in 2015 for full-year full-time workers (\$) <small>26</small>	60,918	66,188	54,715	61,334	66,907	54,596

These categorizations fit well into the framework that was set out in the 2016 Council Compensation Report.

Unfortunately, although a Census was undertaken this past year, 2021 Census, income data will not be available until July 13, 2022 which is after the deadline for the Council Compensation Review Task Force to provide a recommendation to Municipal Council.

In looking at other data points that are available for London, Ontario, the ranges vary across the board. One site indicates the average London Ontario salary in Canada is \$35,685 (ca.talent.com) per year, where as another site indicates \$67,185 (salaryexpert), and another indicates \$55,000 (payscale).

Based on the information that we are aware of, we believe that Stats Canada data would be the appropriate information to review, however as noted above, the current data is not available, and the 2015 data is outdated.

We could look at extrapolating from the 2016 Census Canada by inflating using either the CPI for Ontario for the past 5 years, or even the labour rate, but those are not London centric.

We will also reach out to our Economic Development staff and London Economic Development Corporation to seek their input.