



**Town of Arnprior
Council Remuneration Ad-Hoc Committee**

Date: Wednesday, May 14, 2025

Time: 6:30 p.m.

Location: Town Hall, Council Chambers

- 1. Call to Order**
 - a) Appoint Chair
- 2. Roll Call**
- 3. Land Acknowledgement**
- 4. Adoption of Agenda (Additions/ Deletions)**
- 5. Adoption of Minutes of Previous Meeting(s)**
- 6. Staff Reports**
- 7. Awards/ Delegations/ Presentations**
 - a) **Council Remuneration Overview**, General Manager, Client Services/Treasurer (Page 1-9)
- 8. Matters Tabled/ Deferred/ Unfinished Business**
- 9. New Business**
 - a) Background Support Documents
 - i. **2022 Council Remuneration Presentation & Recommendation Summary, Council Remuneration Ad-hoc Committee** (Page 10-30)
 - ii. **By-Law 7294-22 – Council Remuneration 2022-2026 Term** (Page 31-32)
 - iii. **By-Law 6496-15 – Council Expense Policy** (Page 33-37)

- iv. **By-Law 6398-14 – Council Conferences, Training and Functions Policy** (Page 38-40)
- v. **2021 External Review Comparators** (Page 41)
- vi. **AMCTO Report – Municipal Council Compensation in Ontario**
(Page 42-80)

b) Council Remuneration Discussion

10. Adjournment

Please Note: Please see the [Town's YouTube channel](#) to view the live stream. The meeting will be uploaded to YouTube for future viewing.

The agenda is made available in the Clerk's Office at the Town Hall, 105 Elgin Street West, Arnprior and on the Town's [website](#). Persons wishing to receive a print item on the agenda by email, fax, or picked up by hand may request a copy by contacting the Clerk's Office at 613-623-4231 ext. 1818. The Agenda and Agenda items will be prepared in an accessible format upon request.

Full Distribution: Council, C.A.O., Managers and Town Administrative Staff and Town Website

Council Remuneration Overview

Jennifer Morawiec, GM Client
Services/Treasurer

Ad-hoc Committee – Council Remuneration

Page 1
Wednesday, May 14, 2025

Background

- How is Council remuneration established?
 - The Province through the Municipal Act delegates the Town of Arnprior Council the authority to set its remuneration
 - By-Law 7294-22, being a By-Law to set remuneration of Council, stipulates that a market review for Council compensation be conducted every four years during the third year of the Council's term of office, to take effect in the following term of Council.

Background

- For the past two terms of Council, in 2017 and in 2022, the Corporate Services Advisory Committee has established an Ad-Hoc Committee of Citizen Members, acting independently as the Council Remuneration Review Committee, to provide a market review of council remuneration and to make recommendations to take effect in the next term of Council.
- For 2025, an Ad-Hoc Committee of Citizen Members was formed based on applications.



Ad-Hoc Committee

- Conduct a market review
 - Salaries
 - Benefits
 - Per Diems
 - Expenses
- Bring for a Council Remuneration recommendations report to Council for the 2026-2030 term of Council by December 2025.

Council Salaries

- Council Resolution #122-17
 - General wages for Members of Council are adjusted annually in accordance with the annual Cost of Living Allowance (COLA) set out in the CUPE agreement (expires 2025)

	Mayor	Councillor
2025 (TBD)	\$51,851	\$20,741
2024	\$50,834	\$20,334
2023	\$49,837	\$19,935
2022 (Nov)	\$48,980	\$19,592
2021	\$37,246	\$18,882



Council Benefits

- Group Life Insurance
- Accidental Death & Dismemberment Insurance
- Extended Health & Dental Benefits
 - 80 / 20 split between employer / employee paid
 - Plan amendments in 2025 to add vision care and mental health practitioners
- Health Care Spending Account
 - Increased in 2025 from \$750 to \$1,000 per year
- Employee Assistance Program (EAP)

Council Expenses

- Monthly Expense Coverage:
 - \$50 – internet costs
 - \$35 – cellular telephone costs
 - \$30 – in town mileage costs
- Conferences, training, functions within Ontario (as per policy HR-TD-02)
 - Per diems for out of Town events
 - \$150 / full day, \$75 / half day
- Expense policy – mileage & meal allowances
- Provided Town laptop/tablet for conducting Town business during the term of Council

Considerations

- External Review - Comparison of Council remuneration in comparable municipalities and in the surrounding areas.
- New legislation - Strong Mayor Powers
- Council composition – Deputy Mayor
- COLA / Interest
- Training & Development

Staff Support: Here to take minutes, gather information, research, answer any questions and support the committee.

Questions?



• WHERE THE RIVERS MEET •

Council Remuneration Ad Hoc Committee

Recommendations for 2022-2026 Council Remuneration

Committee Members

Chris Couper, Chair

Darrel O'Shaughnessy, Member

Andy Tamas, Member

Background

- The Province through the Municipal Act delegates the Town of Arnprior Council the authority to set its Remuneration
- By-Law 6368-14, being a By-Law to set remuneration of Council, stipulates that a market review for Council compensation be conducted every four years during the third year of the Council's term of office, to take effect in the following term of Council

Background

- During the May 13 2021 CSAC meeting, the following resolution was passed, establishing the Ad Hoc Council Remuneration Committee:
 - Resolution Number CSC013-21
 - That the Corporate Services Advisory Committee establish an Ad Hoc Committee of Citizen Members, acting independently as the Council Remuneration Review Committee, to conduct a market review of council remuneration and to make recommendations to take effect for the 2022-2026 term of Council.
- An Ad Hoc Council Remuneration Committee was established in 2013 and again in 2018

Guiding Principles

- Our elected officials should:
 - be fairly, and fully, compensated for the work they do and for the expenses they incur while conducting Town of Arnprior business
 - receive compensation that is competitive in today's market
 - be supported in pursuing continuous development opportunities that benefit the Town

Factors considered in council compensation reviews

- AMCTO stated that municipalities reported the following as the top factors considered in their council compensation reviews:
 - Review of neighbouring municipalities compensation levels
 - Ensuring councillor pay is competitive
 - Determined by the fiscal capacity of the municipality

Concerns

- The Committee strongly felt that Arnprior's current growth rate, along with rapidly rising inflation rates, makes a remuneration recommendation based on population very difficult
 - A sense that the duties of elected officials, especially the Mayor, may grow considerably/become more complex as infrastructure/recreation/overall job demands increase with the population
 - Municipal leadership will play a strong role in positively impacting the growth of Arnprior
 - Strong feeling that Arnprior elected officials should not receive "middle of the pack" compensation, given our status as a challenging growing community
- The established practice of only looking at other neighbouring municipalities gives little opportunity for innovation: becomes a bit of a "feedback loop"
- The data provided in the AMCTO report was last updated in 2018, leaving some gaps. We did analyze local markets, but there is little insight available for Provincial data from 2018-present

Complications

- AMCTO Report on Municipal Compensation cited several issues
 - Rural Ontario Institute (2016) reported limited remuneration and high level of commitment required to serve on council are barriers to attracting younger/more diverse candidates
 - According to ROI, Ontario municipal councillors are on average older, more predominantly male, less racially diverse, more likely to be retired, with higher incomes and more education than the communities that they represent (Deska, 2016)
 - “While the primary motivation for most politicians who seek positions on council is to serve the community, it cannot be denied that the ability of a municipality to attract good candidates to serve on council is directly influenced by the fairness of compensation that they offer”

Full-Time Mayor Compensation Recommendation

Where the AMCTO report outlines some flaws in the nature of our current compensation structure and review process, making Mayor a position compensated on a full-time salary would respond to these concerns by:

- Providing realistic full-time compensation for a job that is already full-time in all but remuneration. This aligns to our guiding principle that elected officials should be fully compensated for the work that they do
- Opening the position to a wider demographic: attracting candidates that otherwise “can’t afford to be the Mayor”. Encourages diverse representation
- Offering full-time official municipal representation to pursue socio-economic development opportunities
- Positioning Arnprior as a municipal leader instead of a follower: the practice of simply reviewing neighbouring markets leaves little room for any innovation
- We acknowledge that only a low percentage of municipalities our size have a full-time head of council (2%); we similarly recognize that the precedent of a FT head of council has been set

Remuneration Review

- Market Review
 - Salaries
 - Expenses
 - Benefits
- Training and Development
 - Per Diems
 - Policies
 - Council Conferences, Training and Functions
 - Council Expense Policy

Salaries

Council Resolution #122-17

- General wages for Members of Council are adjusted annually in accordance with the annual Cost of Living Allowance (COLA) set out in the CUPE agreement (May 1, 2017 – April 30, 2021)

	Mayor	Councillor
2020	\$36,696	\$18,603
2019*	\$35,976	\$18,238
2018	\$32,509	\$16,978
2017	\$31,872	\$16,645
*Adjustment for 1/3 tax free allowance removal		

Salaries

A comparative analysis was conducted, reviewing remuneration paid by ten municipalities with populations comparable to Arnprior

Currently third. Arnprior aligns with Carleton Place in pop, meetings (when special meetings/committee assignments are taken into account)

Salary Recommendation:

Council: Align council salary with 2020 Carleton Place rate @ \$22,400 + 2021 COLA. COLA applies annually after

Name of Municipality	Petawawa	Carleton Place	Arnprior	Renfrew
Data Year	2021	2020	2021	2019
Population	17,187	11,901	8,795	8,223
Total Members on Council	7	7	7	7
No. of Regular meetings per year (Council / CoW)	24	40	21 Regular & 3 Special Budget Meetings	22
Avg. Committee assignments / Council Member		3 to 4	1 to 2 and Mayor Ex-Officio on All Committees	
SALARY				
Remuneration - Mayor	\$ 48,483.12	\$ 45,317.35	\$ 36,695.88	\$ 35,148.00
Remuneration - Deputy-Mayor or Reeve	\$ 30,684.30	\$ 28,236.06	n/a	\$ 18,312.00
Remuneration - Councillors	\$ 26,516.98	\$ 22,405.60	\$ 18,602.76	\$ 15,136.00
Other Notes				Committee Chair - \$300 / year, \$50 / meeting

REGION	POPULATION						
	Less than 4,999	5,000 – 9,999	10,000 – 24,999	25,000 – 49,999	50,000 – 99,999	100,000 – 249,000	More than 250,000
Head of Council Salary							
Province-wide	\$18,779	\$24,055	\$31,721	\$52,592	\$68,305	\$93,087	\$157,496
Eastern Ontario	\$34,962	\$43,054	\$34,429	\$45,396	\$54,964	-	-
Central Ontario	\$20,129	\$25,341	\$33,344	\$62,826	\$81,550	\$107,290	\$159,777
South-western Ontario	\$19,203	\$19,499	\$29,245	\$48,724	\$61,716	\$86,079	\$154,075
Northern Ontario	\$17,159	\$23,769	\$32,926	-	-	-	-

Mayor: Compensate Mayor on full-time basis at a rate of appx \$59,000-65,000.

2018 AMCTO Report Head of Council salaries

- Eastern Ontario
 - an low average salary of \$34,429 for population of 10K+
 - high salary of \$43,054 for a population of 5,000-9,999

Effectively doubling the PT salary range to meet a FT compensation model would mean a full time salary range of \$68,858 to \$86,108 (before 2018-2021) COLA. The committee's \$59,000-65,000 salary recommendation is considerably and consistently lower than this projected salary range.

Expense Policy

- We recommend maintaining the following expense coverages:
 - \$50/ month internet costs
 - \$35/ month cell phone costs
 - Mileage: Out of Town - As Per CRA, In-Town \$30 / month
 - Laptop: Provided by Town for term of Council
 - Current Drug & Health Care Benefits
 - \$750/year HCSA
 - Current Insurance coverage (life/AD&D etc)

Expense Policy

- We recommend making the following expense changes:
 - **Meal Allowance**
 - For actual meal expense(s) incurred, the meal allowance(s) shall be reimbursed **in accordance with the Canada Revenue Agency established rates.**
 - Current: \$75: B-\$15, L-\$25, D-\$35
 - **CRA: \$91: B-\$20, L-\$21, D-\$50**

Rationale: this change, recommended by staff, aligns with best practices that have been adopted by other municipalities and have been recommended by CRA

*Recommend changing bylaw to keep this rate aligned/paced with CRA rates if/when they change.

Expense Policy

- We recommend adopting the following policy:

- 5.3 Out of Town Expenses

- g) Per Diem

- » **Per diem** is a daily stipend that traveling Members of Council receive in addition to regular pay.
 - » A half-day event shall be defined as an event that is three and one-half hours in duration or less, exclusive of breaks
 - » A full-day event shall be defined as an event that extends in excess of three and one-half hours, exclusive of break



Expense Policy (Training and Development)

- **We recommend the following policy revision:**

The Town will budget and Members of Council shall be entitled to attend an equivalent of one (1) three (3) day Conference, Training or other Function per calendar year **with the Mayor being entitled to attend an equivalent of two (2) three (3) day Conference, Training and other Function per calendar year**

- **We recommend the following:**

Investigate a method which unused budgeted training entitlements can be placed in a reserve fund exclusively for the use of Council. The allocation of additional training/education must be voted upon/approved by a majority of Council

Training and Development

- We recommend adopting the following policy:

“Within 90 days after attending the conference, a report must be submitted to Council for knowledge sharing purposes.”

Additional Recommendations

Greater community outreach leading up to next election

- Outline the role of being on Council to the public at large: outreach campaign(s)
- Appoint youth ambassadors to committees from local secondary school students: encourage youth civic engagement on all committees
- Outline expense coverages including the ability to receive **family benefits**
- Have Committee Chairs proactively address Citizen Members on Town Advisory committees : this encourages involvement from an established pool of civic-minded leaders in the community

Ad Hoc Remuneration Committee Presentation (February 14, 2022):

Summary of Recommendations

- Align Councillor salaries with 2020 Carleton Place rate @ \$22,400 plus 2021 COLA and COLA applies annually after.
- Compensate Mayor on full-time basis at a rate of appx \$59,000-\$65,000.
- Maintaining the following expense coverages:
 - \$50 / month internet costs
 - \$35 / month cell phone costs
 - Mileage: In-Town \$30 / month
 - Mileage: Out of Town – As per CRA rates
 - Laptop: Provided by Town for term of Council
 - Current Drug & Health Care Benefits
 - \$750 / year HCSA
 - Current Insurance coverage (life/AD&D etc.)
- For meal expenses incurred, the meal allowance(s) shall be reimbursed in accordance with the Canada Revenue Agency established rates:
 - CRA: \$91 full-day: Breakfast \$20, Lunch \$21, Dinner \$50
 - Current Rates: \$75 full-day: Breakfast \$15, Lunch \$25, Dinner \$35
- Maintain the current out of town per diem:
 - Out of Town Expenses
 - Per diem is a daily stipend that traveling members of Council receive in addition to regular pay.
 - A half-day event shall be defined as an event that is three and one-half hours in duration or less, exclusive of breaks.
 - A full-day event shall be defined as an event that extends in excess of three and one-half hours in duration, exclusive of breaks.
- Amend the Council Conferences, Training & Functions Policy as follows:
 - The Town will budget and Members of Council shall be entitled to attend an equivalent of one (1) three (3) day Conference, Training or other Function per calendar year with the Mayor being entitled to attend an equivalent of two (2) three (3) day Conference, Training and other Function per calendar year.
- Investigate a method which unused budgeted training entitlements can be placed in a reserve fund exclusively for the use of Council. The allocation of additional training / education must be voted upon / approved by a majority of Council.

- Implement a policy that “within 90 days after attending the conference, a report must be submitted to Council for knowledge sharing purposes”.
- Greater community outreach leading up to next election:
 - Outline the role of being on Council to the public at large: outreach campaign(s).
 - Appoint youth ambassadors to committees from local secondary school students: encourage youth civic engagement on all committees.
 - Outline expense coverages including the ability to receive family benefits.
 - Have Committee Chairs proactively address Citizen Members on Town Advisory committees: this encourages involvement from an established pool of civic-minded leaders in the community.

The Corporation of the Town of Arnprior

By-law Number 7294-22

A by-law to repeal By-Law 6368-14 and set the remuneration of Council for the 2022-2026 term.

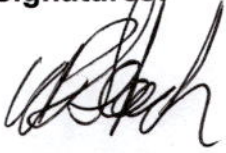
Whereas Section 283 of the Municipal Act, 5.0. 2001, c.25, as amended, provides that Municipalities may pay remuneration and expenses of Council members;

Therefore, the Council of the Town of Arnprior enacts as follows:

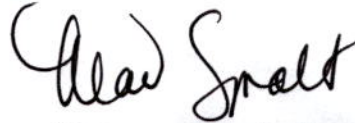
1. **That** the salary for the position of the Mayor for the first year of the term of Council following the October 24, 2022 election be set at \$48,980; and
2. **That** the salary for the positions of the County Councillor and Councillor for the first year of the term of Council following the October 24, 2022 election be set at \$19,592; and
3. **That** the salaries for the Mayor, County Councillor and Councillors be adjusted annually using the same Cost of Living Adjustment (COLA) set out in the Collective Bargaining Agreement at that time; and
4. **That** the Mayor, County Councillor and Councillors be provided with monthly allowances of \$50 for internet costs, \$35 cellular telephone costs and \$30 for in-town mileage costs, subject to provision of receipts; and
5. **That** the Mayor, County Councillor and Councillors be compensated a per diem, \$150 for a full day and \$75 for a half day, to attend an approved out-of-town event; and
6. **That** the Mayor, County Councillor and Councillors be eligible to participate in the extended health and dental group policy plan specific for Town Council; and
7. **That** the Mayor, County Councillor and Councillors be provided a Town purchased laptop for conducting Town business during the term of Council which must be returned to the Town at the end of the term or upon vacating the seat on Council; and
8. **That** a market review for Council compensation be conducted every four years during the third year of the Council's term of office, to take effect in the following term of Council.
9. **That** By-Law 6368-14 is hereby repealed.
10. **That** this By-law shall come into force and effect on the day of its passing.

Enacted and passed this 25th day of April, 2022.

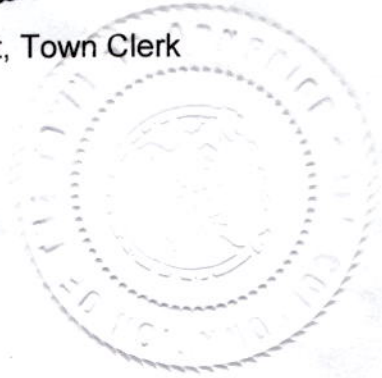
Signatures:


A handwritten signature in black ink, appearing to read 'Walter Stack', written in a cursive style.

Walter Stack, Mayor

A handwritten signature in black ink, appearing to read 'Maureen Spratt', written in a cursive style.

Maureen Spratt, Town Clerk



	THE CORPORATION OF THE TOWN OF ARNPRIOR CORPORATE POLICIES AND PROCEDURES MANUAL	
	Section: Pay and Performance	Policy # HR-PP-5.0
Policy Name: Council Expense Policy		
Effective Date: August 24th, 2015 By-law No: 66496-15	Revised Date: By-law No:	Coverage: Members of Council

1.0 POLICY STATEMENT

The Corporation of the Town of Arnprior (hereinafter “Town”) recognizes that Members of Council will incur out of pocket expenses when conducting business and/or while acting in their official capacity for the Town. The Town promotes fiscal responsibility and will provide reimbursement for reasonable expenses in the most economical way possible subject to this and related policies.

2.0 PURPOSE

The purpose of this policy is to establish procedures for reimbursing expenses incurred by Members of Council in accordance with the *Council Remuneration* (By-law 6368-14), the *Council, Conferences, Training, and Functions Policy* (By-law 6398-14), and this policy as amended.

3.0 SCOPE

This policy applies to Members of Council of the Town of Arnprior. This policy shall be read in conjunction with the *Council Code of Conduct* (By-law 6222-13), the *Council Remuneration* (By-law 6368-14), and the *Council, Conferences, Training, and Functions Policy* (By-law 6398-14), as amended.

4.0 RESPONSIBILITY

4.1 Director of Corporate Services/Treasurer or Manager of Financial Services

Director of Corporate Services/Treasurer or Manager of Financial Services shall be responsible to:

- Provide guidance and support for: 1) addressing clarification of this policy and procedure, 2) promoting consistent application;
- Review this policy at a minimum of every five (5) years, or as often as necessary to evaluate its effectiveness.

4.2 Chief Administrative Officer (‘CAO’)

The CAO or designate is responsible to:

- Resolve conflict or ambiguity regarding the interpretation of any provisions of this policy.

5.0 PROCEDURE

5.1 General Provisions

- Members of Council shall submit expense reimbursement requests to the Finance Branch using the *Council Expense Claim & Remuneration Form* (Appendix 'A') and/or the *Advance Request Form* (Appendix 'B').
- Prior to processing, the Finance Branch shall review the *Council Expense Claim & Remuneration Form* for compliance with applicable policy including the *Council Remuneration* (By-law 6368-14), and the *Council, Conferences, Training, and Functions Policy* (By-law 6398-14), as amended.
- The Finance Branch will advise the CAO of any error or item in non-compliance. The CAO will advise the Member of Council of the correction needed to bring the expense claim or remuneration request into compliance for processing.
- All expenses must be supported by receipts, invoices and/or related documents. Supporting documents such as receipts and invoices shall include the vendors' name and itemized cost details. (i.e. Credit Card receipts with total expense only will not be accepted.)
- When more than one traveller is attending the same event, unless otherwise approved, all attendees shall:
 - Coordinate travel arrangements;
 - Take advantage of group rates;
 - Individually submit requests for expense claim reimbursement.
- Members of Council who wish to combine a Town business trip with personal travel may do so provided that they assume all additional expenses not related to Town business.
- All expense claims shall be submitted to the Finance Branch for processing by January 15th of the following calendar year. (i.e. All 2015 claims will be submitted by January 15th, 2016)

5.2 Council Expense Claims

Expenses shall be reimbursed to Members of Council while travelling and/or acting in their official capacity for the Town in accordance with the *Council Remuneration* (By-law 6368-14), the *Council, Conferences, Training, and Functions Policy* (By-law 6398-14), and this policy as amended.

5.3 Out of Town Expenses

Expenses shall be reimbursed to Members of Council where official Town business requires them to travel outside the boundaries of the Town as follows:

a) Transportation

- i. In determining the method of travel, consideration is given to the cost to the Municipality of time lost, and the most economical method available.
- ii. Vehicle rental will only be reimbursed at actual cost. Promotional cost savings, government or business rates should be requested. The vehicle size should be the most economical considering distance and number of passengers. **The rental contract must be registered under the name “*The Corporation of the Town of Arnprior – Driver’s Name*” to be eligible for coverage under the Town’s insurance policy.** Additional insurance is not typically required and will not be reimbursed unless pre-approved by the Manager of Financial Services. If in doubt Members of Council shall verify insurance requirement with the Manager of Financial Services. Fuel will be reimbursed with supporting receipts.
- iii. If the travel and/or Town business requires a Member of Council to travel by air or rail, the Town will reimburse at the economy rate, and/or the most economical rate whichever is less.
- iv. Reasonable expenses incurred for taxis, buses and/or equivalent ground transportation will be reimbursed with supporting receipts.

b) Personal Vehicle & Mileage Allowance

- i. Mileage for use of a personal vehicle while conducting Town business shall only be reimbursed:
 - when a more economical method of travel is not available (i.e. when a vehicle rental is not available); and
 - at the allowance rate per kilometer (KM) travelled in accordance with the resolution passed by Council.

c) Parking

- i. Members of Council will be reimbursed the actual cost of parking their vehicle while engaged in official Town business.

d) Accommodation

- i. Accommodation may be authorized within reason in accordance with *Council, Conferences, Training, and Functions Policy* (By-law 6398-14).
- ii. In general, if the travel time and the duration of the official Town business event or activity can be reasonably accomplished in a single day then accommodation should generally not be approved.
- iii. Accommodation should be selected on the basis of practical location and

reasonable cost. Promotional cost savings, government or business rates should be requested.

e) Meal Allowance

- i. For actual meal expense(s) incurred, the meal allowance(s) shall be reimbursed in accordance with the respective By-law passed by Council from time to time.
- ii. Members of Council are not entitled to a meal allowance where the meal is supplied by a third party for free, and/or already included in fees for accomodation, transportation (such as airline or train), training/seminar/conference events, etc.

f) Unallowable Expenses

The following are unallowable for reimbursement:

- i. Any costs related to accompanying travel companions (i.e. spouse);
- ii. Alcohol; and
- iii. Unrelated expenses.

5.4 Advances

- i. The Finance Branch is authorized to issue accountable advances provided that a request is received at least ten (10) business days prior to the date required on an approved *Council Advance Request Form* (Appendix 'B').
- ii. As a general rule the amount of advance requested should be less than the amount of estimated expense so that the Town is in a positive reimbursement position to the Member of Council once the expense is reconciled.
- iii. When a *Council Advance Request Form* has been processed, the Member of Council shall submit and reconcile the appropriate *Council Expense Claim & Remuneration Form* within fifteen (15) business days of the official Town business event or related activity taking place.
- iv. In the event that a Member of Council owes back a portion of the advance provided from the Town, the Member of Council shall pay back the balance owing within the twenty (20) business days of the *Council Expense Claim & Remuneration Form* being submitted.

6.0 ATTACHMENTS

Appendix A – Council Expense Claim & Remuneration Form

Appendix B – Council Advance Request Form

Appendix 'A' to the Council Expense Policy Council Expense Claim & Remuneration Form

* Supporting invoices, documents, and pre-approval authorization for each expense claims are required.

Member of Council Name:						
Purpose of Expense Claim or Remuneration Request:						
Transportation by Car (Mileage)	# of KMs	Allowance	Cost	HST	Total	Account Code:
		@ 60.5¢/KM UP TO 5000KM				
		@ 60.5¢/KM AFTER 5000KM				
Description of Cost (i.e. Accommodation, Parking, etc.)						
Monthly Allowance(s)	Allowance		Quantity (# of months)			
	Internet (\$50.00)					
	Cellular (\$35.00)					
	In-Town Mileage (\$30.00)					
Meal(s) Full day	Allowance		Quantity (# of days)			
	\$111.80					
Meal(s) Part day	Time of Day	Allowance	Quantity (# of days)			
	Breakfast	\$27.95				
	Lunch	\$27.00				
	Dinner	\$56.85				
Total Expense Claim:						
Out-of-Town Event Per Diem(s)* <i>*Note: 1) Out-of-Town Event Per Diems are processed and paid through payroll. 2) A half-day event shall be defined as an event that is three and one-half hours in duration or less, exclusive of breaks. 3) A full-day event shall be defined as an event that extends in excess of three and one-half hours, exclusive of breaks.</i>				Allowance	Quantity (# of days)	Total
				Full Day (\$150.00)		
				Half Day (\$75.00)		
Total Remuneration:						
Date:	Cheque no.	Amount of Advance Provided:				
Date:	Cheque no.	Amount Member of Council is to be Reimbursed:				
Date:	Amount Member of Council Owes Town:					
I hereby certify that the above expenses were incurred solely for the purposes of my position with the Corporation of the Town of Arnprior, and in accordance with Town policy and procedures.						
Member of Council's Signature:				Date:		
Finance Verification: • Verified for compliance with policy by Finance? <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____ Initial: _____ <i>*If no, please forward to the CAO for review.</i>						

The Corporation of the
Town of Arnprior

By-Law Number 6398-14

Being a by-law to authorize the adoption of a Council Conferences, Training and Functions Policy, #HR-TD-02.

Whereas Section 8 of the *Municipal Act, S.O. 2001*, states that the powers of the municipality under the Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues.

And Whereas Section 9 of the *Municipal Act, S.O. 2001* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act, 2001* or any other Act;

And Whereas Section 11 (2) 2 of the *Municipal Act, S.O. 2001* states that a lower-tier municipality may pass by-laws, respecting accountability and transparency of the municipality and its operations;

And Whereas the Council of the Corporation of the Town of Arnprior deems it desirable to establish a Council Conferences, Training and Functions Policy for Council Members of the Corporation;


Now Therefore Be It Resolved That the Council of the Corporation of the Town of Arnprior hereby enacts as follows:

1. That the Council Conferences, Training and Functions Policy, #HR-TD-02, attached hereto as Schedule A is hereby adopted and will be filed accordingly by the Clerk in the Town's Policy Manual, authorized by By-law Number 4490-96, as amended.
2. That Schedule A attached hereto be included in the Town of Arnprior Policies and Procedures Manual.
3. That any by-laws, resolutions or policies or parts of by-laws, resolutions or policies inconsistent with this by-law to adopt a Council Conferences, Training and Functions Policy are hereby repealed.
4. That this policy come into full force and effect on the date of passage.

Enacted and Passed in Open Council this 10th day of November, 2014

Mayor David Reid

Maureen Spratt, Clerk

	THE CORPORATION OF THE TOWN OF ARNPRIOR CORPORATE POLICIES AND PROCEDURES MANUAL	
	Section: Training and Development	Policy # HR-TD-02
Policy Name: Council Conferences, Training & Functions		
Effective Date: November 10, 2014 By-law No: 6398-14	Revised Date: By-law No:	Coverage: Council

1.0 POLICY STATEMENT

The Corporation of the Town of Arnprior (hereinafter “Town”) recognizes the need for its Council members to develop knowledge and remain current on issues that can contribute to the sound governance of the Town. The furtherance of educational opportunities and the development of integral contacts is an important role for members of Town Council to foster during their term of office.

2.0 PURPOSE

To establish a policy framework for members of Council attendance at national, provincial, regional and local conferences, training and other approved functions.

3.0 SCOPE

This procedure applies to the Mayor and Members of Council.

4.0 GENERAL

This policy is subject to and is read in accordance with Section 5 of By-law 6368-14, as amended, with respect to compensation for attendance at approved out-of-town events. All requests that are not approved as part of this policy shall only be permitted by passage of Council Resolution.

5.0 CONFERENCES, TRAINING & FUNCTIONS

The Town will budget and Members of Council shall be entitled to attend an equivalent of one (1) three (3) day Conference, Training or other Function per calendar year. Registration, accommodation and travel arrangements for the Members of Council will be made at the best rate available where possible and appropriate. The following is a list of approved Conferences, Training or other Functions:

5.1 Approved Conferences, Training and Functions within the Province of Ontario offered or hosted by:

- a) Association of Municipalities Ontario (AMO)
- b) Association of Municipal Managers, Clerks & Treasurers of Ontario (AMCTO)
- c) Ontario Good Roads Association (OGRA) / Rural Ontario Municipal Association (ROMA)
- d) Federation of Canadian Municipalities (FCM)
- e) Ontario East Municipal Conference
- f) Ontario Small Urban Municipalities Conference
- g) Relevant Council Training provided by Municipal Experts or Consultants
- h) County of Renfrew
- i) Other Ontario Municipalities
- j) Province of Ontario
- k) Government of Canada

5.2 Approved Functions or Activities when appointed by Council

- a) Membership on non-Town of Arnprior committees. NOTE: There shall be no compensation for local advisory or other committees established by Council.
- b) Guest speaker

5.3 Resolution of Council approval required:

- a) Any event held out of province or out of country
- b) Any event or activity not otherwise approved herein.

5.4 Knowledge Sharing:

- a) That within 90 days after attending a conference, training or function, a report shall be submitted to Council for knowledge sharing purposes.

Council Remuneration Survey - 2021

Name of Municipality	Petawawa (2021 data)	Carleton Place (2020 data)	Arnprior (2021 data)	Renfrew (2019 data)	Smiths Falls (2020 data)	Mississippi Mills (2019 data)	Laurentian Valley (2020 data)	Perth (2019 data)	Gananoque (2021 data)	McNab/Braeside (2020 data)
Population	17,187	11,901	8,795	8,223	8,780	13,163	9,387	5,930	5,159	7,178
Total Members on Council	7	7	7	7	7	7	7	7	7	5
No. of Regular meetings per year (Council / CoW)	24	40	21 Regular & 3 Special Budget Meetings	22	48	48	12	24	24	24
Avg. Committee assignments / Council Member		3 to 4	1 to 2 and Mayor Ex-Officio on All Committees		3 to 4	3 to 4		3 to 4	3	
SALARY										
Remuneration - Mayor	\$ 48,483.12	\$ 45,317.35	\$ 36,695.88	\$ 35,148.00	\$ 35,040.00	\$ 34,140.00	\$ 31,045.80	\$ 28,661.84	\$ 25,831.49	\$ 20,415.90
Remuneration - Deputy-Mayor or Reeve	\$ 30,684.30	\$ 28,236.06	n/a	\$ 18,312.00	n/a	\$ 20,678.00	n/a	\$ 18,680.00	\$ 15,841.71	\$ 17,616.90
Remuneration - Councillors	\$ 26,516.98	\$ 22,405.60	\$ 18,602.76	\$ 15,136.00	\$ 17,640.00	\$ 17,435.00	\$ 23,124.88	\$ 15,527.75	\$ 13,720.16	\$ 15,316.41
Other Notes				Chair of Committee paid - \$300/ year and \$50/ per meeting						Mayor Planning fees - \$5,779.91; Deputy Mayor Planning fees - \$6,685.15; Councillor Planning fees - \$5,577.02
EXPENSES										
Mayor - Discretionary Expense Limit	\$ 5,000.00	\$ 4,520.00	n/a			\$ 2,100.00	\$ 700.00	n/a	n/a	
Deputy Mayor - Discretionary Expense Limit	\$ 1,550.00	\$ 2,200.00	n/a			\$ 2,100.00	n/a	n/a	n/a	
Council Members - Discretionary Expense Limit	\$ 1,550.00	\$ 1,200.00	n/a			\$ 1,260.00	\$ 500.00	n/a	n/a	
Expense Detail										
Conference Expenses	Yes	Yes	Yes	\$18,000/ year for all of Council	Yes	Yes	\$4,674.97/ year each member	Yes - 2 per year	Yes	
Per Diems (Training)	\$180/ full day per diem; \$90/ half day per diem; \$70/day	\$150 / day & \$75/half day	\$150 / day & \$75/ half day			\$3,000/year per member	\$213.02/ day & \$106.52/ half day	\$150/ day & \$75 / half day = max of \$900/year	None	
Cell Phone Expense			\$35/month		Yes	Yes - Mayor and Deputy Mayor Town cell phone		Yes	No (only Mayor provided with cell phone)	
Mileage	Out of Town - CRA Rate & Mayor Vehicle Allowance \$200/month	Out of Town - CRA Rate	Out of Town - As Per CRA, In-Town \$30 / month	Yes - Out of Town Mileage Rate				Out of Town -CRA Rate	Out of Town - CRA Rate	
Computer expenses		No	Provided laptop					Town issued computer, printer, toner and paper	No	
Internet			\$50/month					No	No	
BENEFITS										
Drug & Heath Care Benefits	No	Yes	Yes	Yes		No	No	No	No	Yes if Council Members wish to sign up
Vision Care / Other Benefits	No	Yes	HCSA \$750 /year			No	No	\$400 - Every 2 years	No	
Insurance (Life, AD&D, etc)		\$ 10K Life/ AD&D	Yes	Yes						

AMCTO REPORT

MUNICIPAL COUNCIL COMPENSATION IN ONTARIO

MARCH 2018



About AMCTO:

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

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

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

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Web: www.amcto.com | @amcto_policy

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1 EXECUTIVE SUMMARY

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

Key findings from the survey, include:

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

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

- In addition to salaries, honorariums, and stipends, municipalities also provide a range of other benefits to their councils.

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

2 BACKGROUND

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

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

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

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

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

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

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

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

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

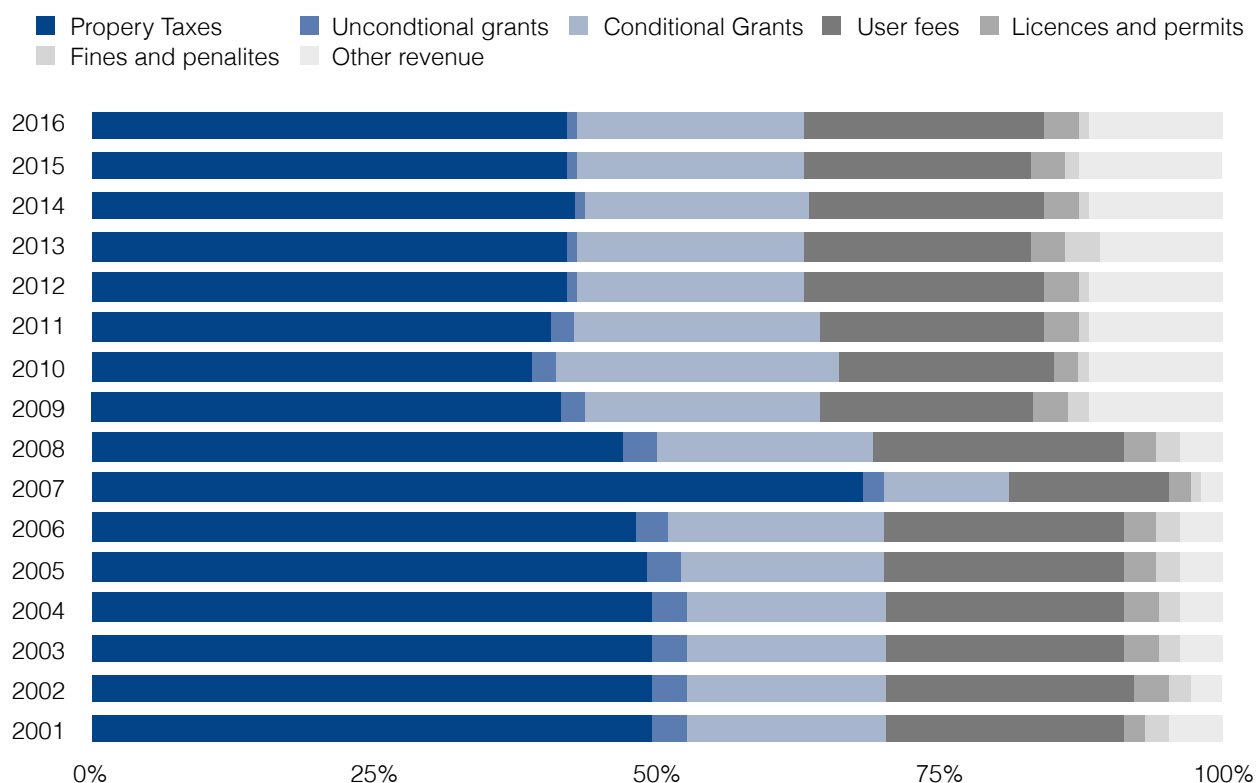
ROI's councillor profile noted that across the province serving representatives and prospective candidates said that balancing personal responsibilities and professional commitments is a challenge. In some cases potential candidates choose not to run for local office because the sacrifices are simply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

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

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

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

Chart 1: Sources of Municipal Revenue, 2001 - 2016



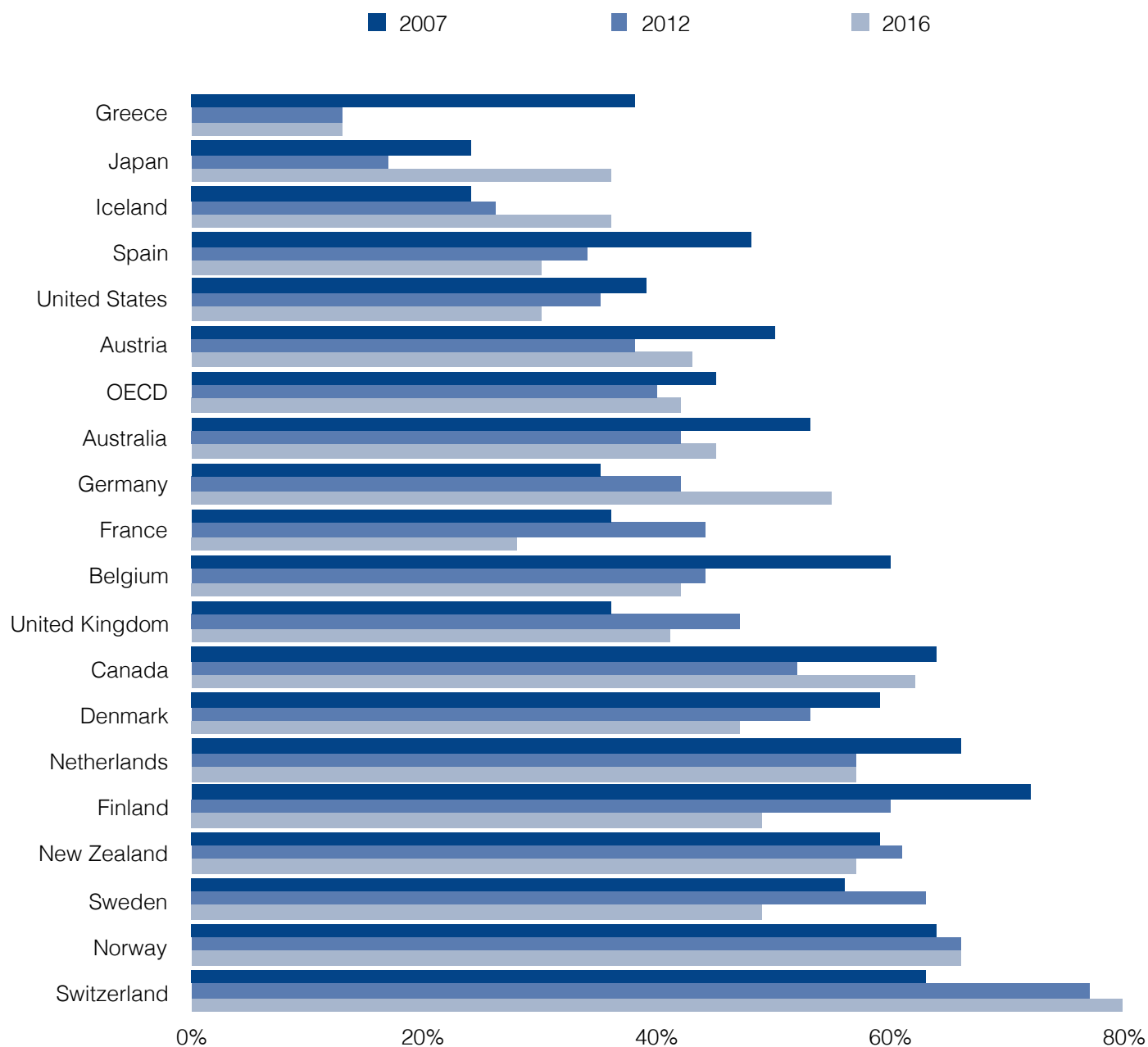
Source: Ministry of Municipal Affairs, Financial Information Returns

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

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

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

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



Source: OECD

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

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

3 METHODOLOGY

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

Table 1.
Survey Respondents vs. Ontario Municipalities

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

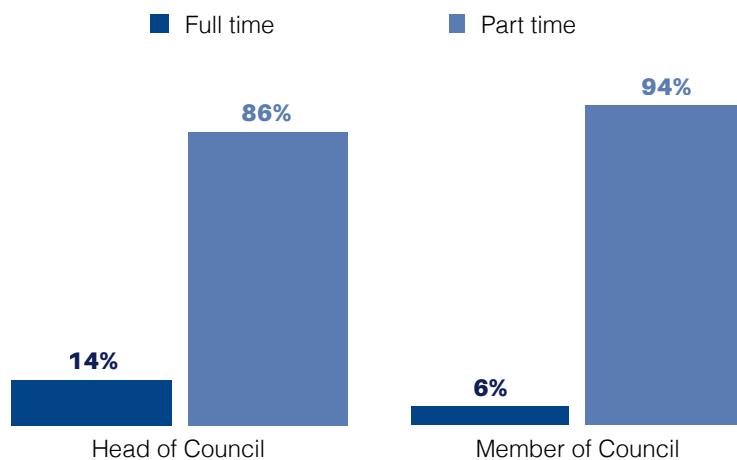
The data presented in this report is not weighted and reflects the responses of all municipalities who participated in the survey. The majority of respondents (60%) were municipalities with a population of less than 10,000. Just over 25% of respondents were municipalities with a population between 10,000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

4 FINDINGS

Full-time versus Part-time Councils

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

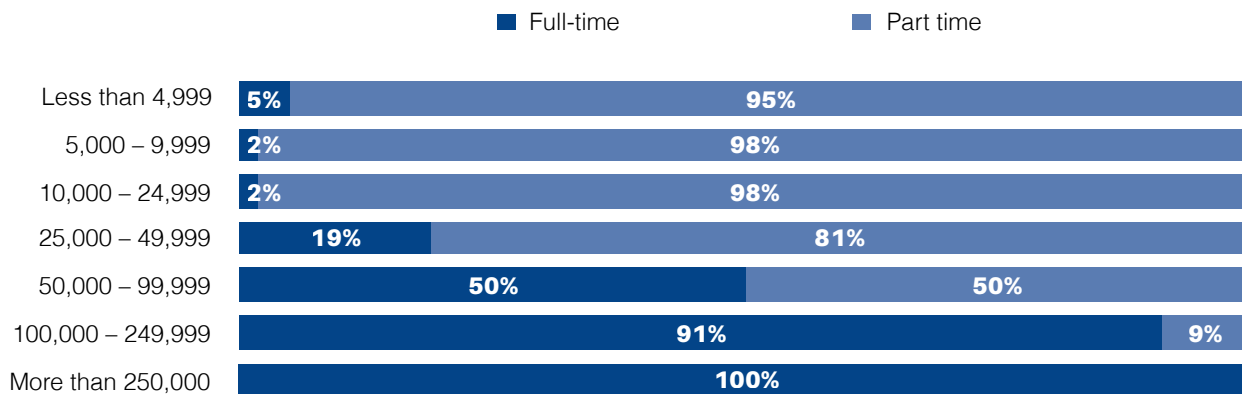
Chart 3.
Full-time vs. Part-time Councils



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

Chart 4.

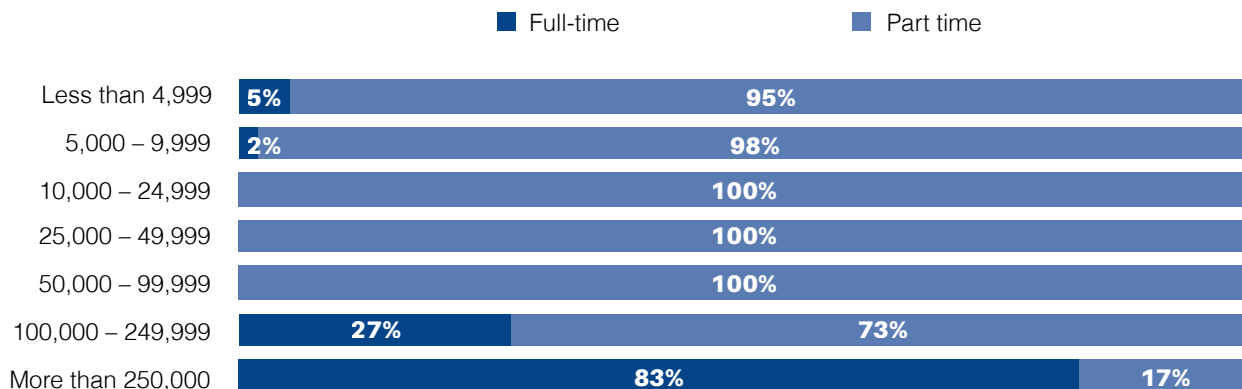
Full-time vs. Part-time *Heads of Council*, by population



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

Chart 5.

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

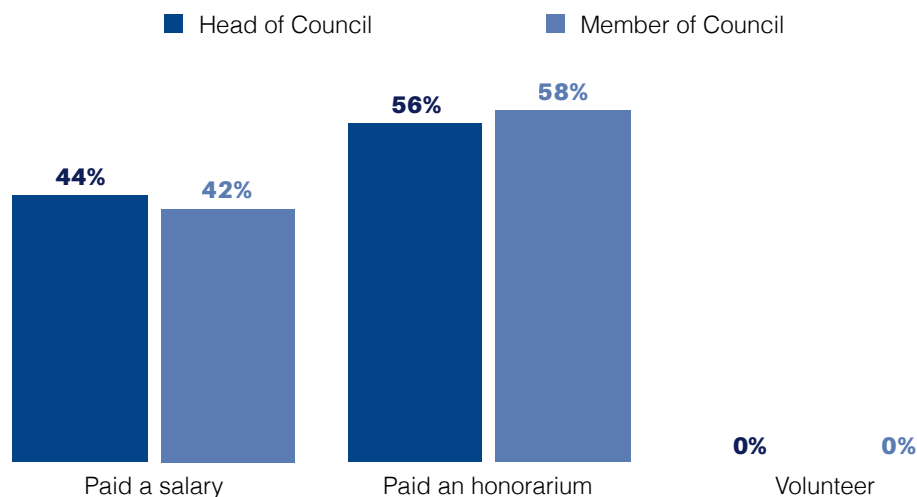


Paid versus Volunteer Councils

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

Chart 6.

Paid vs. Volunteer Council



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

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

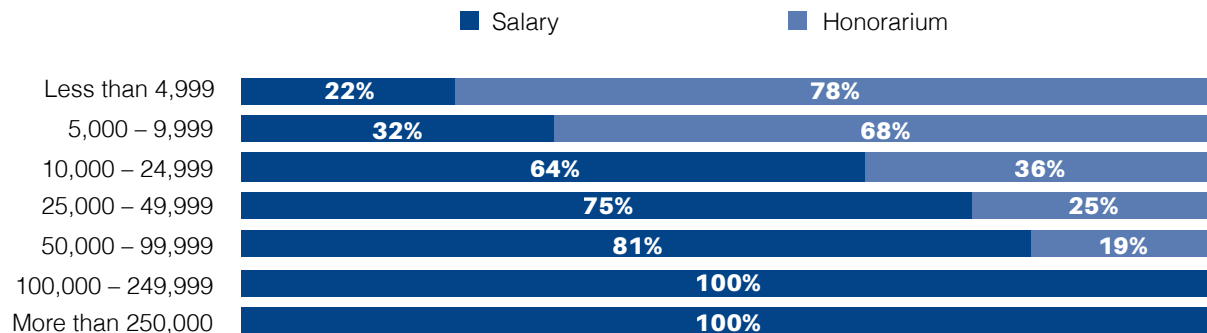
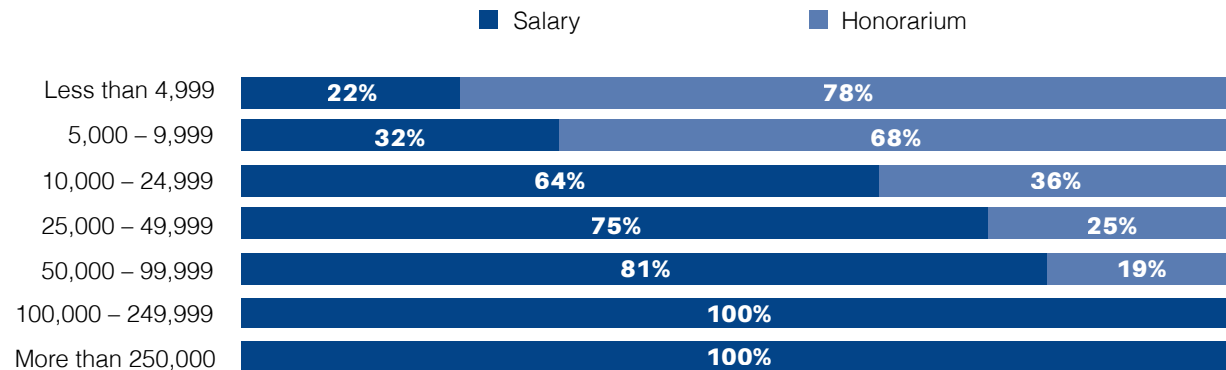


Chart 8.
Salary vs. Stipend, Members of Council, by population



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

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

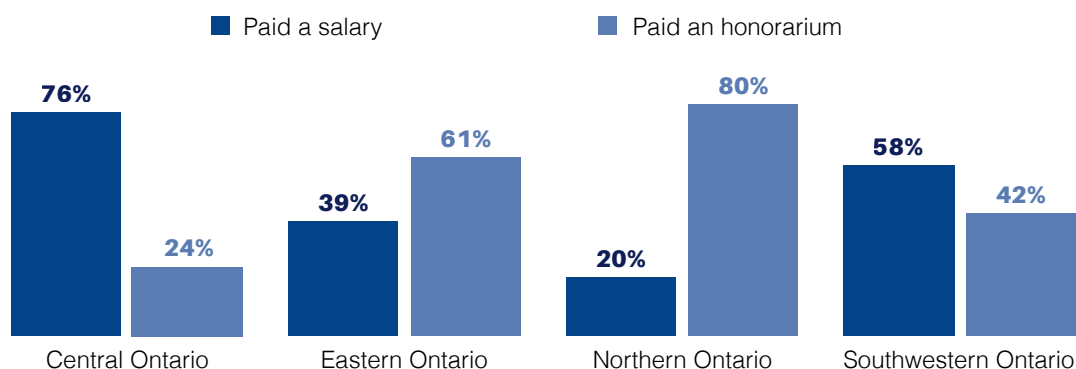
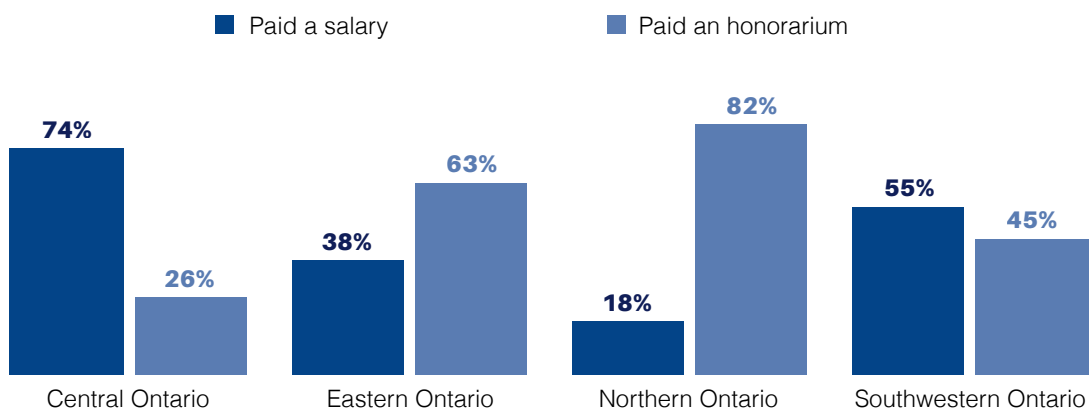


Chart 10.
Salary vs. Stipend, *Members of Council*, by region



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

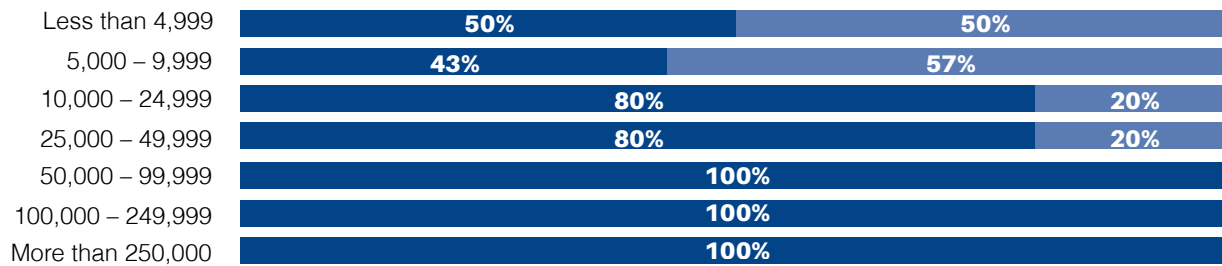
Chart 11.

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

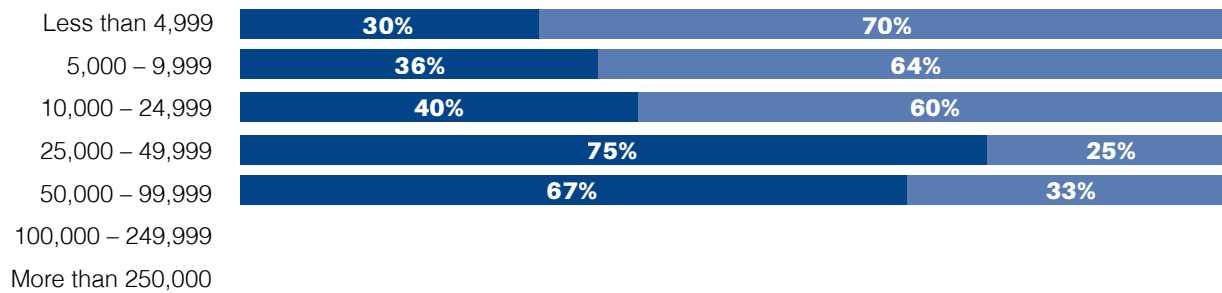
■ Salary

■ Honorarium

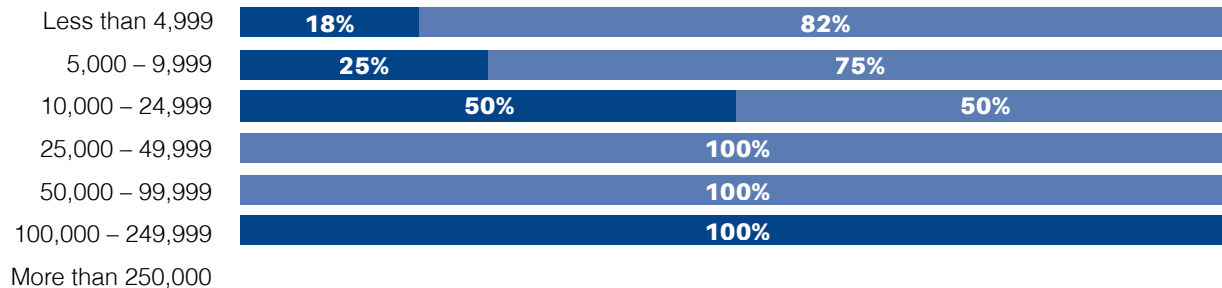
Central Ontario



Eastern Ontario



Northern Ontario



Southwestern Ontario

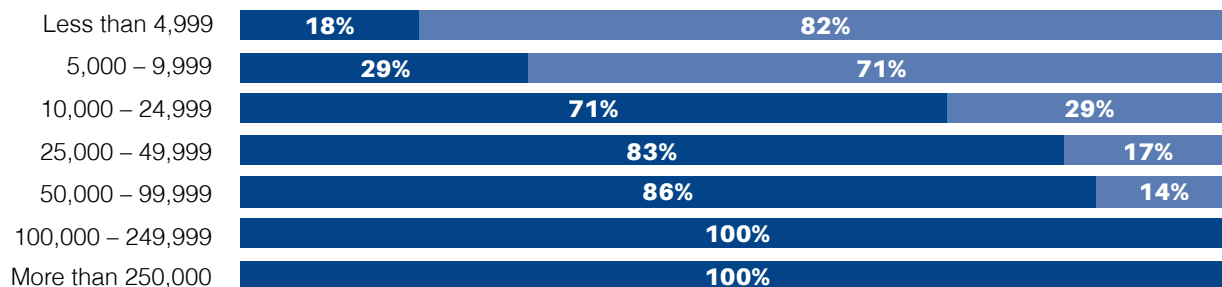
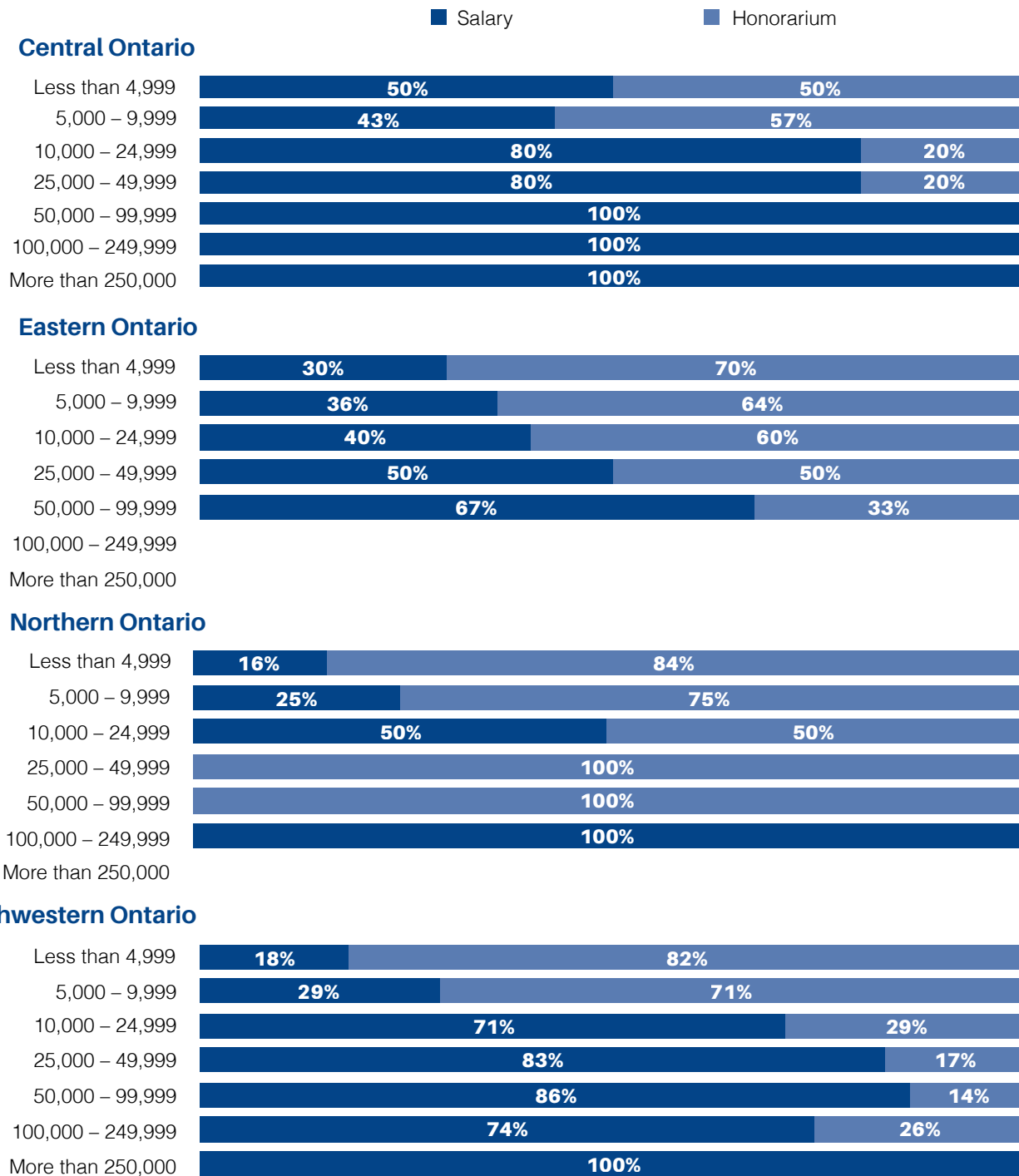


Chart 12.

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



Levels of Pay

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

Chart 13.
Average Head of Council Compensation

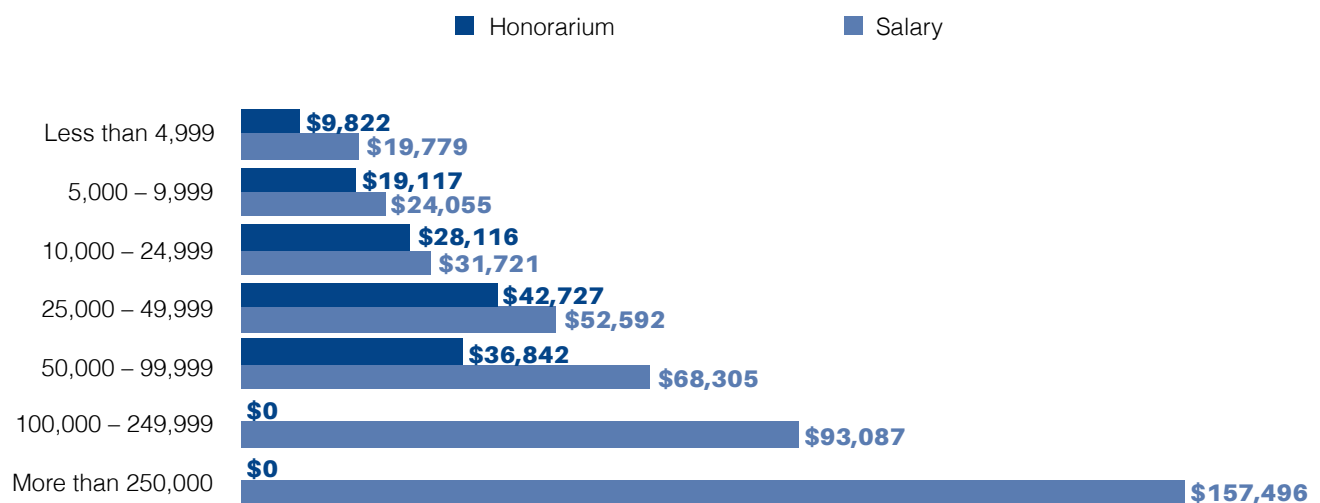


Chart 14.
Average Member of Council Compensation

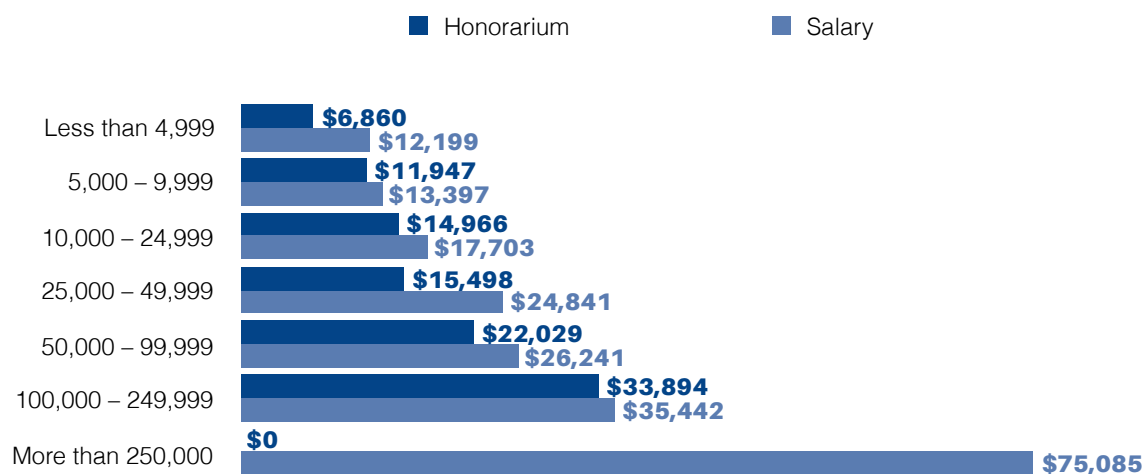


Table 2.**Average Head and Member of Council Honorarium or Salary by Population Size, Region**

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

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

Chart 15.

Council Compensation—Honorariums/Stipends (per year)

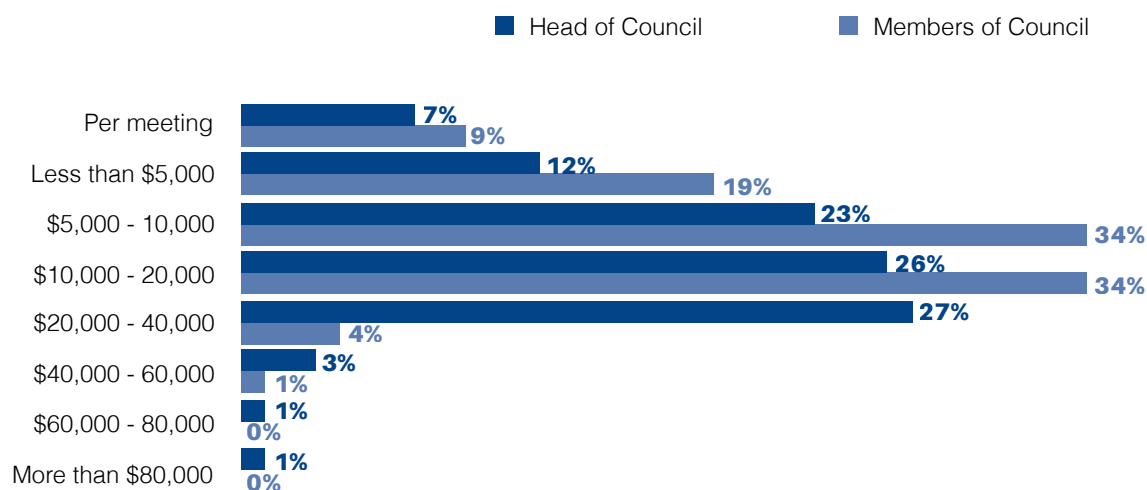
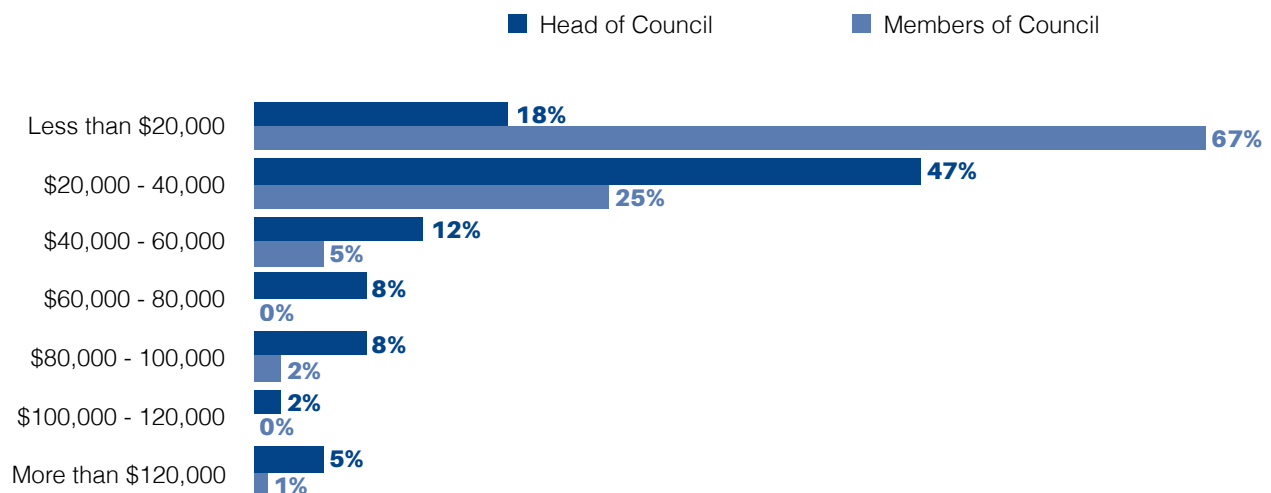


Chart 16.

Council Compensation—Salaries(per year)



Population Differences

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

Table 3.
Council Honorariums, by population size

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

Table 4.
Council Salaries, by population size

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

Regional Differences

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

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

Table 5.
Council Honorariums, by region

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

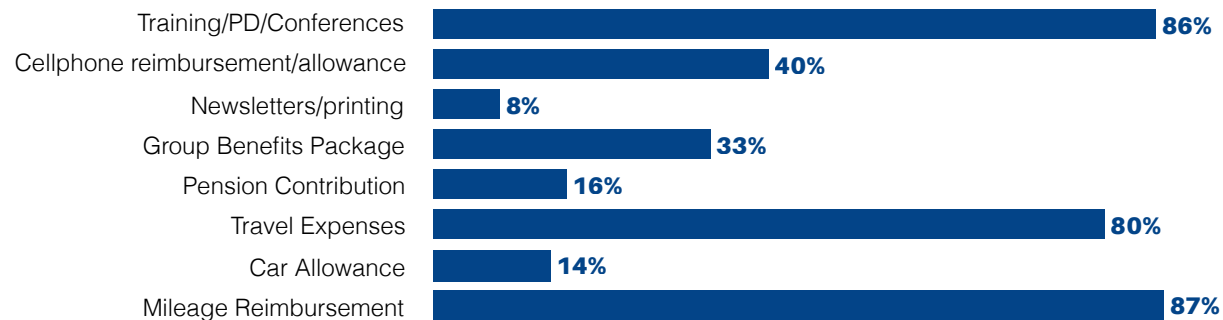
Table 6.
Council Salaries, by region

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

Other Benefits

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

Chart 17.
Council Compensation—Salaries(per year)



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

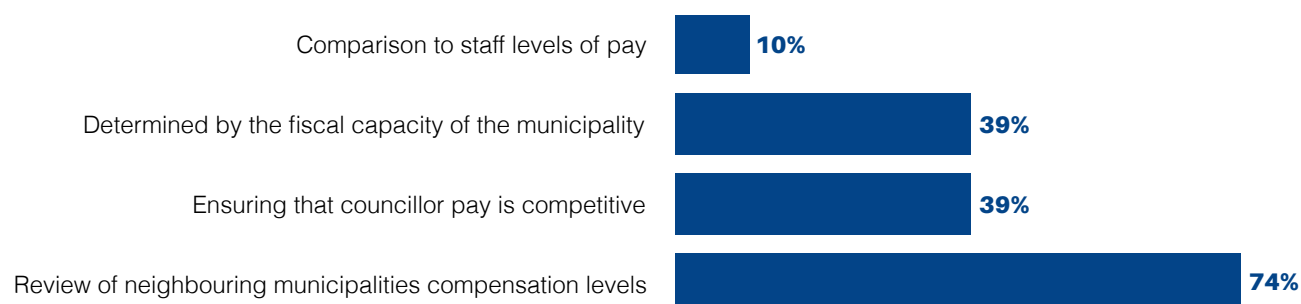
Table 7.
Non-salary benefits provided by municipalities, by population size

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

Reviewing Compensation

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

Chart 18.
Factors considered in council compensation reviews



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

Table 8.**Factors considered in council compensation reviews, by population size**

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

5 CONCLUSION

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

6 APPENDICES

Appendix A. Full survey results

What is the population of your municipality?	
Fewer than 10,000	60%
10,000 – 50,000	27%
50,000 – 100,000	6%
100,000 – 250,000	4%
More than 250,000	2%

What type is your municipality?	
Upper Tier	6%
Lower Tier	58%
Single Tier	35%

Where is your municipality located?	
Central Ontario	16%
Eastern Ontario	22%
Northern Ontario	32%
Southwestern Ontario	30%

How many members of council does your municipality have (including heads of council)?	
5 Members	42.80%
6 Members	1.17%
7 Members	30.74%
8 Members	3.50%
9 Members	9.73%
10 Members	1.95%
11 Members	2.72%
12 Members	1.17%
13 Members	2.33%
16 Members	0.78%
17 Members	0.78%
18 Members	0.39%
21 Members	0.39%
23 Members	0.39%
25 Members	0.39%
31 Members	0.39%
45 Members	0.39%

Is the head of council in your municipality full-time or part-time?	
Full time	14%
Part time	86%

Are the members of council in your municipality full-time or part-time?	
Full time	6%
Part time	94%

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix B.

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

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

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