



**City of Windsor
Elected Officials Compensation Review
Final Report
April 8, 2022**

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Executive Summary

Remuneration for elected members of a Municipal Council is a complex issue with many divergent opinions, approaches, nuanced data and results. Many citizens hold the view that individuals stand for elected office out of a sense of civic duty and purpose and compensation bears little relevance to their decision to run for office. Anecdotal data from incumbents suggests that the role is much larger than in previous terms or what was anticipated, and while pay is not a primary consideration, there is a limit to what can be deemed public service. Regardless one's stance, the role is a necessary piece of our governance model in Ontario. Remuneration for work should be reasonable, fair, and respectful of public taxpayers as the 'employer'.

The role of Councillor has changed dramatically over the years, now requiring extensive commitment of time to prepare for and participate in meetings, committees and ad hoc working groups, as well as deal directly with constituents on a wide variety of issues. Councillors are dealing with bricks and mortar issues, housing, development, roads, parks and recreation, etc. as well as social and economic issues impacting their communities, including homelessness, economic development, health and safety including most recently the COVID-19 pandemic, and more. The issues are complex and interconnected, involving qualitative and quantitative consideration. Councillors are expected to give each issue due diligence by reviewing, researching, and understanding to make informed decisions that can have short or long term impacts on people, businesses, and the environment.

Access to municipal Councillors has also changed with technology, facilitating the ability to be available 24/7. Constituencies have changed, from impartial interest to highly engaged and informed people, who expect transparency, accountability, availability, more services, and lower costs.

Establishing a level of compensation for these roles is very different than that used for employees of the municipality. Municipalities do not compete against one another for specific talent in the traditional sense, nor do candidates 'apply' for the job on the basis of competitive pay. However, individual who do make the commitment to serve on Council, should have a reasonable expectation to be fairly compensated for time and effort. Council and the community benefits from having diverse group of people that reflects the community itself. While the compensation may not be a primary driving force to attract a diverse pool of candidates it is important to ensure the compensation does not present a barrier to engaging citizens to run for office.

This review draws on other municipalities of similar size and complexity to provide an assessment of equity, and to inform what is within the range of fair and reasonable compensation. Drawing direct comparisons presents challenges as no one municipality is exactly the same as another, and there are many variables that influence the overall compensation package. Despite these variables, the data provides a reasonable level of comparability to inform the analysis.

The observations and recommendations presented also considered feedback provided directly by the public. Engaging the public in this review process has provided insight to what the constituents, including potential candidates, deem to be of value and guide the reasonableness assessment.

There is no easy answer to set the level of remuneration for elected officials. Notwithstanding the challenges, recommendations regarding base remuneration for each of the three roles on the City of

Windsor's Council are presented for consideration, based on comparator analysis and feedback from the public.

1. Introduction

Gallagher was engaged by the City of Windsor (the "City") through the Citizen Compensation Review Committee to undertake a comparative analysis of remuneration and other benefits provided to elected officials on the Municipal Council.

Gallagher is a compensation and human resources consulting firm that offers expertise, data and tools for all aspects of total rewards design and management. The firm specializes in compensation design, job evaluation, pay equity compliance, and market reviews for private, public sector and not-for-profit clients.

Gallagher is an independent third party that brings an objective lens to these types of studies without a vested interest in the outcomes of the analysis. The role of the consultants is to advise on best practices, gather data without bias, generate statistical / factual reports, and recommend "appropriate" approaches to achieve outcomes/behaviours. The outcomes highlighted by the committee was to gather data and recommend a fair compensation level for incoming members of Council.

The consulting team was comprised of Jane Mizanski and Domenico D'Alessandro who bring significant experience with compensation design and market studies in the municipal and broader public sector. The assignment began in December, 2021 and concludes with this report.

2. Background to the Assignment

The review was initiated to assess the remuneration and related practices for compensating elected individuals who are members of Windsor City Council. The Consultant was to review and provide commentary on the market data relative to the City's practices, and in view of input provided through public consultations, provide recommendations for consideration.

In this custom market study, the findings illustrate what municipalities of similar size and scope consider as fair remuneration for their elected officials. The comparative analysis is then used to inform recommendations to change the City's remuneration practices.

Historically compensation for municipal elected officials was in the form of a nominal stipend or honorarium to ensure the individuals were not 'out of pocket' as they carried out their role and responsibilities. There is a generally held perception among the population that people who seek election to a municipal council are or should be primarily motivated by a duty to public service, and that compensation is not a driving factor. Compensation should not be viewed as income replacement, but rather, reflect the efforts and complexity of the role regardless of who is in it. That said, the role of Mayor and Councillor has grown increasingly complex as the members of Council deal with economic, social and political issues and the impact on the City and constituents they are tasked to represent. Complexity impacts on the time and effort of the members to review, research, understand issues thoroughly and to make informed decisions in Council. Additionally, the constituency in general has become increasingly informed, engaged and have higher expectations for full access to their

representative 24/7. In consideration of the roles and responsibilities of the ‘job’ compensation should be fair and reasonable.

3. Project Methodology

The review included quantitative information as gathered through comparator municipalities, as well as qualitative information gathered through the public consultation process.

In consultation with the Citizen’s Committee a comparator group of 16 municipal organizations was identified giving due consideration to various metrics as an indication of similar size, scope of services, geographic similarities including international borders, as well as historical comparators used in previous market reviews. Twelve (12) of the 16 municipalities consented to participate in the review and shared their compensation and administration practices for elected officials. The municipalities of Burlington, Kingston, Oakville and Sarnia did not respond.

The comparator group includes municipal organizations that are part of regional government structures, wherein the Mayor participates on both city council and regional council. The City of Windsor is a separated city that oversees many of the services provided at a regional level.

Listed in ascending order of population:

| Municipal Comparator | Population 2021 | Population % change 2016 to 2021 | Households 2021 | Land area in square km 2021 | Population density per square km 2021 | Taxation Own Purposes 2019 (FIR) | Full Time Employees |
|------------------------------|-----------------|----------------------------------|-----------------|-----------------------------|---------------------------------------|----------------------------------|---------------------|
| Chatham-Kent [^] | 103,988 | 2.3 | 46,752 | 2,452 | 42 | \$156,536,514 | 1,380 |
| Thunder Bay [^] | 108,843 | 0.9 | 50,995 | 328 | 332 | \$184,525,643 | 2,042 |
| St. Catharines | 136,803 | 2.8 | 61,977 | 96 | 1,422 | \$107,976,166 | 838 |
| Guelph [^] | 143,740 | 9.1 | 59,746 | 87 | 1,644 | \$243,820,456 | 1,297 |
| Barrie [^] | 147,829 | 4.5 | 57,276 | 99 | 1,493 | \$237,299,855 | 901 |
| Greater Sudbury [^] | 166,004 | 2.8 | 75,967 | 3,186 | 52 | \$274,792,319 | 2,032 |
| Oshawa | 175,383 | 10 | 69,324 | 146 | 1,204 | \$142,091,513 | 775 |
| Windsor[^] | 229,660 | 5.7 | 99,803 | 146 | 1,573 | \$331,807,875 | 2,816 |
| Kitchener | 256,885 | 10.1 | 103,388 | 137 | 1,878 | \$126,330,080 | 1,169 |
| London [^] | 422,324 | 10 | 186,409 | 421 | 1,004 | \$622,509,346 | 3,246 |
| Hamilton [^] | 569,353 | 6 | 233,564 | 1,118 | 509 | \$897,098,666 | 6,710 |
| Brampton | 656,480 | 10.6 | 189,086 | 266 | 2,469 | \$483,582,268 | 3,746 |
| Mississauga | 717,961 | -0.5 | 254,089 | 293 | 2,453 | \$512,581,213 | 5,008 |
| <i>average</i> | <i>300,466</i> | <i>6</i> | <i>115,714</i> | <i>719</i> | <i>1,209</i> | <i>\$332,428,670</i> | <i>2,429</i> |
| <i>median</i> | <i>170,694</i> | <i>5.3</i> | <i>72,646</i> | <i>279</i> | <i>1,313</i> | <i>\$240,560,156</i> | <i>1,706</i> |

[^] denotes separated/city status municipalities

Statistics are sourced from Stats Canada 2021 Census and Ministry of Municipal Affairs, Financial Information Returns (FIR). Average and median calculations exclude the City of Windsor.

The Consultant developed a survey questionnaire to capture comparator information in regards to base remuneration, per diems, eligible expenses, benefits and support resources. The responses were collated and summarized for comparative purposes.

The 2021 comparative summary analyses of the survey is included as **Appendix A**.

The Citizen's Committee also completed a public consultation process that included two (2) meetings with five (5) delegations, and posted an on-line survey with 114 respondents. The results of these public consultations are included as **Appendix B**.

4. Summary of Observations

I. Market Study

Definitions:

50th Percentile (P50): Represents the point below which 50% of the data points lie, and is typically referred to as the median of the comparator market.

The average of the market comparator data is provided for information but is not used to formulate recommendations as the statistic can be skewed by one or two outlier data points among the comparators.

Competitive/Alignment to the Comparator Organizations: Where the gap to market is $\pm 5\%$, the City is considered to be aligned to the comparator market. A positive (+) result indicates the percentage gap the City's remuneration rates are on aggregate below the comparator result. A negative (-) result indicates the City's statistic is above the comparator market.

Data Variables:

While every effort is used to ensure accurate and robust data through the survey questionnaire, the information does not always support a direct comparison in all instances. A number of variables can contribute to the differences in overall base remuneration. For example, Standing Committees and required membership varies across the comparator group; meeting duration or the complexity of the agenda items that would influence the degree of pre-read and preparation; and part-time status can range from an estimated 20 to 32 hours per week.

Base Remuneration

Remuneration is generally understood to compensation individuals for performing core duties that includes preparing for and attending / chairing Council and Committees meetings, and responding to their constituents.

Mayor

All comparator municipalities designate the role of Mayor as full time. Compensation paid to Mayors for their required participation in regional governance is illustrated in the chart below. Separated cities/city status municipalities such as the City of Windsor, oversee services and programs that are often addressed at the regional level, and therefore remuneration for total municipal governance responsibilities are included in the comparative analysis.

Mayors and Councillors may also be appointed to various boards and agencies within their jurisdictional area.

The remuneration illustrated in the table below reflects base, base plus regional pay, and identifies those situations where the remuneration is known for various appointments to boards and agencies to arrive at total compensation.

Rank Order Total Remuneration - Mayor

| Municipality | Base | Regional Gov't Remuneration | Total \$\$ for Role of Mayor | Additional Agency/Board Honorarium | Honorarium from | TOTAL Compensation |
|------------------|------------------|-----------------------------|------------------------------|------------------------------------|---|--------------------|
| Thunder Bay^ | \$93,816 | \$0 | \$93,816 | \$3,115 | Police Services Bd | \$96,931 |
| Chatham-Kent^ | \$112,908 | \$0 | \$112,908 | \$0 | no additional remuneration | \$112,908 |
| London^ | \$142,188 | \$0 | \$142,188 | \$0 | no additional remuneration | \$142,188 |
| St Catharines | \$116,418 | \$30,204 | \$146,622 | \$0 | unknown if other board payments | \$146,622 |
| Guelph^ | \$157,844 | \$0 | \$157,844 | \$0 | no additional remuneration | \$157,844 |
| Kitchener | \$107,610 | \$45,269 | \$152,879 | \$9,296 | KW Hydro & Kitchener Power Corp Bds | \$162,175 |
| Barrie^ | \$121,366 | \$0 | \$121,366 | \$48,750 | Alectra Inc - Appointed by the Board | \$170,116 |
| Greater Sudbury^ | \$176,781 | \$0 | \$176,781 | \$0 | no additional remuneration | \$176,781 |
| Oshawa | \$129,910 | \$58,073 | \$187,983 | \$0 | unknown if other board payments | \$187,983 |
| Windsor^ | \$199,167 | \$0 | \$199,167 | \$0 | no additional remuneration | \$199,167 |
| Brampton | \$146,820 | \$60,012 | \$206,832 | \$0 | unknown if other board payments | \$206,832 |
| Hamilton^ | \$193,688 | \$0 | \$193,688 | \$41,250 | Alectra Utilities Board Appointment | \$234,938 |
| Mississauga | \$144,295 | \$60,012 | \$204,307 | \$42,953 | Alectra Utilities - City appointed director | \$247,260 |
| <i>Median</i> | <i>\$136,049</i> | | <i>\$155,362</i> | | | <i>\$166,146</i> |
| <i>Average</i> | <i>\$136,970</i> | | <i>\$158,101</i> | | | <i>\$170,215</i> |

Separated City/City Status^

Deputy Mayor

There are three (3) municipalities that provide specific compensation for individuals assuming the role of Deputy Mayor. In all three instances, the rate was approximately \$5,000 over and above that of the Councillor remuneration.

Councillor

Of the 12 comparators, eight (8) designate the role of Councillor as a part time position and four (4) have full time incumbents. The definition of part time can vary widely from 20 hours per week up to 32 hours per week. The Councillor base remuneration at the City is aligned to the median of all comparators (1.7% above), but trends above the market median at 13.7% when compared to only part time roles (n=8).

Where there is a regional governance structure, a Councillor or Deputy Mayor may sit on Regional Council as well as the Mayor. As the remuneration would not apply to all Councillors the regional pay has not been included for comparative purposes.

Rank Order Councillor Base Remuneration - Full time and Part time

| Municipality | Population | All Councillors | Part time Only | # Councillor* |
|-----------------------|----------------|--------------------------------|-----------------|-------------------|
| St Catharines City | 136,803 | \$24,932 | \$24,932 | 12 |
| Thunder Bay City | 108,843 | \$30,841 | \$30,841 | 12 |
| Chatham-Kent Mun | 103,988 | \$32,846 | \$32,846 | 17 |
| Barrie City | 147,829 | \$39,404 | \$39,404 | 10 |
| Guelph City | 143,740 | \$41,412 | \$41,412 | 12 |
| Greater Sudbury City | 166,004 | \$44,568 | \$44,568 | 12 |
| Windsor | 229,660 | \$46,898 | \$46,898 | 10 |
| Oshawa City (FT) | 175,383 | \$47,674 | | 10 |
| London City | 422,324 | \$52,725 | \$52,725 | 14 |
| Kitchener City | 256,885 | \$55,362 | \$55,362 | 10 |
| Mississauga City (FT) | 717,961 | \$91,700 | | 11 |
| Brampton City (FT) | 656,480 | \$94,938 | | 10 |
| Hamilton City (FT) | 569,353 | \$103,742 | | 15 |
| <i>Median</i> | <i>170,694</i> | <i>\$46,121</i> | <i>\$40,408</i> | <i>12</i> |
| <i>Notes:</i> | | | | <i>* excludes</i> |
| <i>FT = full time</i> | | <i>Median excludes Windsor</i> | | <i>Mayor</i> |

There does not appear to be any correlation between the size / number of Councillors and the rate of pay, as illustrated in the table below where Chatham Kent and Hamilton have the larger number of Councillors but the pay is among the lowest and highest respectively.

Pay Relationship

Salary differential between the Mayor pay and Councillor reflects the municipality’s recognition of the larger role of Mayor. It is similar to the salary progression used in staff pay structures whereby the vertical spread between one pay band and the adjacent band should be sufficient to acknowledge the additional scope and responsibilities as you move up the hierarchy.

The differentials of comparators and the City are illustrated in the table below, in rank order of percent difference.

Salary Differential Councillor to Mayor

| Municipality | Mayor | Councillor | Councillor Status & # | | % Diff |
|---|------------------|-----------------|-----------------------|----|-------------|
| Brampton City | \$206,832 | \$94,938 | FT | 10 | 118% |
| Hamilton City | \$234,938 | \$103,742 | FT | 15 | 126% |
| Mississauga City | \$247,260 | \$91,700 | FT | 11 | 170% |
| London City | \$142,188 | \$52,725 | PT | 14 | 170% |
| Kitchener City | \$162,175 | \$55,362 | PT | 10 | 193% |
| Thunder Bay City | \$96,931 | \$30,841 | PT | 12 | 214% |
| Chatham-Kent Mun | \$112,908 | \$32,846 | PT | 17 | 244% |
| Guelph City | \$157,844 | \$41,412 | PT | 12 | 281% |
| Oshawa City ** | \$187,983 | \$47,674 | FT | 10 | 294% |
| Greater Sudbury City** | \$176,781 | \$44,568 | PT | 12 | 297% |
| Windsor | \$199,167 | \$46,898 | PT | 10 | 325% |
| Barrie City** | \$170,116 | \$39,404 | PT | 10 | 332% |
| St Catharines City | \$146,622 | \$24,932 | PT | 12 | 488% |
| <i>** Cities with Deputy Mayor role</i> | | | | | |
| <i>FT - Full time Councillor; PT = Part time Councillor</i> | | | | | |

Salary Administration

Once base remuneration rates are established it is important to ensure the pay is adjusted in consideration of general inflation/cost of living. Salary administration practices across the municipal sector, and confirmed among this specific comparator group, include an annual review of base pay for cost of living or economic adjustments. The most predominant practice aligns the adjustments to that allocated to Municipal staff. In addition to annual reviews, only 1/3 of the comparators have a formal policy to review their Council remuneration by-law against a defined market group. This is lower than what we typically see across the sector.

Best practices would suggest a market based compensation review for non-union positions once every four years, including the remuneration for elected officials. Furthermore, the review is typically completed in the 3rd or 4th year of Council’s term wherein changes are implemented in the new term/incoming Council.

Workload Requirements

The time requirements to attend to constituency matters and or attend public events and training workshops was deemed to be contingent upon the individual official and the circumstances of their specific ward and as such, is not measured in the survey analysis. Rather the survey looked to core business requirements of each member of council to attend Council and Standing Committee meetings as a common basis for pay. However, the variables in defining Standing Committees versus ad hoc versus sub-committees and working groups, and the practice of referring issues to committee versus the council, make it difficult to correlate to pay with any degree of accuracy.

Notwithstanding these variables, all members of council are expected to attend meetings of Council, and are assigned to a number of Standing Committees. Council meetings can be full day or half day (up to 4 hours); more than half of the comparators typically schedule ½ day Council meetings (n=7), but the agenda items would prevail over the time scheduled, as needed. Councils typically meet bi-weekly. The City practices are aligned to the comparator organizations in this regard.

Comparators were also asked to comment on the level of participation required of their members to sit/chair standing committees of Council as well as sub-committees, working groups, ad hoc and advisory committees. Although there is some deviation, most municipalities indicate each council member is assigned to 2 to 4 Committees of Council. The City of Windsor officials are assigned to three (3) Standing Committees as well as a variety of advisory boards, Ad hoc Committees or working groups which is higher than that of the comparator group. On a comparative basis overall, the City of Windsor officials spend more time and are required to attend more meetings, and by extension, the time required to prepare for each, than the general comparator data suggests.

There is no additional compensation for these meetings or committee work either at the City or among the comparators.

Expenses/Allowances/Benefits

Municipalities reimburse members primarily for travel expenses incurred while on council business. Payment is in the form of an allowance, per kilometer, or a vehicle is provided. The City of Windsor Mayor receives an annual vehicle allowance of \$9,000 which is higher than the median of the five (5) comparator observations. Four municipalities provide a vehicle allowance to Councillors, two of which are significantly high at approximately \$17,500 per annum. The City reimburses Councillors for their travel on a per kilometer basis using the Canada Revenue Agency rate (currently \$0.61 /km), however this is an allowable expense only for required travel for conferences outside of the County of Essex boundaries. Where comparators do reimburse mileage, the rate is lower at \$0.53/km.

All comparators offer life insurance, health and dental coverage, with all but one comparator at no cost to the member; one (1) comparator offers health and dental but the member is responsible for the premium payments.

Resourcing and Supports

Municipalities typically provide technology assets (laptop, cell phone) or a stipend towards the purchase thereof. Where provided the assets are generally returned to the municipality at the end of the Council term. The City of Windsor is generally aligned to municipal practice providing laptops and cell phones. As of the new term of Council (2022) the City will procure all assets and peripherals (excluding printers) to facilitate remote support services from the City's technology staff. The City provides each member of Council with a cell phone, inclusive of the data plan expenses. At least four (4) comparators also consider internet/cell data plans to be allowable expenses within their discretionary budgets.

Administrative support is available to members of council within the comparators: the Mayors typically include a full-time Executive Assistant and Administrative Support staff, while Councillors share support services. Only one municipality has a ratio of one support person per Councillor. The City has two support resources available to the 10 Councillors, while the Mayor has up to five support staff.

II. Public Consultation

The full survey results are attached as **Appendix B**.

The public survey responses inform the review process by identifying what the constituents expect of their council members. A total of 114 individuals responded to the on-line survey questionnaire, and five delegations were presented in person/virtually over two sessions. The survey respondents self-declared their age group which reflects 45% of the respondents between 30 and 49 years of age and 45% over the age of 50. Questions captured perspectives on what the priority tasks should be, availability and access to the members, as well as pay, benefits and administrative support services.

Following is a general summation of the public position.

1. Diversity/representation:

Public agrees overwhelmingly that it is important to very important to have a wide variety of voices and perspectives around the council table. To attract this diverse representation it is important that pay is reasonable (62%), however there is still a strong belief that public service/duty is a strong consideration. The changed start time of Council meetings is considered a barrier to attracting younger candidates (65%).

2. Councillor Specific:

Role and Time Commitments: The Councillors areas of focus should include attending Council and related meetings and heavy emphasis on attending to constituency issues. Thirty-three percent (33%) of respondents perceive the role of Councillor as part time, requiring 20 to 29 hours per week while 35% estimate the role requires between 30 to 49 hours per week. This is supported with 40% indicating the pay should be higher in consideration of the hours/part time status. However, when asked if the role should be full time or part time, the respondents are equally divided (46% full time, 51% part time). The variations on the perceived time commitments can be attributed in part to the respondent's own representative, the ward issues, and the member's degree of active engagement in committees and other issues based meetings.

Availability/Access: Constituents expect their representative to respond to enquiries within 1 – 3 business days; and, that social media presence is an important tool to keep residents informed and engaged.

Pay: Perception among the respondents is that the current rate of pay for Councillor is appropriate (39%) while a slightly larger group suggest the rate should be higher (40%).

3. Mayor Specific:

Role and Time Commitments: The Mayor is expected to focus on attending Council and related meetings as well as promoting the City; in contrast to the Councillor role, the constituency representation and access is lower for Mayor. Public perception appears to acknowledge the role is more than a 40 hour work week (55%).

Availability/Access: There is a strong expectation (74%) that the Mayor responds within 1 – 3 business days to enquiries; and that social media presence is important.

Pay: Fifty-four percent (54%) of respondents felt the Mayor’s salary should be lower than the current rate, and 35% suggest maintaining the current level is appropriate.

4. Salary Administration:

Respondents were asked to comment on how base remuneration levels should be determined and how often they should be reviewed. The responses were inconclusive on the target pay policy and comparator basis, but trended towards a base salary plus per diem for boards and committees (29%). There is strong support for reviewing the salary every term of Council by the outgoing members (54%), but annual cost of living adjustments provided mixed results (46% yes, 48% no).

5. Tools/Resources:

Respondents tended to agree (57%) that members should have access to vehicle allowance/transit pass, cell phone and laptop to support their roles and access to constituents. Based on supplementary comments, this support may have been higher if the issue of vehicle allowance was distinguished from transit pass.

The City of Windsor Council Services supports Councillors with two (2) full-time support positions and the Mayor with five (5) positions. Respondents identify this as an imbalance (50% believe Councillors should have more).

III. Overall Summary of Observations:

The base remuneration for the City of Windsor Council Mayor and Councillor is at or above the market median. The market data is validated with the comments and responses from the public wherein the general perception is that the Councillors are generally paid appropriately or trend towards low, while the Mayor salary is strongly viewed as high.

The Councillor role and remuneration presents a dilemma both from the market and public opinion reviews, in that there is strongly held belief that the role is and should remain part-time while at the same time recognizing incumbents work well in excess of the traditional 20 to 30 hours per week range. The time commitment required to fulfill the duties is referenced in the broader municipal sector as a significant barrier to attracting younger candidates who are often in the midst of their full time career and or family care responsibilities. Acknowledging the work and time commitment however does not correlate to strong support to increase the pay. As an alternative the public consultation included direct and indirect suggestions to address the workload, including providing more administrative support to each Councillor and lower priority expectations to attend Regional Board meetings, attend municipal events and travel to other cities/conferences.

The City’s administrative practices to maintain the base remuneration with annual adjustments and a more robust market assessment once per term of Council is aligned to the general practice in the municipal sector. However the public is less supportive of annual cost of living adjustments.

The workload, using number of required attendance at Council and Committee meetings as a minimum level of engagement, is high for the City Mayor and Councillors relative to the comparators.

The City is competitive in regards to making insured benefits and other insurance available to members, and provides similar level of technology and administrative support.

Additional Consideration / Per Diem Approach:

The use of a per diem as remuneration for specific Committee roles (chair/member) and other sub-committees or working groups is not available across the comparator group or at the City of Windsor. A stipend or per diem approach is used in some municipal upper tier and lower tier organizations in lieu of higher base salaries and has the effect of remunerating those members of council for higher level of engagement/effort. The per diem could be applied to specific committees or to a set threshold wherein base salary accommodates base expectations (12 Council meetings and x Committee Meetings per year) and meetings in excess of this are compensated with a per diem.

There are some disadvantages of this approach includes higher administration burden on the Clerk's Office to track attendance, and defining attendance as presence for the full meeting or whether attendance for a portion of the meeting is payable; requires a policy/bylaw to define which committees are eligible and the rationale for inclusion or exclusion of other meetings; and finding the 'right' rate for the per diem to be fair and equitable. This approach would warrant further research if the City Council considers it a viable option.

5. For Consideration

The Consultant was tasked to provide observations regarding the remuneration, expenses and administrative practices as pertains to the roles of Council, and as compared to municipalities of similar size and scope.

The following recommendations are presented for the Citizens Compensation Review Committee's consideration to ensure the City provides a compensation package that can be considered fair and equitable, that may be considered sufficiently robust to engage a broader range of citizens to stand for public office, while being mindful of ability to pay.

1. Maintain the 2022 base remuneration for Mayor and Councillor.
2. Apply economic adjustments beginning with 2023 to Councillor pay equal to that provided to non-union staff at the City.
3. Maintain the Mayor's salary at 2022 rate for the duration of the term of 2022 to 2026 council.
4. Continue to conduct an external market review once per term of Council to assess comparability of base remuneration and other practices and maintain external equity.
5. Based on a needs assessment, consider rebalancing the administrative support staff to provide the Councillors with at least three (3) staff, an increase of 1 shared resource, reducing the Mayor's staff complement from five (5) to four (4).

6. Conclusions

This report outlines the process used to complete the market analysis and provide the foundation for observations and actions for consideration.

We appreciate the opportunity to work with the Citizen Compensation Review Committee and the City. We look forward to providing any future assistance you may require in maintaining your compensation program.

Yours very truly,



Jane Mizanski
Senior Consultant



Domenico D'Alessandro
Managing Director

Appendix A

Summary of Council Remuneration Survey

| Council Remuneration Survey | City of Windsor | Comparator Organizations (12 responses) <i>(_) = % above market; +% = % below market</i> | | | |
|---|---|--|---------|-----------|---------|
| | | Average | % diff | Median | % diff |
| General Information | | | | | |
| Population 2021 Stats Canada Census | 229,660 | 300,466 | +30.8% | 170,694 | (25.7%) |
| Council size | 11 | 13 | +18.9% | 13 | +18.2% |
| Population per Council Member | 20,878 | 24,857 | +19.1% | 15,944 | (23.6%) |
| 2021 Annual Base Salary | | | | | |
| Head of Council (Mayor/Warden) | | | | | |
| Full-time / Part-time status | Full-time | All full time status (n=12) | | | |
| # Hrs / Week on average | 35 | 36 | +2.9% | 35 | +0.0% |
| Base Salary per annum | \$199,167 | \$136,970 | (31.2%) | \$136,049 | (31.7%) |
| Base Salary including regional pay | \$199,167 | \$158,101 | (20.6%) | \$155,362 | (22.0%) |
| Total Compensation | \$199,167 | \$170,215 | (14.5%) | \$166,146 | (16.6%) |
| Deputy Mayor / Warden | | | | | |
| Base Salary per annum | N/A | \$48,993 | | \$49,597 | |
| only 3 comparators have a designated role of Deputy Mayor; in all cases, the DM pay is approximately \$5,000 above Councillor | | | | | |
| Councillor | | | | | |
| Full-time / Part-time status | Part-time | Part Time n=8 / Full Time n = 4 | | | |
| # Hrs / Week on average | hours vary by Councillor | hours vary by Councillor | | | |
| Base Salary - (all comparators) | \$46,898 | \$55,050 | +17.4% | \$46,121 | (1.7%) |
| Base Salary - (PT only 8 comparators) | \$46,898 | \$40,318 | (14.0%) | \$40,408 | (13.8%) |
| Salary Administration | | | | | |
| Are Council salaries adjusted annually? | Yes | All comparators adjust base pay annually | | | |
| Basis for adjustment | Staff increase | Annual Adjustments aligned to staff n=8; Other Basis - CPI or Labour Index n=3 no response n=1 | | | |
| Market assessment | Yes, once per term of council by Citizen Compensation Committee | 4 comparators have an established practice to benchmark council remuneration once per term of council completed by Citizen Committee (n=3) or external consultant (n=1) Only 1 comparator has a defined pay policy of P55 | | | |
| Additional Compensation | | | | | |
| What is the approximate # of Council meetings held per year | 24 | 20 | (16.7%) | 21 | (12.5%) |
| Are Council meetings typically 1/2 day or a full day? | 1/2 day plus | 1/2 day (less than 4 hours) n=7; full day n=4; 1 no response | | | |
| Approximate # of Special Council meetings per year | 6 | 5 | (19.0%) | 4 | (33.3%) |
| Estimate the total number of Committees that a member might reasonably be expected to hold membership on? (e.g. each member sits on a minimum of 2 Committees of Council) | Each member sits on a minimum of 7 committees | primarily 2 - 4 standing committees of council, in addition to sub-committees, working groups and ad hoc advisory groups | | | |
| Approximate # of Committee meetings per year per | 233 | 82 | (65.0%) | 67 | (71.5%) |
| Training and Conferences: | | | | | |
| Do members receive a per diem (full / half day) when attending a conference/workshop/other training event? | No | 2 comparators provide a specific per diem for time attending conferences/workshops (\$120/\$90 per day) | | | |

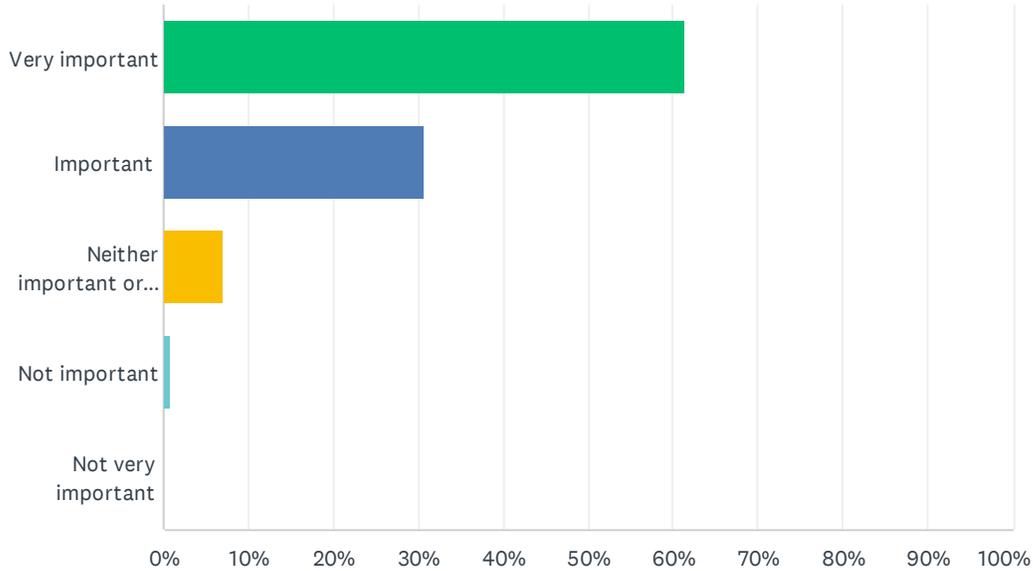
| Council Remuneration Survey | City of Windsor | Comparator Organizations (12 responses) (-) = % above market; +% = % below market | | | |
|--|--|--|---------|---------|---------|
| | | Average | % diff | Median | % diff |
| Car / Travel Allowances | | | | | |
| Do members receive a monthly or annual allowance for purchase/lease/use of personal vehicle for council business? | Mayor: Y Councillor: N | Mayor Allowance Yes n=5 Vehicle provided to Mayor n= 3 | | | |
| Vehicle allowance for Mayor | \$9,000 | \$5,398 | (40.0%) | \$5,400 | (40.0%) |
| Vehicle allowance for Councillor | No | \$9,782 | n=4 | \$9,702 | n=4 |
| Do members receive mileage allowance ? | No | 1 comparartor offers Councillors the choice of per km or payment of \$100/week | | | |
| Mileage/Kilometer reimbursement rate: \$/km | \$0.61 | \$0.54 | (11.1%) | \$0.53 | (13.1%) |
| Do members receive paid parking at the municipal office? Y/N If yes, what is the approximate value of the parking? | Yes, they receive City Wide passes | 5 comparators offer paid parking, average value of \$907/year; median value of \$525 / year | | | |
| Benefits Provisions - Please describe the insured and other benefits available to members of Council | | | | | |
| Life Insurance; Extended Health and Dental; premium cost sharing | Y | Comparators offer Life insurance and extended Health and dental - all at 100% premiums paid by employer, except 1 where Councill premiums are paid by councillor | | | |
| Office Administration and Technology Assets | | | | | |
| Laptop/ipad or equivalent technology is provided by the municipality | Yes | all but 2 comparators provide technology assets or funds to purchase | | | |
| Cell Phone is provided by the municipality | Yes | only 1 comparator does not provide cell phones to members | | | |
| Is the asset returned, gifted or option to buy out at end of term? Please specify | Cell Phones are returned | 7 require the assets to be returned | | | |
| Do members receive a monthly allowance / stipend toward the cost of internet service? Cell phone service/data plan? If yes, what is the monthly amount \$\$. | Mayor: N/A (Provided at office; cell phone provided). Councillor: N | Allowed to expense the monthly fees as part of their budget n=4; monthly n=2 (\$208, \$40) | | | |
| Does the municipality provide office space for the members - please explain. | Yes - Shared office space is provided | Mayor Only - n=2; All have space - varies from office to 6 lounge/meeting space n=6 | | | |
| Does the municipality provide office support services such as administrative, marketing, calendar management, other; please describe e.g. full time, shared resource, etc. | 2 full time Council Assistants 2/11 | Councillors # staff / # members: (5/15; 2/11; 1/11; 13/13) | | | |
| Do members receive reimbursement for office administration or communications/marketing expenses? Please describe \$\$, conditions, limits, etc. | No - other than items produced internally | Discretionary budget n=5 | | | |

Appendix B

Public Consultations On-line Survey Report

Q1 How important is having a diverse and wide perspectives around the council table?

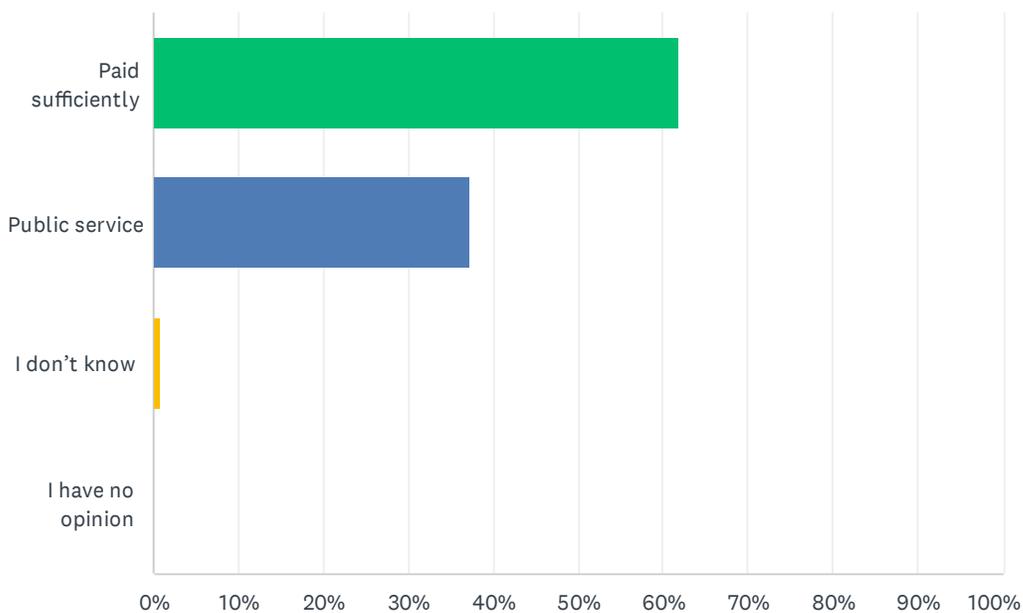
Answered: 114 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|------------------------------------|-----------|------------|
| Very important | 61.40% | 70 |
| Important | 30.70% | 35 |
| Neither important or not important | 7.02% | 8 |
| Not important | 0.88% | 1 |
| Not very important | 0.00% | 0 |
| TOTAL | | 114 |

Q2 According to a 2018 report by the Association of Municipal Managers, Clerks and Treasurers of Ontario (pg 6) states: “ 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 council”. Should elected officials be paid at a level to ensure that candidates of all walks of life are able to run for council/mayor and support themselves and/or their family or should the role be considered a public service?

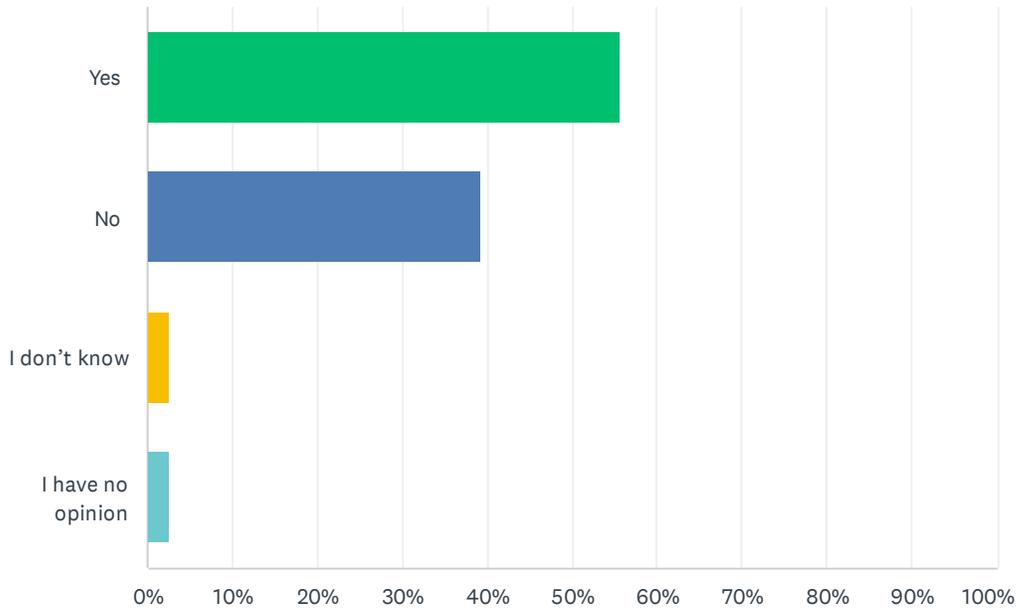
Answered: 115 Skipped: 0



| ANSWER CHOICES | RESPONSES |
|-------------------|-----------|
| Paid sufficiently | 61.74% 71 |
| Public service | 37.39% 43 |
| I don't know | 0.87% 1 |
| I have no opinion | 0.00% 0 |
| TOTAL | 115 |

Q3 Should the City provide additional benefits to the Mayor and City Councillor to ensure they are available to engage residents and support their work such as paying for a vehicle allowance/transit pass, cell phone, laptop and internet access.

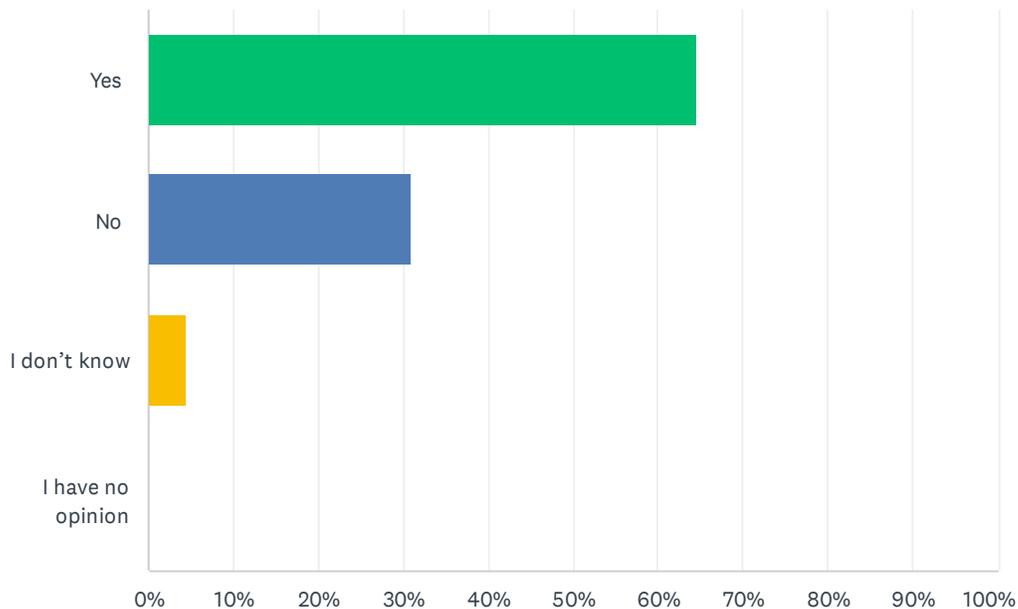
Answered: 115 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|------------|
| Yes | 55.65% | 64 |
| No | 39.13% | 45 |
| I don't know | 2.61% | 3 |
| I have no opinion | 2.61% | 3 |
| TOTAL | | 115 |

Q4 In 2022, as a part of a new pilot project for Hybrid Council meetings, meetings will begin at 4pm. Pre-COVID meeting were traditionally held in the evening hours often starting at 6pm. Do you believe that an early day council schedule will create additional barriers for potential candidates to run for council or mayor?

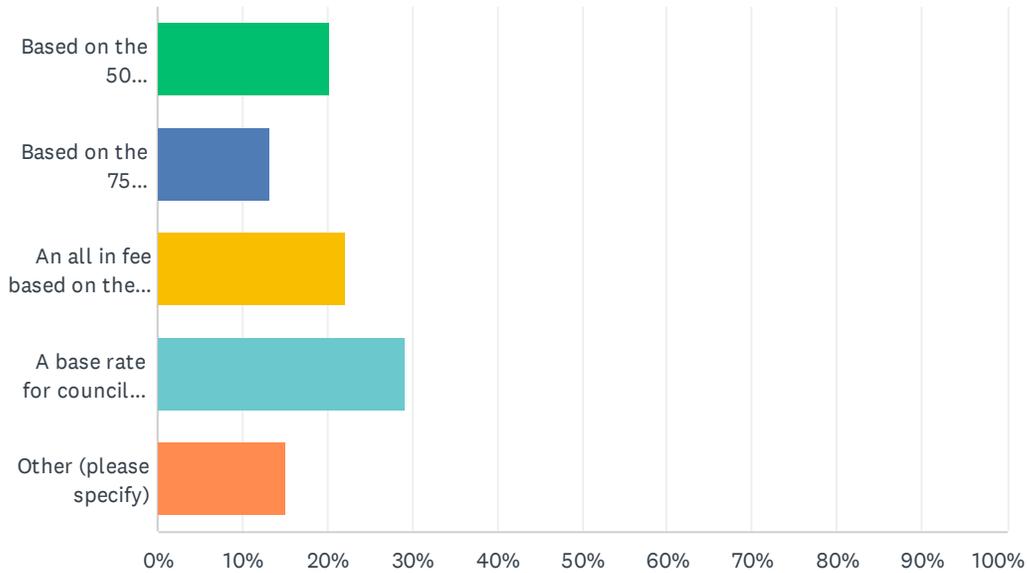
Answered: 113 Skipped: 2



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|------------|
| Yes | 64.60% | 73 |
| No | 30.97% | 35 |
| I don't know | 4.42% | 5 |
| I have no opinion | 0.00% | 0 |
| TOTAL | | 113 |

Q5 How do you feel the Mayor and City Councillors pay should be calculated?

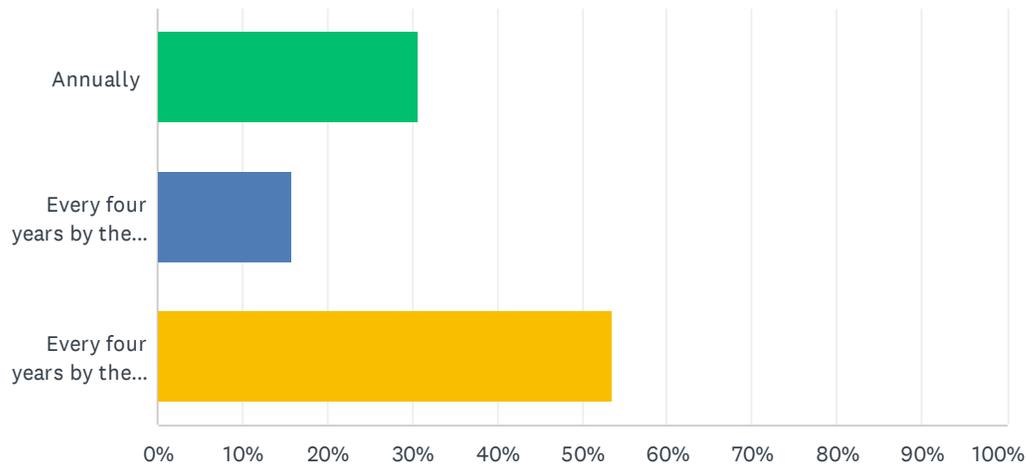
Answered: 113 Skipped: 2



| ANSWER CHOICES | RESPONSES | |
|--|-----------|------------|
| Based on the 50 percentile/average salary in Windsor | 20.35% | 23 |
| Based on the 75 percentile/average salary in Windsor | 13.27% | 15 |
| An all in fee based on the 50th percentile/average of comparator municipalities | 22.12% | 25 |
| A base rate for council duties and additional amounts for each board and committee served on | 29.20% | 33 |
| Other (please specify) | 15.04% | 17 |
| TOTAL | | 113 |

Q6 How often do you believe the pay for the Mayor and Councillors should be reviewed?

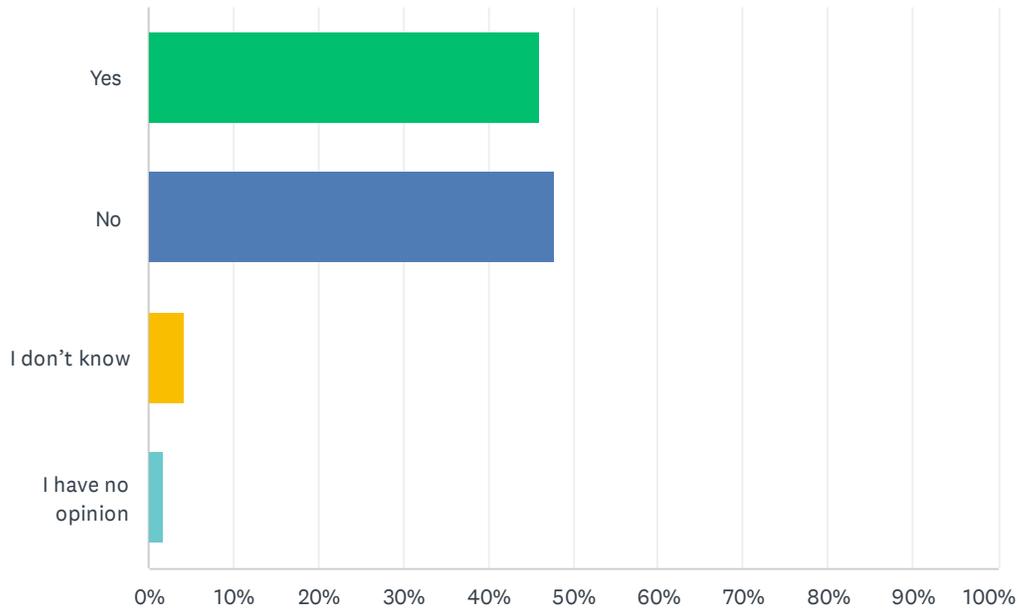
Answered: 114 Skipped: 1



| ANSWER CHOICES | RESPONSES | |
|--|-----------|-----|
| Annually | 30.70% | 35 |
| Every four years by the incoming council | 15.79% | 18 |
| Every four years by the outgoing council | 53.51% | 61 |
| TOTAL | | 114 |

Q7 Do you believe pay for the Mayor and Council should be tied to an annual standardized mechanism that automatically calculates increases or decreases (ie cost of living)?

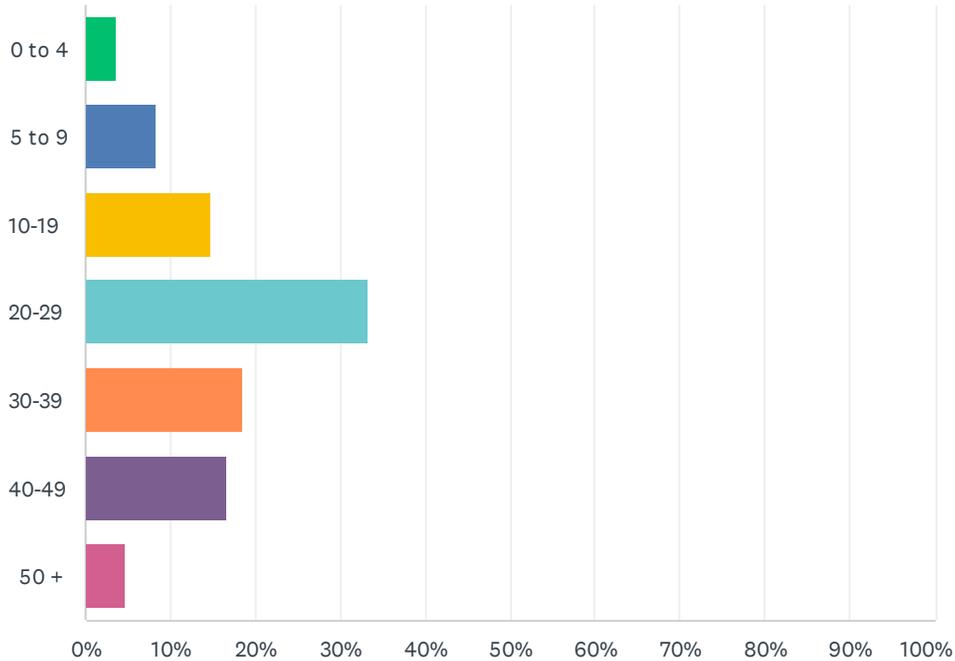
Answered: 115 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|-----|
| Yes | 46.09% | 53 |
| No | 47.83% | 55 |
| I don't know | 4.35% | 5 |
| I have no opinion | 1.74% | 2 |
| TOTAL | | 115 |

Q8 Please estimate how many hours of work you believe a City Councillor works on City related business (preparing for meetings, answering constituent’s questions, attending various standing committees and council meeting etc.) in a typical week?

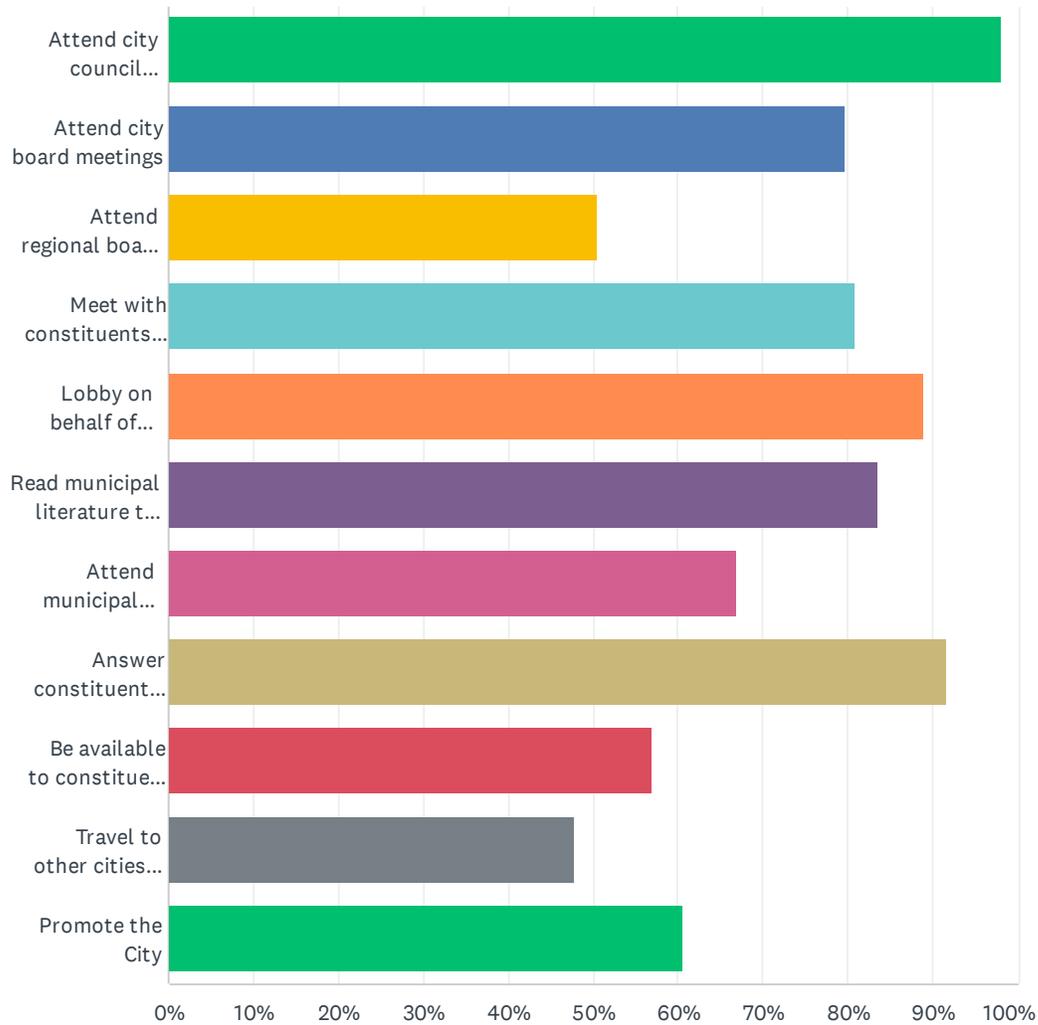
Answered: 108 Skipped: 7



| ANSWER CHOICES | RESPONSES |
|----------------|------------|
| 0 to 4 | 3.70% 4 |
| 5 to 9 | 8.33% 9 |
| 10-19 | 14.81% 16 |
| 20-29 | 33.33% 36 |
| 30-39 | 18.52% 20 |
| 40-49 | 16.67% 18 |
| 50 + | 4.63% 5 |
| TOTAL | 108 |

Q9 Select as many of the following that you believe to be the responsibility of City Councillors.

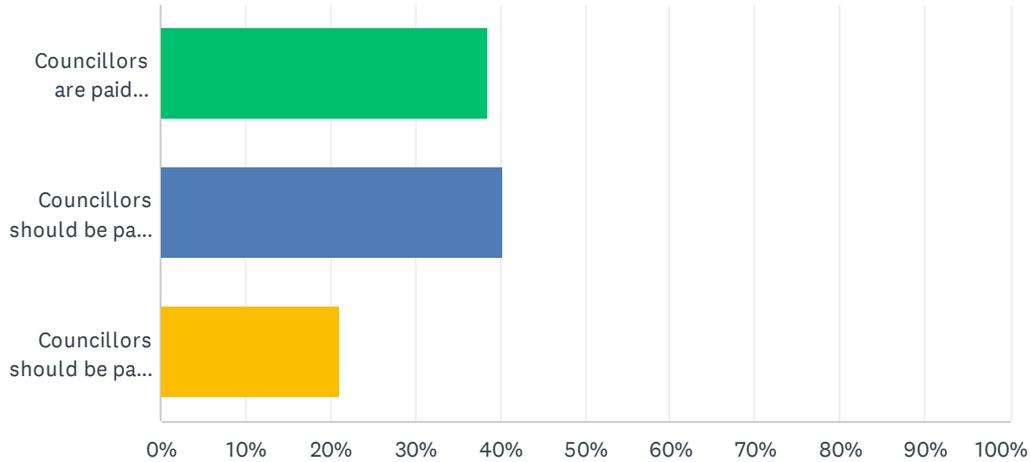
Answered: 109 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|---|-----------|-----|
| Attend city council meetings | 98.17% | 107 |
| Attend city board meetings | 79.82% | 87 |
| Attend regional board meetings | 50.46% | 55 |
| Meet with constituents regularly | 80.73% | 88 |
| Lobby on behalf of constituent needs | 88.99% | 97 |
| Read municipal literature to stay current on issues and trends | 83.49% | 91 |
| Attend municipal events | 66.97% | 73 |
| Answer constituent questions | 91.74% | 100 |
| Be available to constituents vja social media | 56.88% | 62 |
| Travel to other cities for conferences to stay current on issues and trends | 47.71% | 52 |
| Promote the City | 60.55% | 66 |
| Total Respondents: 109 | | |

Q10 City Councillors are currently considered part-time and are currently paid annually \$46,898 plus benefits which equates to approximately \$37 per hour assuming a 24 hours (2/3rd time) week. Do you feel this amount is appropriate for the work your Councillor is expected to undertake.

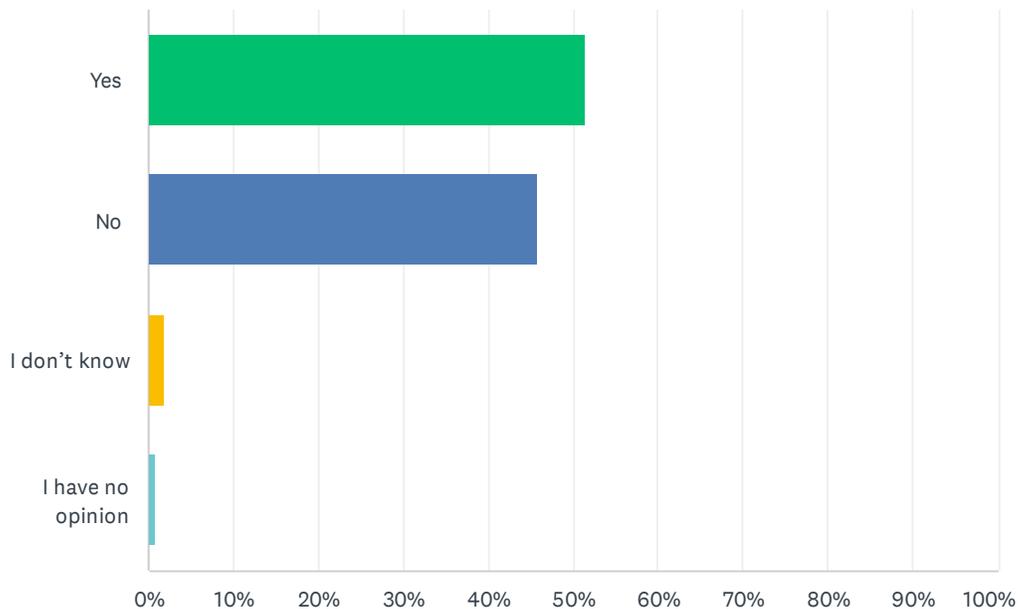
Answered: 109 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|------------------------------------|-----------|-----|
| Councillors are paid appropriately | 38.53% | 42 |
| Councillors should be paid more | 40.37% | 44 |
| Councillors should be paid less | 21.10% | 23 |
| TOTAL | | 109 |

Q11 Due to the part time nature of their role, some activities undertaken by a City Councillor in an official role (attending events, working with constituents, supporting or advocating for residents or organizations as an example) would be considered voluntary based on their official role description from the City. Should these activities be voluntary?

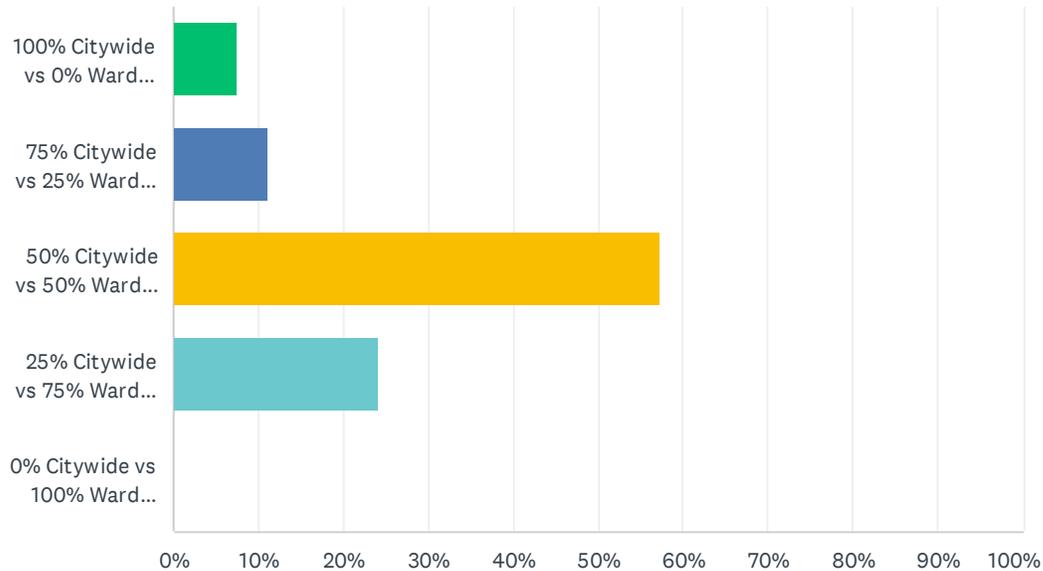
Answered: 109 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|-----|
| Yes | 51.38% | 56 |
| No | 45.87% | 50 |
| I don't know | 1.83% | 2 |
| I have no opinion | 0.92% | 1 |
| TOTAL | | 109 |

Q12 How focused should City Councillors be on Ward specific issues vs Citywide Issues

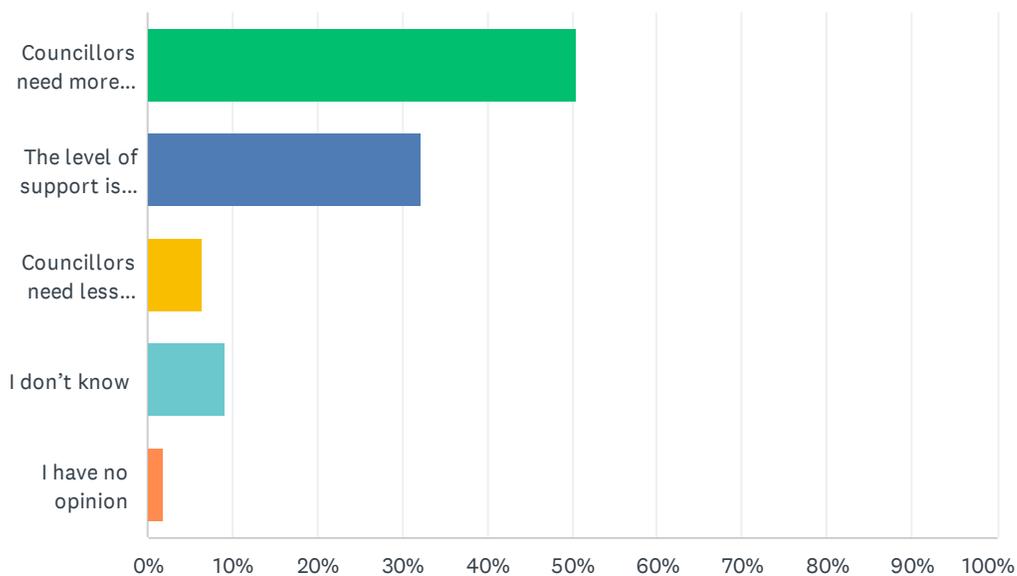
Answered: 108 Skipped: 7



| ANSWER CHOICES | RESPONSES | |
|-----------------------------------|-----------|------------|
| 100% Citywide vs 0% Ward Specific | 7.41% | 8 |
| 75% Citywide vs 25% Ward Specific | 11.11% | 12 |
| 50% Citywide vs 50% Ward Specific | 57.41% | 62 |
| 25% Citywide vs 75% Ward Specific | 24.07% | 26 |
| 0% Citywide vs 100% Ward Specific | 0.00% | 0 |
| TOTAL | | 108 |

Q13 The 10 members of City Council are supported by Council Services with 2 full time staff. These Council Services Staff provide a range of support to Councillors. Examples of this support include following up with constitutions, arranging meetings and schedules, conducting research and outreach on the Councillors behalf. Although voluntary in nature and not used equally by all Councillors it equates to seven (7) hours per Councillor per week of support. Do you feel that this level of support is sufficient for 10 City Councillors?

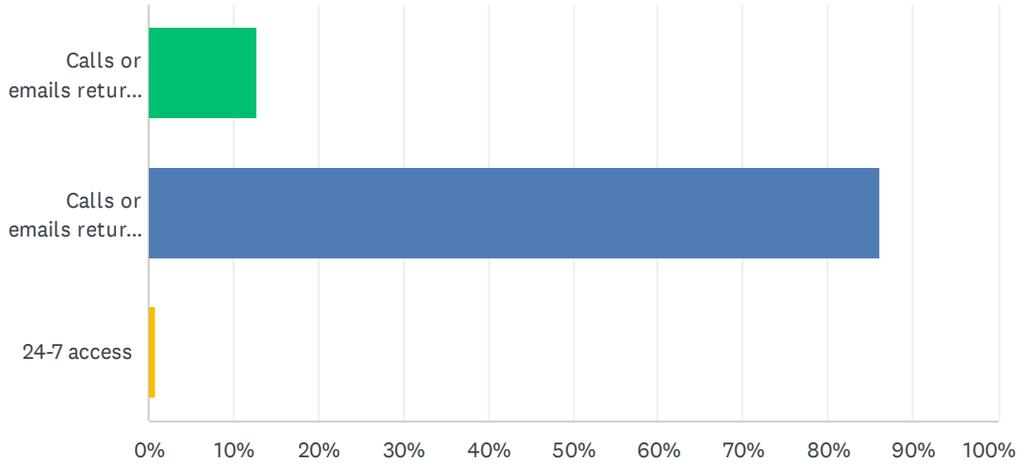
Answered: 109 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|-------------------------------------|-----------|------------|
| Councillors need more support | 50.46% | 55 |
| The level of support is appropriate | 32.11% | 35 |
| Councillors need less support | 6.42% | 7 |
| I don't know | 9.17% | 10 |
| I have no opinion | 1.83% | 2 |
| TOTAL | | 109 |

Q14 What do you believe the appropriate availability of City Councillors to constituents to be?

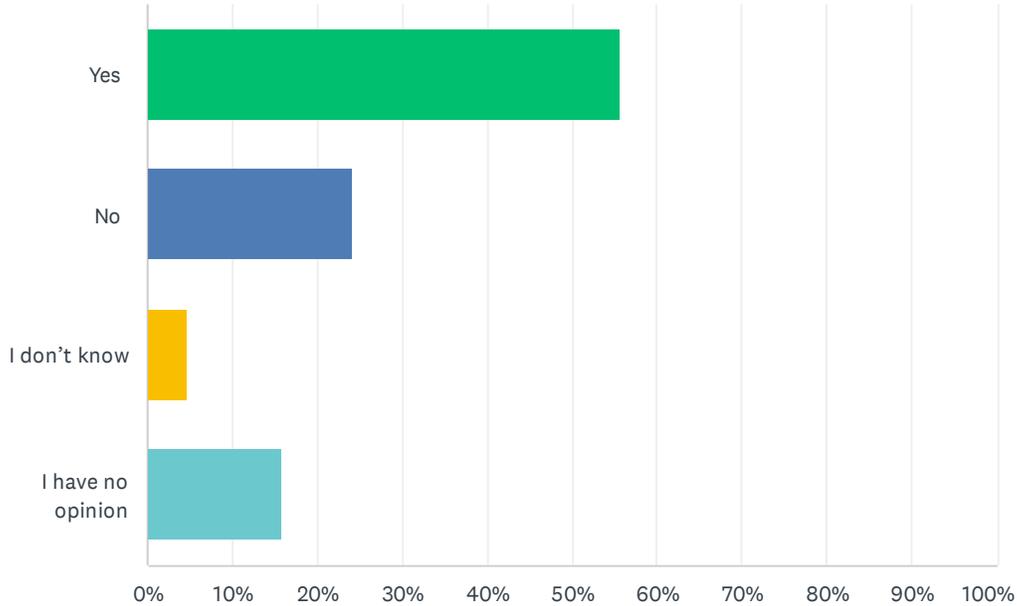
Answered: 109 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|---|-----------|------------|
| Calls or emails returned daily, seven days a week | 12.84% | 14 |
| Calls or emails returned within 1-3 business days | 86.24% | 94 |
| 24-7 access | 0.92% | 1 |
| TOTAL | | 109 |

Q15 Should City Councillors have a formal social media presence (formal Facebook page, twitter account etc.) to share information and engage residents?

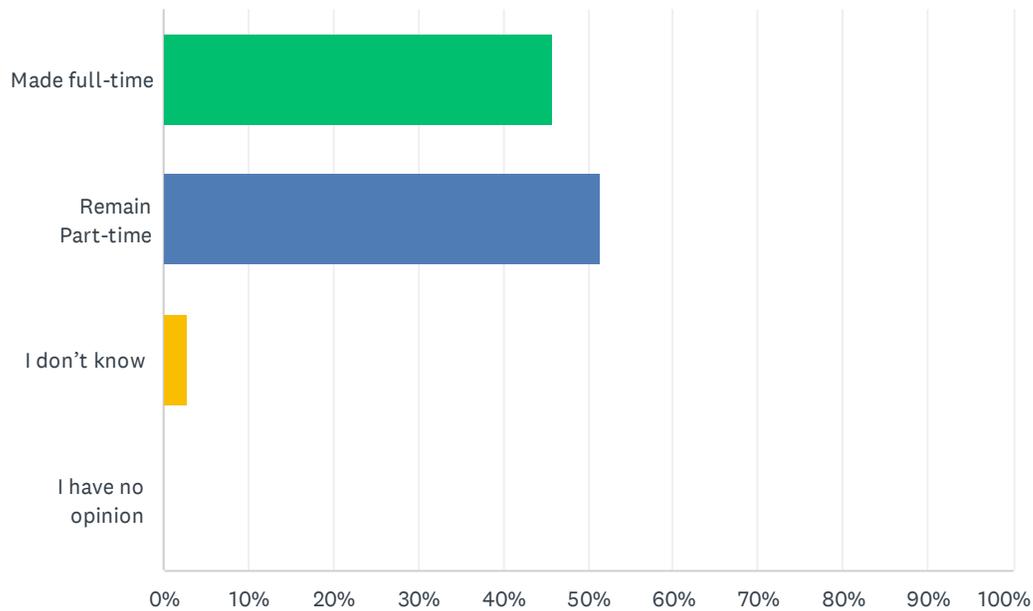
Answered: 108 Skipped: 7



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|------------|
| Yes | 55.56% | 60 |
| No | 24.07% | 26 |
| I don't know | 4.63% | 5 |
| I have no opinion | 15.74% | 17 |
| TOTAL | | 108 |

Q16 According to a 2018 report by the Association of Municipal Managers, Clerks and Treasurers of Ontario (pg 16) 27% of communities with a population of 100,000 – 250,000 people have full time Councillors; 73% have part-time Councillors. For cities with more than 250,000+ people 83% of councils are full time. Do you feel that City Councillors should be made full time or remain part-time?

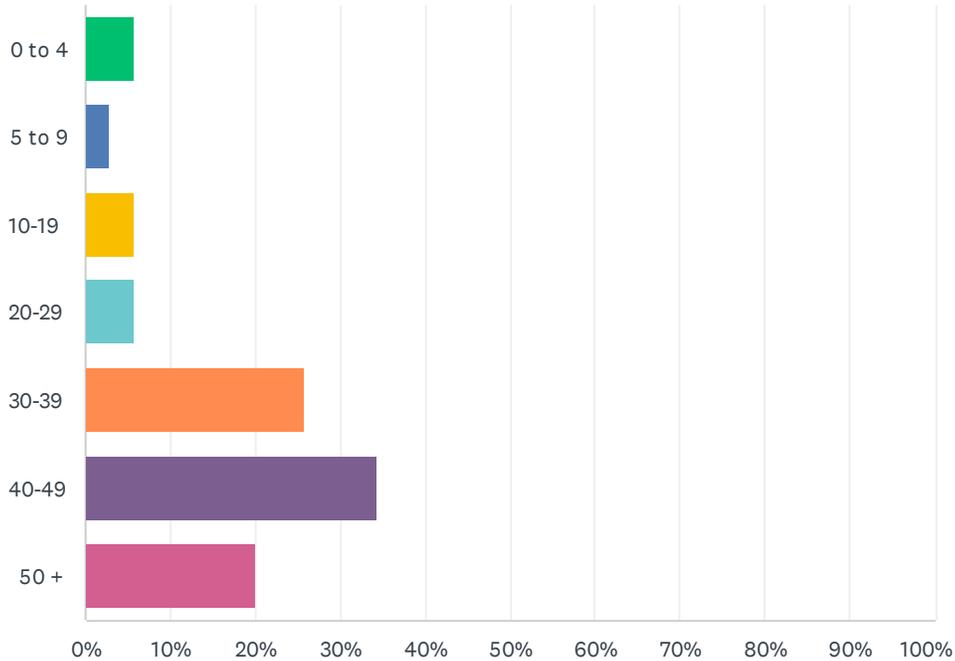
Answered: 109 Skipped: 6



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|-----|
| Made full-time | 45.87% | 50 |
| Remain Part-time | 51.38% | 56 |
| I don't know | 2.75% | 3 |
| I have no opinion | 0.00% | 0 |
| TOTAL | | 109 |

Q17 Please estimate how many hours of work you believe the Mayor works on City related business (preparing for meetings, answering constituent’s questions, attending various standing committees and council meeting etc.) in a typical week?

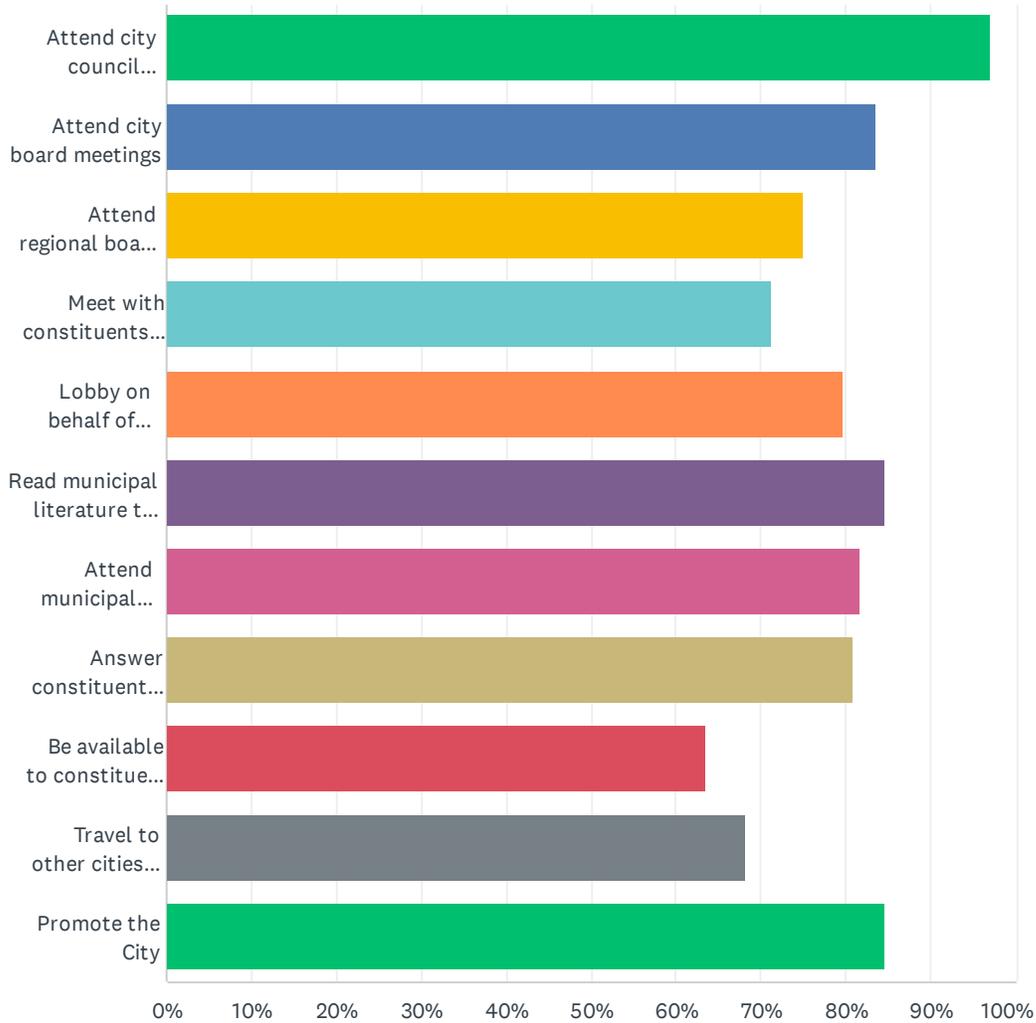
Answered: 105 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|------------|
| 0 to 4 | 5.71% | 6 |
| 5 to 9 | 2.86% | 3 |
| 10-19 | 5.71% | 6 |
| 20-29 | 5.71% | 6 |
| 30-39 | 25.71% | 27 |
| 40-49 | 34.29% | 36 |
| 50 + | 20.00% | 21 |
| TOTAL | | 105 |

Q18 Select as many of the following that you believe to be the responsibility of the Mayor.

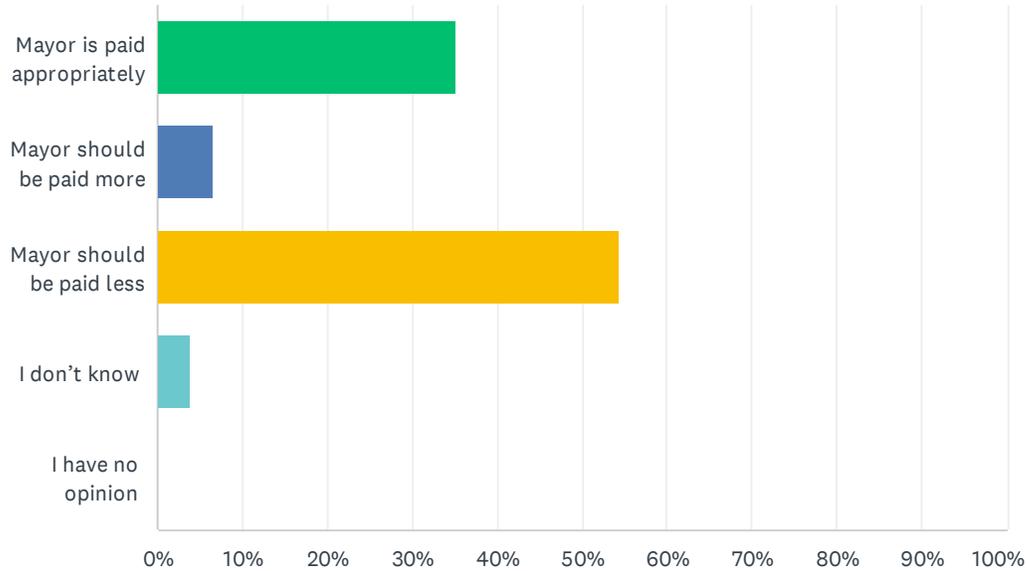
Answered: 104 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|---|-----------|-----|
| Attend city council meetings | 97.12% | 101 |
| Attend city board meetings | 83.65% | 87 |
| Attend regional board meetings | 75.00% | 78 |
| Meet with constituents regularly | 71.15% | 74 |
| Lobby on behalf of constituent needs | 79.81% | 83 |
| Read municipal literature to stay current on issues and trends | 84.62% | 88 |
| Attend municipal events | 81.73% | 85 |
| Answer constituent questions | 80.77% | 84 |
| Be available to constituents vja social media | 63.46% | 66 |
| Travel to other cities for conferences to stay current on issues and trends | 68.27% | 71 |
| Promote the City | 84.62% | 88 |
| Total Respondents: 104 | | |

Q19 The Mayor is currently considered full-time (35 hour/week) and is paid \$199,167 plus benefits (structured the same as non-unionized City Staff). Do you feel this amount is appropriate for the work the Mayor is expected to undertake?

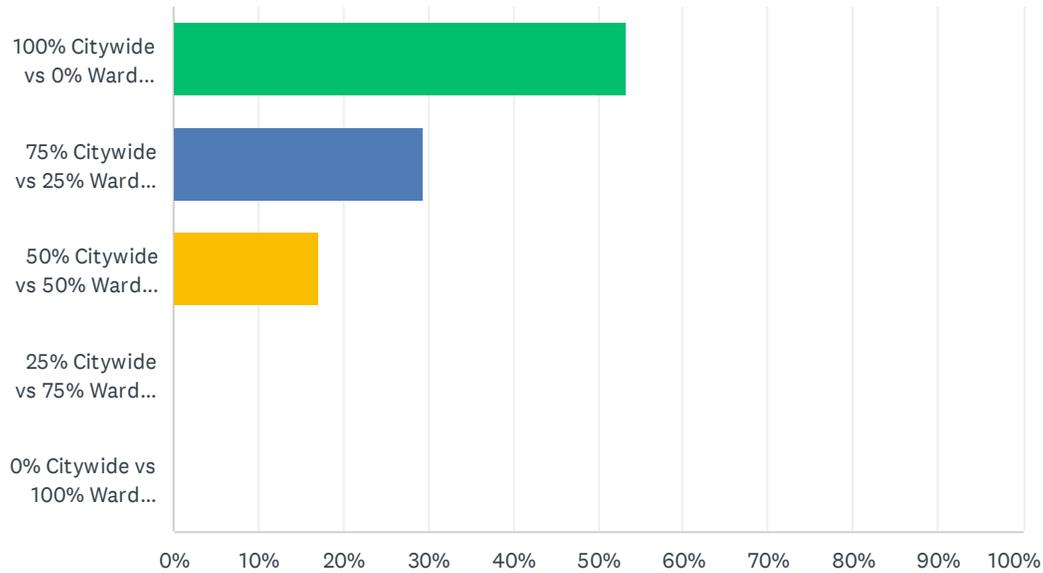
Answered: 105 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|-----------------------------|-----------|------------|
| Mayor is paid appropriately | 35.24% | 37 |
| Mayor should be paid more | 6.67% | 7 |
| Mayor should be paid less | 54.29% | 57 |
| I don't know | 3.81% | 4 |
| I have no opinion | 0.00% | 0 |
| TOTAL | | 105 |

Q20 How focused should the Mayor be on Ward specific issues vs City Wide Issues?

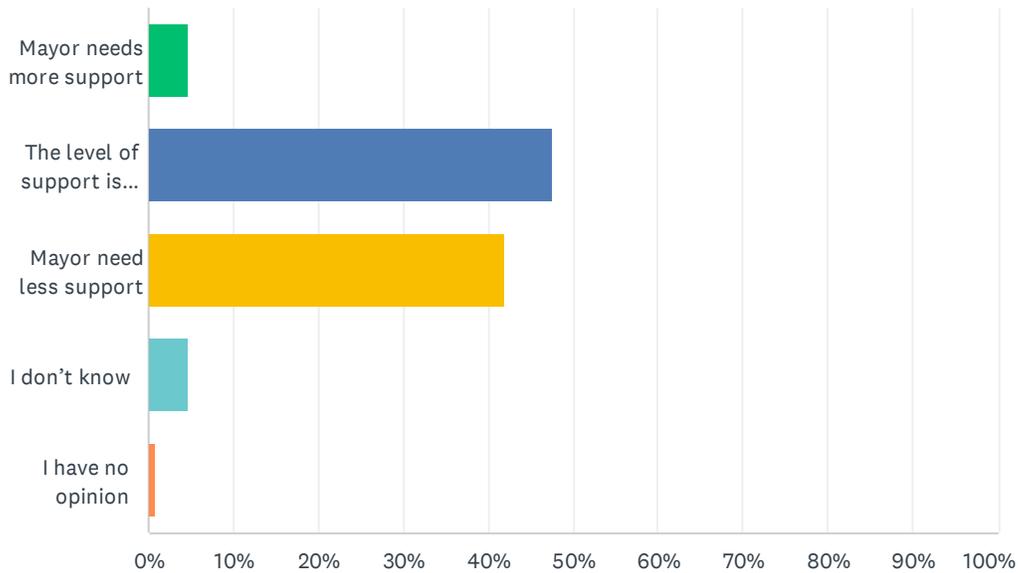
Answered: 105 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|-----------------------------------|-----------|------------|
| 100% Citywide vs 0% Ward Specific | 53.33% | 56 |
| 75% Citywide vs 25% Ward Specific | 29.52% | 31 |
| 50% Citywide vs 50% Ward Specific | 17.14% | 18 |
| 25% Citywide vs 75% Ward Specific | 0.00% | 0 |
| 0% Citywide vs 100% Ward Specific | 0.00% | 0 |
| TOTAL | | 105 |

Q21 The Mayor is supported by staff employed in the Mayor’s office. A total of 5 full time contract staff provide a range of supports for the Mayor including: Public relations & consultations Constituent services Intergovernmental Relations Stakeholder and community outreach Public communications Council liaison Policy review and interface with City staff Scheduling, Office Management and Administration Do you feel this level of staff support is sufficient?

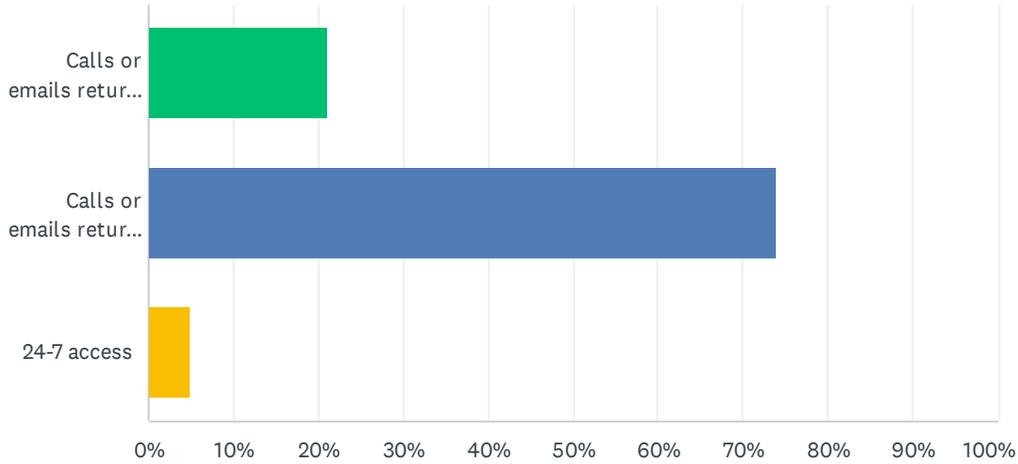
Answered: 105 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|-------------------------------------|-----------|------------|
| Mayor needs more support | 4.76% | 5 |
| The level of support is appropriate | 47.62% | 50 |
| Mayor need less support | 41.90% | 44 |
| I don't know | 4.76% | 5 |
| I have no opinion | 0.95% | 1 |
| TOTAL | | 105 |

Q22 What do you believe the appropriate availability of Mayor to constituents to be? Please check the most appropriate box.

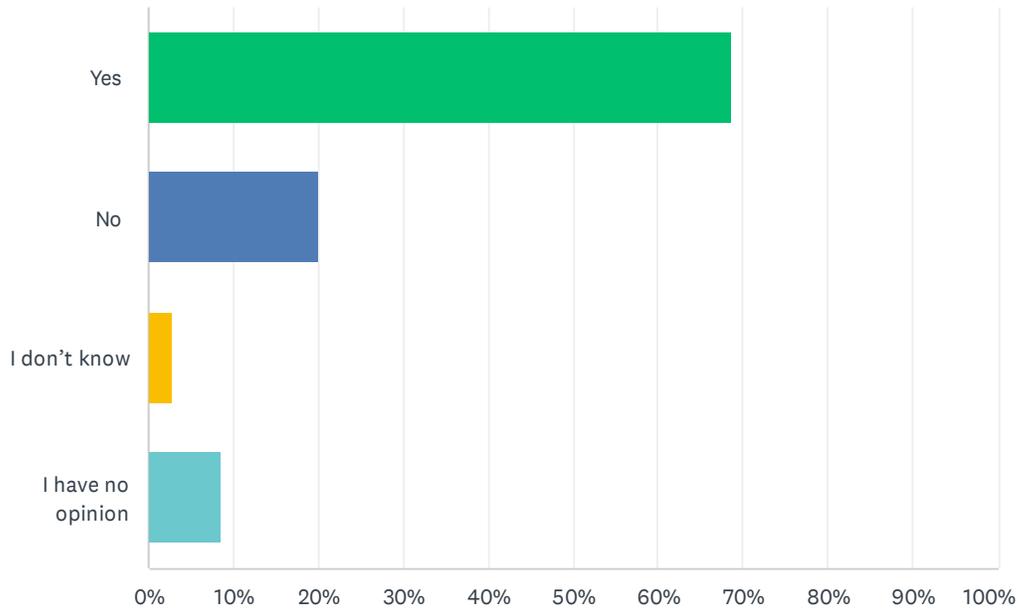
Answered: 104 Skipped: 11



| ANSWER CHOICES | RESPONSES | |
|---|-----------|------------|
| Calls or emails returned daily, seven days a week | 21.15% | 22 |
| Calls or emails returned within 1-3 business days | 74.04% | 77 |
| 24-7 access | 4.81% | 5 |
| TOTAL | | 104 |

Q23 Should the Mayor have a formal social media presence (formal Facebook page, twitter account etc.) to share information and engage residents?

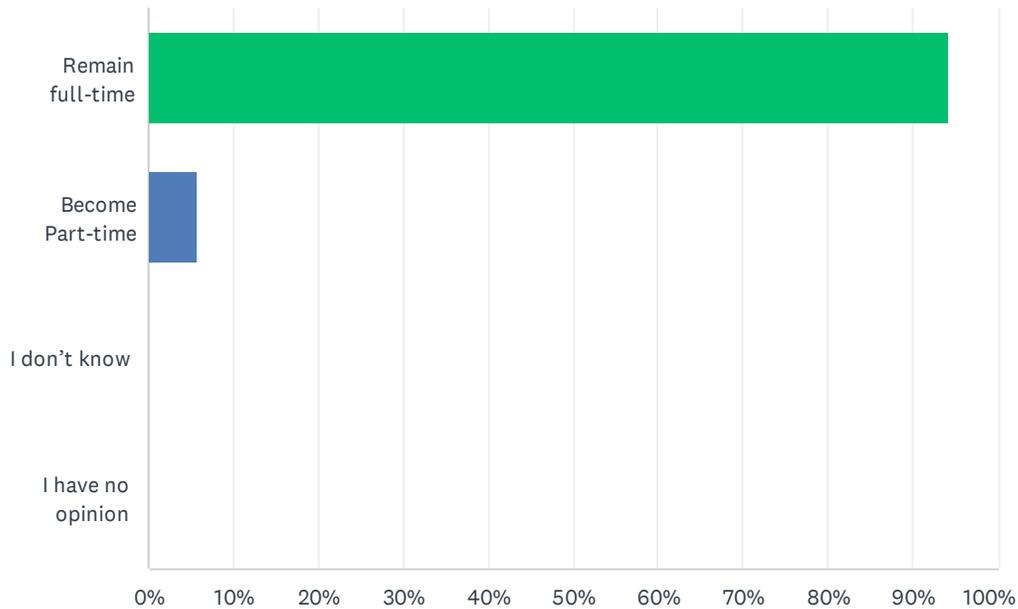
Answered: 105 Skipped: 10



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|------------|
| Yes | 68.57% | 72 |
| No | 20.00% | 21 |
| I don't know | 2.86% | 3 |
| I have no opinion | 8.57% | 9 |
| TOTAL | | 105 |

Q24 According to a 2018 report by the Association of Municipal Managers, Clerks and Treasurers of Ontario (pg 16) 91% of communities with a population of 100,000 – 250,000 people have full time head of council; 9% have part-time mayors. For Cities over 250,000+ people 100% of mayors are full time. Do you feel that Mayor should remain a full time position?

Answered: 104 Skipped: 11



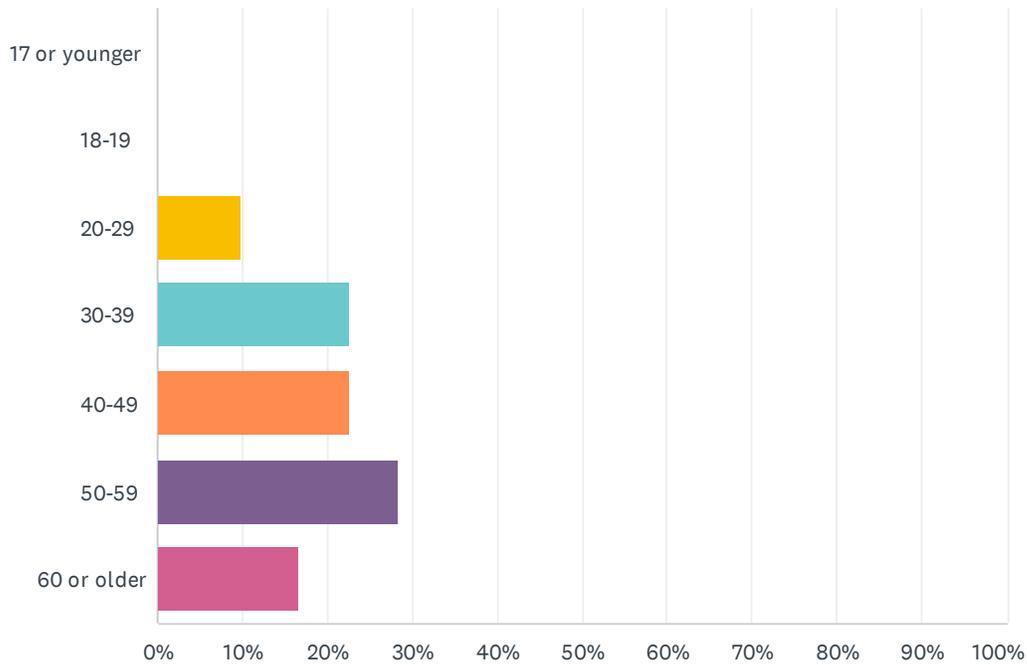
| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|------------|
| Remain full-time | 94.23% | 98 |
| Become Part-time | 5.77% | 6 |
| I don't know | 0.00% | 0 |
| I have no opinion | 0.00% | 0 |
| TOTAL | | 104 |

Q25 Do you have any other comments or thoughts on Council or the Mayor compensation or benefits and work you want to share?

Answered: 39 Skipped: 76

Q26 Which group includes your age?

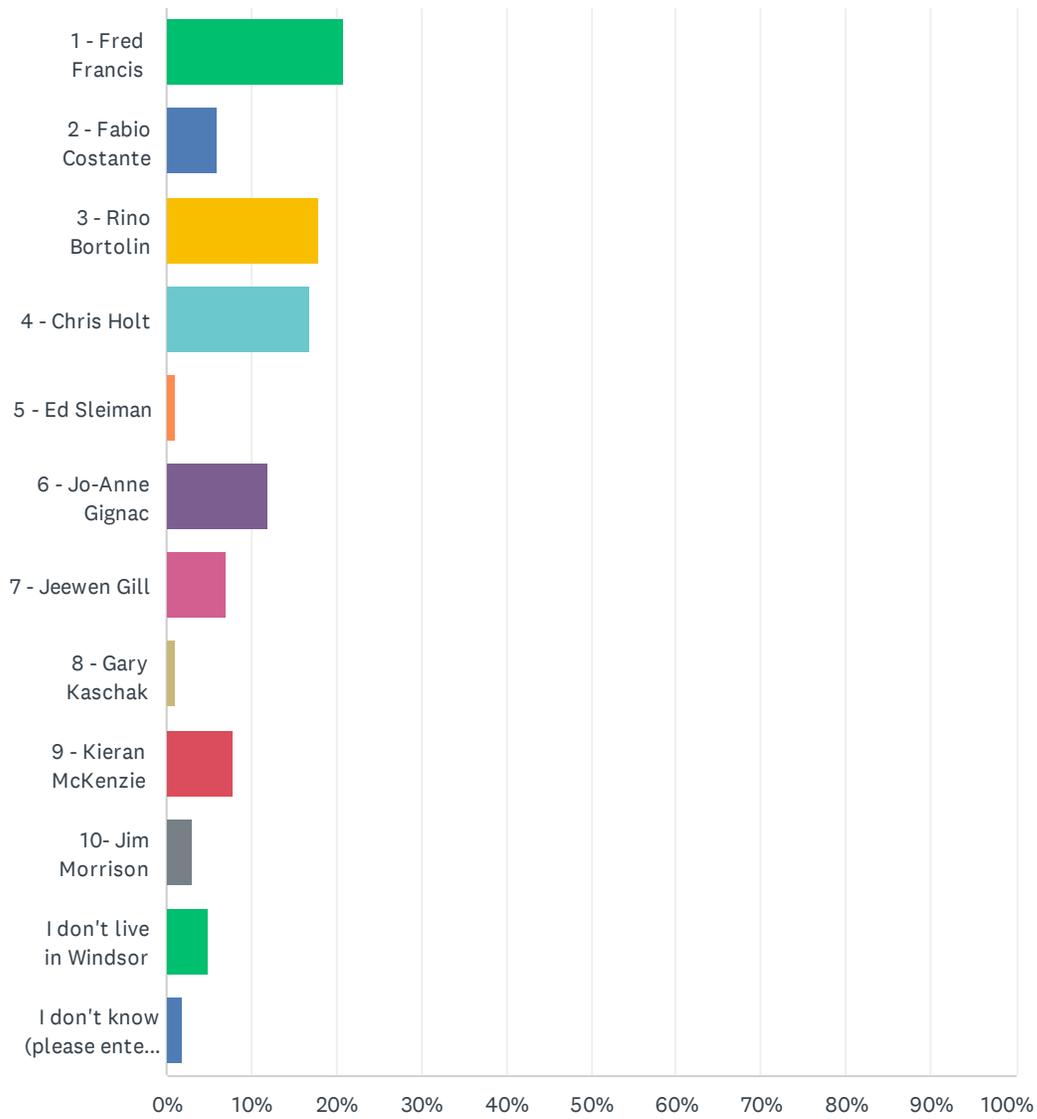
Answered: 102 Skipped: 13



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|------------|
| 17 or younger | 0.00% | 0 |
| 18-19 | 0.00% | 0 |
| 20-29 | 9.80% | 10 |
| 30-39 | 22.55% | 23 |
| 40-49 | 22.55% | 23 |
| 50-59 | 28.43% | 29 |
| 60 or older | 16.67% | 17 |
| TOTAL | | 102 |

Q27 What Ward do you live in?

Answered: 101 Skipped: 14



| ANSWER CHOICES | RESPONSES | |
|---|-----------|------------|
| 1 - Fred Francis | 20.79% | 21 |
| 2 - Fabio Costante | 5.94% | 6 |
| 3 - Rino Bortolin | 17.82% | 18 |
| 4 - Chris Holt | 16.83% | 17 |
| 5 - Ed Sleiman | 0.99% | 1 |
| 6 - Jo-Anne Gignac | 11.88% | 12 |
| 7 - Jeewen Gill | 6.93% | 7 |
| 8 - Gary Kaschak | 0.99% | 1 |
| 9 - Kieran McKenzie | 7.92% | 8 |
| 10- Jim Morrison | 2.97% | 3 |
| I don't live in Windsor | 4.95% | 5 |
| I don't know (please enter postal code) | 1.98% | 2 |
| TOTAL | | 101 |

Appendix C

Public Consultations – Delegations

Council Compensation Review Committee
Public Consultation held January 24, 2022
Meeting Notes
via Zoom Webinar

Members Present:

Dr. Vincent Georgie, Chair
Frazier Fathers
Mila Lucio

Delegations in attendance:

Daniel Ableser
Natalie Popovic
Richard St. Denis
Paul Synnott

Resource personnel in attendance:

Jason Reynar, Chief Administrative Officer
Anna Ciacelli, Deputy City Clerk
Dan Seguin, Deputy Treasurer
Sandra Gebauer, Council Assistant
Will Foot, Council Assistant
Karen Kadour, Committee Coordinator

Dr. Vincent Georgie, Chair, Council Compensation Review Committee opens the Public Consultation session at 12:01 o'clock p.m. and the members of the Committee are introduced. The Chair provides opening remarks as follows:

- The Council Compensation Review Committee is focused on doing a jurisdictional scan of the sector to understand what compensation looks like both at the City of Windsor and at comparable cities and to ultimately make recommendations to City Council with regards to compensation.
- The goal is to bring recommendations forward to Council in March 2022, as this Committee has no decision-making authority.
- This will be implemented after the next municipal election (the next term of Council) and will not impact the current Mayor and members of Council.
- The Committee is not only looking at salary, but at health and benefits, i.e. looking at per diem supports, technical support, access to administrative support, office spaces, and professional development opportunities.

- The Chair encourages the delegations to consider the role of the Mayor of the City of Windsor and members of City Council as opposed to the people that are currently in those positions. It is not about the individual people, it is about the roles themselves.

The Chair opens the floor to comments and suggestions from the delegations and the following remarks are provided along with responses from City Administration:

Delegation 1

- If City Council does accept the recommendations put forth by the Committee, is there a funding source should there be an increase in remuneration.
- As the Mayor's position is full-time, and the Councillor's positions are part-time, (although their hours worked exceed part-time in many cases), it is suggested that increases be provided to the Councillors specifically.
- With inflation at approximately five percent, suggestion to provide a five percent increase.

J. Reynar, Chief Administrative Officer responds that the overall budget for Council including salaries, benefits, and expenses make up a small portion of the \$880 M annual operating budget for the City and suggests that the City would be able to accommodate any increases that result from recommendations from this Committee. This should not be a limiting factor to the Committee's work and recommendations. Ultimately, City Council will have to approve or accept the recommendations.

Delegation 2

- Through media reports, aware that comparators for benchmarking will be undertaken, and adds that when CANUE was established, an exercise was done with comparator cities with a commitment to not fall below the fiftieth percentile.
- In the future, will help remove some of the politics from these reviews.
- An important part of the compensation relates to resourcing. Looking at Councillors being able to carry out the basic functions and expectations of being a Councillor.
- Refers to a Councillor who recently put in hundreds of hours in researching and doing outreach for the safe injection site, however, not all Councillors are able to do this.
- Councillors do not have staff to assist with research and outreach.

A. Ciacelli, Deputy Clerk responds there are two Council Assistants that offer support for members of City Council. These positions were established in 2005. They provide information, assist with constituent concerns and are available as a resource to Council members.

Delegation 3

- Three points to be discussed:
 - Full-time versus part-time
 - Total compensation
 - Total resources
- **Full-time versus part-time** – Discourages the thought of treating this as a full-time job.
- It is important to bring people to Council with different on-going experiences in their day-to-day lives rather than having eleven politicians at the table.
- If these positions are made full-time, members of the community have stated because there is inadequate pay, we will lose qualified people. Alternatively, if the positions are made full-time, we may lose people, as they are not prepared to give up their full-time career to do this full-time. This factor has to be considered.
- **Total Compensation** – When hearing that this is a full-time job, and saying they are unable to do other things and making sacrifices because of this, one has to look at their total compensation globally, not just from Council. The job is doable with an outside job.
- Suggests a slight increase plus a small discretionary fund. In terms of the next four years starting at \$47,000, \$48,000, \$49,000 to \$50,000 with no automatic increase after that.
- **Total Resources** – Should be reviewing the two staff component available to the Councillors. Would discourage adding political staff as is problematic. Should look at the issue of meeting times, i.e. holding Council meetings in the middle of the day. Meetings should be held after hours and discussion should take place regarding the expectation of Councillors in terms of committees, which should be tracked.

A. Ciacelli, Deputy Clerk responds for this calendar year 2022, Council approved a 4:00 p.m. start for Council meetings. Oftentimes, there is a need to begin the meeting earlier due to the availability of resources related to the COVID-19 impact. As it relates to resources, Council members are provided with computers, printers in addition to the human resources that are available.

Seeing no further delegations, the Chair thanks the delegations for their comments and advises an additional Compensation Review Public Meeting will be held on Thursday, January 27, 2022 at 5:00 p.m.

J. Reynar, Chief Administrative Officer advises that if the public has additional thoughts to share, please e-mail Will Foot at wfoot@citywindsor.ca.

The Public Consultation session is adjourned at 12:23 o'clock p.m.

Council Compensation Review Committee

Public Consultation held January 27, 2022

at 5:00 o'clock p.m.

Meeting Notes

via Zoom Webinar

Members Present:

Dr. Vincent Georgie, Chair
Frazier Fathers
Mila Lucio

Delegations in attendance:

Melinda Munro
Richard St. Denis

Resource personnel in attendance:

Jason Reynar, Chief Administrative Officer
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy City Clerk
Dan Seguin, Deputy Treasurer
Sandra Gebauer, Council Assistant
Will Foot, Council Assistant
Karen Kadour, Committee Coordinator

Dr. Vincent Georgie, Chair, Council Compensation Review Committee opens the Public Consultation session at 5:01 o'clock p.m. and the members of the Committee are introduced. The Chair provides opening remarks as follows:

- The Council Compensation Review Committee is focused on doing a jurisdictional scan of the sector to understand what compensation looks like both at the City of Windsor and at comparable cities and to ultimately make recommendations to City Council with regards to compensation.
- We are trying to understand full compensation for the Mayoral role and members of City Council. It is important to understand that the term compensation that we use broadly for many different pieces includes salary, technological support, office space, health benefits and other related supports.

- The goal is to bring recommendations forward to Council in March 2022, as this Committee has no decision-making authority but can certainly make recommendations based on the consultations that we have had.
- Any recommendations or changes that are adopted by City Council will be implemented after the next municipal election (the next term of Council) and will not impact the current Mayor and members of Council.
- Up to this juncture, the Committee had one-on-one meetings with all City Councillors and the Mayor to understand their thoughts and perspectives on the roles and their work and all things related to compensation. We also worked with an external firm to do some research for this Committee and to guide us through it.
- There is still a lot of work to be done, but it is important that the Council Compensation Review Committee meet with members of the community. A session was held on January 24, 2022 with the second session being held on this day.

The Chair opens the floor to comments and suggestions from the delegations and the following remarks are provided along with responses from City Administration:

Delegation 1

Asks what specifically is included in the total compensation package, i.e. cell phone service, an allowance for internet due to attendance at many Zoom meetings, and gas or car allowance; This is an opportunity to recommend compensation to cover some of the foregoing expenses. The Councillors deserve more resources, and recommends that the committee focus on the compensation package for the Councillors.

The Chair responds that the Committee has been looking at the following in terms of total compensation:

- The total stipend in terms of hard or soft assets
- Technology use
- Health and dental benefits
- Access to meetings spaces or private offices
- Other per diems that are relevant to doing Council work whether those are related to committee work or related to travel or conferences.

The Chair responds that the review of the compensation package includes looking at the technological stipend, hard and soft assets, health and dental benefits, access to meeting space and private offices, and relevant per diems pertaining to Council work

Delegation 2

Asks for the determination of the Mayor's compensation package historically and refers to the Mayor's salary and the number of staff in that department. Concern is raised regarding the current compensation structure. Under the *Municipal Act*, the Mayor is only one among equals. There are certain responsibilities related to chairing meetings and being the spokesperson. Justice Marrocco clearly said that the Mayor's responsibility is not manifestly greater than anyone else and has laid out those expectations which are being reviewed by the Minister of Municipal Affairs and Housing. Adds that the statement relating to the Mayor's role and responsibilities on the City's website is incorrect and needs to be changed to ensure that when a determination is made regarding the Mayor's compensation, it is correct based on Justice Marrocco in the Collingwood Inquiry and the *Municipal Act*.

D. Seguin, Deputy City Treasurer responds that the Mayor is considered a full-time position and the Councillors are considered part-time. When the last review of the council compensation was undertaken, approximately four years ago, the Council Compensation Committee looked at six comparator municipalities and in the end settled on the rates of the comparators, which was approved at Council.

The delegation asks how is it that the six-comparator municipalities wound up with such a low rate of compensation for our Councillors, and a higher rate of compensation for our Mayor relative to the Mayor of Toronto.

The Chair advises they want to look at what is baked and not baked into the Mayor's role in the City of Windsor and to compare it to the role of the Mayor of the City of Toronto.

J. Reynar, Chief Administrative Officer responds that it is a great point in terms of raising what else is involved, and what are the expectations. Certain utility companies for example directly compensate their board members who are politicians and not politicians. In other situations, it is funneled through to the municipality who helps to pay for their salary. In terms of what is incorrect on the City's website, asks the delegation to send an e-mail outlining the discrepancies.

Seeing no further delegations, the Chair thanks the delegations for their comments.

The Public Consultation session is adjourned at 5:21 o'clock p.m.