

REPORT TO CITY COUNCIL – April 3, 2018

COUNCIL REMUNERATION

**NICK WATERFIELD, CHAIR
CITIZEN COMMITTEE TO REVIEW
COUNCIL REMUNERATION**

RECOMMENDATIONS

That effective December 1, 2018, Councillors' remuneration be set at \$40,000 plus the Consumer Price Index [CPI] adjustment as adjusted as of October 1, 2018; and

That effective December 1, 2018 the Mayor's remuneration be set at \$116,856 plus the Consumer Price Index [CPI] adjustment as of October 1, 2018; and

That effective December 1, 2018 the Deputy Mayor shall receive an additional remuneration of \$250 plus the Consumer Price Index [CPI] adjustment as of October 1, 2018 over and above their Councillors' remuneration, for each month they are Deputy Mayor; and

That no portion of the remuneration for Members of Council be considered tax free; and

That the existing benefits package provided to Members of Council be left unchanged; and

That the remuneration and car allowance for Members of Council be left unchanged as per City of Kingston By-Law Number 99-169, as amended (adjusted annually to the cost of living, as established by the Consumer Price Index on the previous October 1); and

That a by-law be presented to Council to amend By-Law Number 99-169, as amended, being "A By-Law to Provide for the Annual Paying of an Allowance to the Members of Council for the Corporation of the City of Kingston", to confirm the remuneration paid to Members of Council; and

That the amending by-law be given all three readings; and

That the Citizen Committee to Review Council Remuneration having fulfilled its mandate, be and is hereby disbanded.

BACKGROUND

On June 20, 2017, Council approved a recommendation that saw the formation of a Citizen Committee to Review Council Remuneration. This Committee's mandate was to review the current compensation paid to Members of Council using both data from comparator municipalities and an informed open-ended examination of the demands and workload of the Mayor and District Councillors. The Committee was comprised of the following members and their respective sectors:

Nick Waterfield, Chair, representing the business community

Suche James, Vice Chair, representing the Community-at-large

Sandra Carlton, representing the healthcare community

Bhavana Varma, representing the non-profit sector

Paul K Chan, representing the educational community

Joan Jardin, representing the organized labour community

Shelby Gargaro, representing the Community-at-large

Leonore Foster, being a former Council Member who was elected to Council after November 2006

Within that recommendation, Council also approved a list of criteria when establishing the Committee's comparator municipalities. Through those criteria, the following municipalities were chosen as the City's comparator municipalities:

- City of Barrie
- City of Brantford
- Municipality of Chatham-Kent
- City of Guelph
- City of Sudbury
- City of Thunder Bay

Each of these municipalities fits the criteria of utilizing the Standing Committee or the Committee of the Whole model of governance; is similar in size in terms of population; operates as a single tier municipality; has Councillors who are elected by districts/wards (the exception being Thunder Bay); and whose members of Council are considered to be part-time.

The Committee noted that, similar to other municipalities in Ontario and other provinces, the City of Kingston chose the Citizen Committee to Review Council Remuneration as an independent panel comprised of community representatives in an effort to make impartial recommendations on councillors' compensation and related matters. This marks the third time such a Committee has been struck to make recommendations for an incoming council, the most recent Committee delivering its recommendations in 2013.

The Committee that Council established includes a very talented and diverse group of individuals. Their personal knowledge and understanding of the roles and responsibilities of elected municipal representatives varied widely. One member sat on the previous Committee and was able to provide some memory and insight. Seven members were new to the challenge.

The Committee was tasked with recommending a remuneration level and had at its disposal the reports from 2009 and 2013. Members quickly appreciated the complexity of Council members' responsibilities including the self-defined elements of the roles assumed by elected representatives. And, although the previous two Committees had been restricted by their mandates to research and present remuneration levels based on comparator municipalities only, this Committee was also granted the freedom to explore the demands placed and workloads assumed by the Mayor and District Councillors in today's world and make recommendations influenced by these observations.

ANALYSIS

Methodology

The Committee focused its discussion on the issue in a rational and objective manner to make recommendations based on the guiding principles of transparency and openness, accountability and reasonableness, and appropriateness. These guiding principles from 2013 are repeated below:

- The compensation provided to Members of Council must be as transparent as possible. There should be no hidden employment benefits or convoluted formulas for establishing or adjusting same. By ensuring that the Councillors' remuneration is as transparent as possible, this information should be available to the citizens of Kingston in a comprehensive, yet understandable, format.
- In adopting a theme emphasized by the Provincial Government with the enactment of the *Municipal Act, 2001*, Members of Council must be held accountable for the expenditures of all public monies, including the establishment of, or adjustments to, their own compensation. In addition to the annual disclosure statement of Councillors' remuneration required by Section 284 of the *Municipal Act, 2001*, Councillors must also be held accountable for the way in which their compensation package is established and adjusted from time to time.
- The compensation paid to Members of Council should be appropriate to reflect the demanding nature and responsibilities of that public office in order to attract and retain capable candidates and should take into consideration available data from the most recent census about income levels in the Kingston area; however, such compensation must also be reasonable to both Councillors and to the citizens of Kingston.

In addition to these guiding principles, the Committee endorsed the following parameters to further guide its methodology:

- Members of Council should not be out-of-pocket to perform the duties of their office.
- The level of compensation must reflect both the public expectations of the jobs of Mayor and Councillor, as well as the statutory responsibilities and other duties of the public office.
- The amount of compensation for Members of Council, as well as the method to determine same, can influence the ability to attract good candidates to local government.
- Compensation for Members of Council should be established and adjusted from time to time through an arm's-length process to avoid any appearance of conflict of interest and to ensure the maintenance of a fair rate of compensation. Although sitting councils may opt to reject annual CPI increases, the starting remuneration for each incoming Council must be reviewed.

The Citizen Committee to Review Council Remuneration met on nine occasions. Some meetings focused on comparator municipalities and methodology established by previous Committees and other meetings focused on two open ended questions: “What are the current roles and responsibilities of Members of Council?” and “What would a fair level of compensation for an individual in that role be?”

To undertake the review of comparator municipalities, the Committee received a report from the City Clerk’s Department providing comparator municipalities’ salaries and benefits, population, census and income data. After examination, four options for Council remuneration were identified:

- Average Remuneration – The simple average of the six municipalities (total of all six divided by six)
- Median – The median of the six municipalities (the average of the two remunerations in the middle of the list of six)
- Cost per Person – The cost per person of each comparator municipality, averaged, and then applied to Kingston’s population of 123,798 (2016 census data) (remuneration divided by the population for each comparator municipality; these six costs per person averaged; this averaged cost per person applied to Kingston’s population)
- Cost per Member of Council – The total compensation paid for councillors was established by multiplying the compensation per councillor by the number of councillors for each comparator municipality. The average cost per council member was determined by dividing the total compensation by the total number of council members.

(These are the same options identified in 2013.)

This analysis confirmed that the City of Kingston is approximately at the median.

To review based on current demands and workload of the Mayor and District Councillors, the Committee:

- Circulated a questionnaire to the current Mayor and District Councillors to gain an understanding of the demands, roles and responsibilities to Council placed on them, and to gather each members’ observations on compensation;

- Discussed the results of individual meetings with a number of councillors who individually met with a small group of Committee members serving as a discussion panel. All councillors were invited to participate and nine meetings were held to further the Committees awareness of the complexities of the role.
- Engaged Mr. Rob Wood of 8020Info Inc to lead the Committee through a facilitated session in an effort to crystallize responses to the points being considered in determining fair compensation.

COMMITTEE OBSERVATIONS AND CONCLUSIONS

1. The roles of Mayor and District Councillor are and should remain part-time notwithstanding their responsibility for the annual spending of over \$378 million. Classifying these roles as full-time would eliminate a large segment of the Kingston population from putting their names forward for office as their current employers would not permit them to have another “full-time job”.
2. The Committee is aware of the legislative revisions regarding the one third tax free portion of elected members’ remuneration. The Committee has received much guidance on the financial impact of the removal of this provision. The Committee has made recommendations that take this into consideration.
3. The Committee is aware of the statutory demands of meeting attendance. It is also aware of the ongoing challenges of balanced division of workloads on Standing Committees and the struggles to fill these seats. However, it also received information from the City Clerk’s Department about the strides made over the last few years in rationalizing the number of committees, the frequency of meetings and the average length of meetings. It is the Committee’s view that its role is to suggest appropriate compensation based on “best practises” of current and past elected officials. It is the elected body’s responsibility to ensure that committee workload is distributed appropriately.
4. The Committee was made aware of how social media can consume an elected members’ time. The demands of social media and the cost paid to one’s reputation if one is not constantly on top of issues are seen as a major change impacting elected officials and their work/life balance.
5. The current arrangements to assist elected members are, for the most part, satisfactory. There is a strong belief that as an elected official, the individual has

to be the point person when contacted despite the City having in place policies and procedures for dealing with citizen issues. It was observed that there is more support available than is asked for, which can be addressed by further education. The Committee has confirmed that there is no demand for administrative assistance.

6. Remuneration is not the main appeal or enticement in running for Council supporting the adage that one “shouldn't be doing it for the money”. That said, remuneration is a factor considered by those putting their names forward for elected office. The role has evolved from that of a “civic honour and privilege” doable only by those with independent financial means to a four-year commitment with a measurable impact on one's life. To appeal to the broadest segment of interested candidates, remuneration must be seen as acceptable by individuals at varied stages of their income earning years.
7. The Deputy Mayor position requires additional remuneration to adequately compensate the individual fulfilling these responsibilities.

Finally, the Committee recognizes and thanks the City Clerk's Department, the Chief Financial Officer and the Human Resources and Organization Development Department for their invaluable guidance and patience. Their professionalism and diligence was essential in seeing this Committee through the process.

Nick Waterfield, Chair

Citizen Committee to Review Council Remuneration

Citizen Committee to Review Council Remuneration

Summary Notes on Facilitated Discussion— Dec. 18th, 2017

Building Consensus on Council Remuneration:

The facilitated part of the discussion was based on a structured series of 15 statements related to key decision factors, underlying assumptions or potential approaches/options that had emerged through the committee's prior deliberations. (The specific statements are listed on the next page.)

Using interactive response technology (anonymous "clicker voting"), the committee was able to both establish points of common agreement and also identify points where different perspectives needed to be considered. The process helped thoughtful discussion emerge, allowing for the exploration of many factors involved in assessing both the role and also the potential remuneration for our elected officials.

This structured approach helped frame parameters for:

- Principles to guide development of final recommendations
- Clarification of the kind of "work" and level of effort expected in these roles
- Expectations around compensation, expenses, support and related issues
- Comparators for assessing and making judgements/recommendations.

A high degree of consensus was established around several key points, setting the stage for future development of specific recommendation(s) on the questions of fair and appropriate Council Remuneration.

It was a pleasure to be of service.



Robert A. Wood
President & CEO, 8020Info Inc.

Planning Assumptions — Agree or Disagree?

- 1) The opportunity to seek municipal office should be accessible to all citizens, regardless of their employment, economic or family circumstances.
- 2) Remuneration should not be the main appeal or enticement in running for Council — “you shouldn’t do it for the money”.
- 3) There are no definitive benchmarks or comparators for estimating fair compensation for the role, responsibilities & expected workload of councillors.
- 4) Remuneration should be compared not only to levels paid by other cities but also other benchmarks from the private, public and non-profit sectors.
- 5) The workload for Council members has increased significantly in recent years, due to growing scope of City work, public consultations & social media interaction.
- 6) Council remuneration should be based on the expectation that councillors are filling a “part-time” role, not a “full-time” position.
- 7) Despite many gray areas, councillor remuneration is meant to reflect their decision-making and functional roles in government, not political activities.
- 8) While councillors may invest any amount of time in their roles, a minimum expectation is about 20-25 hours/week spent on core functions (meetings).
- 9) Because standard workloads vary from committee to committee, time demands should be balanced across Council (not just number of appointments).
- 10) To be effective in their roles, councillors require an increase in support for their own research, beyond what city staff already provides to Council.
- 11) Councillors should be paid a simple lump sum to cover their expenses, as opposed to a reimbursement system that involves processing receipts.
- 12) Remuneration for councillors should be increased to compensate for the loss of their current tax exemption (1/3 of remuneration treated as expenses).
- 13) Aside from any tax adjustments, recommending an increase in remuneration of more than ~20% is not realistic in terms of what the public would view as acceptable.
- 14) The relative difference in remuneration for the Mayor compared to Council members fairly reflects the additional duties and responsibilities (~3:1 ratio).
- 15) Adjustments to standard remuneration and expenses should apply for additional duties/costs (serving as Deputy Mayor; mileage for larger district).

	City of Kingston	Municipality of Chatham-Kent	City of Guelph	City of Thunder Bay	City of Sudbury	City of Barrie	City of Brantford
Information Regarding Municipality							
Population:	129,000	103,671	131,000	110,000	161,531	141,434	97,496
Size of Council:	13 total (Mayor + 12 Councillors)	18 total (Mayor + 17 Councillors)	13 total (Mayor + 12 Councillors)	13 total (Mayor + 12 Councillors)	13 total (Mayor + 12 Councillors)	11 total (Mayor + 10 Councillors)	11 total (1 Mayor + 10 Councillors)
Governance Model:	Single Tier - Standing Committee System	Single tier	Single tier	Single tier	Single tier	Single tier	Single tier
Elected by Ward or At-Large:	Ward	Ward	Ward	Both. 7 by ward. 5 at large.	Ward	Ward	Ward
Remuneration 1/3 Tax Free:	Yes	Yes	Yes	Yes	Yes	1/3 tax free	Yes
Total Number of Employees	1,300	1,168	1,335	2,000	3,369	1050	1689
Annual Operating Budget	\$359,000,000	\$303,574,150	\$396,800,000	\$220,000,000	\$249,519,826	\$243,500,000	\$148,085,022
Annual Capital Budget	\$43,000,000	\$7,392,310	\$92,900,000	\$200,000,000	\$222,601,081	\$312,600,000	\$56,529,330
Any separate corporation providing electric, water, gas, fibre optics	Utilities Kingston	Public Utilities Commission (water) and Entegrus (hydro)	Guelph Hydro	Thunder hydro, Tbaytel (telecom)	Corporation of Greater Sudbury Utilities Inc.	All except water are separate providers	Brantford Group of Companies (Hydro)
Comments:	Capital budget amount above does not include \$93 million Utilities Budget and 4 Year Engineering and Utilities Project Budgets.	The 2017 Gross Base Operating Budget is \$303,574,154, which includes a Capital budget of \$7,392,310. This does not include PUC or Entegrus.					

	City of Kingston	Municipality of Chatham-Kent	City of Guelph	City of Thunder Bay	City of Sudbury	City of Barrie	City of Brantford
Remuneration: Mayor							
Annual Salary:	\$94,750	\$93,605	\$113,760	\$80,000	\$119,138	\$93,729	\$89,366
Part Time or Full Time Position:	Part-time	Full-time	Full-time	Full-time	Full-time	Full Time	Full Time
Average Number of Hours Spent Monthly on Mayoral Duties:	200+	Salary based on 35 hours/week; attends Council meetings and community events outside of these hours.	35 hours is the standard work week	240-300	140	200	Mayor has advised that this is difficult to quantify
Additional Remuneration for Attending Regular Council Meetings:	None	None	None	None	None	None	None
Additional Remuneration for Attending Regular Committee Meetings:	None	None	None	None	None	None	None
Other Remuneration Honorarium:	None	None	None	None	None	Compensation for sitting on Board of Directors for Alectra	None
Comments:	Mayor sits on Kingston Police Services Board and receives an honorarium.	Citizens Review Committee on Council Compensation met in 2016/2017. Chatham-Kent will be reviewing remuneration every 3rd year of Council.	No additional remuneration for serving on local boards. Effective 2017 budget.	Mayor sits on DSSAB Board and MPAC Board for which he receives honorariums.	One third (1/3) deemed tax exemption on earnings.		One third (1/3) deemed tax exemption on earnings.
Remuneration: Councillor							
Annual Salary:	\$30,836	\$28,170	\$34,917	\$27,000	\$35,308	\$31,600	\$28,614
Additional Remuneration for Attending Regular Council Meetings:	None	None	None	None	None	No but may receive reimbursement from a committee, board, or commission for reasonable expenses or per diems associated with meals, hotel accommodation, parking and/or travel expenses incurred in his/her role on the committee, board or commission	No
Additional Remuneration for Attending Regular Committee Meetings:	None	None	None	None	None	None	No
Other Remuneration Honorarium:	None	None	None	None	Yes - see comments below	None	None
Comments:	Part-time position.	Part-time position	No additional remuneration for serving on local boards. Effective 2017 budget.	2 members sit on Police Services Board, \$3,000 honorarium, 5 sit on DSSAB.	\$5000/year for Deputy Mayor. Remuneration, ranging from \$1,200-\$4,000/year is provided for Chairs and members of some committees.		

	City of Kingston	Municipality of Chatham-Kent	City of Guelph	City of Thunder Bay	City of Sudbury	City of Barrie	City of Brantford
Benefits, Health Care & Pension: Mayor							
Group Life:	Yes	2.5x annual earnings, to a maximum of \$400,000	Yes	Yes	Yes	Yes	Yes
Dependent Life:	Yes	None	Yes	No	No	No	No
A.D. & D.:	Yes	2.5x annual earnings, to a maximum of \$400,000	Yes	Yes	Yes	Yes	Yes
Extended Health:	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Dental:	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Omers:	Yes	Currently \$3,000 RSP contribution as of December 1, 2018 OMERS enrollment	No	Yes, where applicable	Yes	No	Yes
Other Benefits:		No	RRSP		Emergency Travel Assistance 100%		No
Does benefits package reflect benefits offered to non union staff:	Yes	Yes	Yes, with the exception of OMERS	Yes	Mostly, however travel is a superior benefit but optional life (employee and spousal) is not offered.	No	Yes
Comments:		Chatham-Kent pays for benefit premiums because the Mayor is a full-time position.					
Benefits, Health Care & Pension: Councillor							
Group Life:	Yes	2.5x annual earnings, to a maximum of \$400,000	Yes	Yes	Yes	Yes	Yes
Dependent Life:	No	No	Yes	No	No	No	No
A.D. & D.:	No	2.5x annual earnings, to a maximum of \$400,000	Yes	Yes	Yes	Yes	Yes
Extended Health:	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Dental:	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Omers:	Yes	No	No	yes, where applicable	Yes	No	Yes
Other Benefits:		No	No		Emergency Travel Assistance 100%		No
Does benefits package reflect benefits offered to non union staff:	Yes for Extended Health and Dental and Omers	Yes	Not OMERS eligible	Yes	Mostly, however travel is a superior benefit but optional life (employee and spousal) is not offered.	No	Yes
Comments:		Premiums paid by Councillor.					

	City of Kingston	Municipality of Chatham-Kent	City of Guelph	City of Thunder Bay	City of Sudbury	City of Barrie	City of Brantford
Mileage & Travel Allowance: Mayor							
Car Allowance:	\$5,748	No	\$5,111	\$4,800	\$8,400	\$6,000	No
Travel and Conference Allowance:	\$5,000	\$9,937	\$3,250 (training) and additional funds available for other meetings and travel		Authorized to self-assign and approve travel to conferences and travel for other purposes related to City business providing that the cost associated with the travel is within the Mayor's annual budget within the Mayor's cost centre.	Covered by the conference account and expense account	\$10,850
Leased Vehicle:	No	No	No	No	No		Yes
Meal Per Diem:	\$60	Not specified	\$70	\$70	\$72	1/2 day \$60 Full Day \$120	\$70
Lodging:	Yes, included in Travel and Conference Allowance.	Not specified	At single room rate.	No limit except annual budget.	Yes	As part of conference	Yes
Comments:		Mileage is \$0.49/km for travel			\$0.48 per km for out of town travel.		
Mileage & Travel Allowance: Councillor							
Car Allowance:	\$3,065	No	No	No	No	\$2,100	No
Travel and Conference Allowance:	\$2,400	\$3,500	\$3,250	\$2,000	Members of Council self-assign provided that the cost is within their approved budget. A Member of Council appointed to the board of an association is compensated to associated travel from the Council Travel account.	Covered by the conference account and expense account	Covered by Councillors discretionary budget of \$3510
Leased Vehicle:	No	No	No	No	No		No
Meal Per Diem:	\$60	No	\$70	\$70	\$72	1/2 day \$60 Full Day \$120	\$70
Lodging:	Yes, included in Travel and Conference Allowance.	Not specified	At single room rate (and combined expenses stay within the annual \$3250 allocation).	From Councillor's budget.	Yes	As part of conference	Yes
Comments:	\$150 for miscellaneous expenses , \$750 for cell phones, \$15,000 for all Councillors to attend AMO and FCM conferences and \$12,500 for FCM	Mileage is \$0.49/km for travel			\$0.48 per km for travel both in City and out of town		

	City of Kingston	Municipality of Chatham-Kent	City of Guelph	City of Thunder Bay	City of Sudbury	City of Barrie	City of Brantford
Administrative Assistance: Mayor							
Administrative Assistance Available for Mayor	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Number of Administrative Assistants/Staff:	3	1 Executive Assistant	2 Full-time (1-Executive Assistant and 1-Communications Advisor)	2 (1 secretarial; 1 policy & research)	4	1	1 Chief of Staff, 1 Administrative Assistant (shared with CAO's Office), 1 summer student (May - Sept) (shared with CAO's Office) and support from Manager, Corporate Policy & Management Practices
Tasks Performed	Administrative Assistant provides all administrative assistance; Mayor's Assistant provides public relations assistance. Intergovernmental Relations acts as liaison with other levels of government.	Administrative assistance, scheduling, correspondence, communications, presentations	Executive Assistant provides all administrative assistance; Communications Advisor provides speech writing, public relations assistance		Provide administrative and public relations support, secretarial/scheduling services, and prepare all speaking materials for the Mayor.	Office Administration, Special Projects, Scheduling events/townhall meetings	Research/Scheduling/Event Coordination/Administrative Assistance
Cost to provide Administrative Assistance:	\$300,000 approx. including benefits	\$56,000 to \$63,000	\$225,800		\$262,960	\$160,000	\$155,000
Comments:		Reports to the CAO Department					
Administrative Assistance: Councillors							
Administrative Assistance Available for Councillors	No	Yes	No	No	Yes	No	Yes
Number of Administrative Assistants/Staff:		1 Council Assistant			2		0.25
Tasks Performed		Coordinate travel arrangements, track expenses, organize and maintain information for the distribution, assist with daily requests.			Services may include making travel arrangements, purchasing, preparation of correspondence, scheduling of meetings, filing expense claims, preparation of communication material, support on constituency matters, monitoring matters of interest and other administrative duties.		Prepare resolutions, research, schedule ward meetings, attend ward meetings and prepare minutes, prepare various correspondence, respond to constituent requests as referred by the Ward Councillor, conference/travel arrangements, submit invoices for payment
Cost to provide Administrative Assistance:		\$39,500 to \$43,000			\$122,792.67		
Comments:	General clerical and administrative support provided by City Clerk's Department.	Position reports to Clerk.	Mayor's staff support as able.	General clerical support through the Clerk's office.			No costs to Councillors budgets - this cost is borne by City Clerk's Department

By-Law Number 2018-XX

A By-Law to Amend By-Law Number 99-169 “A By-Law To Provide For The Annual Paying Of An Allowance To The Members Of Council For The Corporation Of The City Of Kingston” (To Confirm The Remuneration Paid to The Mayor and Members of Council – Effective December 1, 2018)

Passed: April 3, 2018

The Council of the Corporation of the City of Kingston hereby enacts as follows:

1. By-law Number 99-160 “A By-Law To Provide For The Annual Paying Of An Annual Allowance To The Members Of Council For The Corporation Of The City of Kingston (A By-law To Repeal By-law Number 1556 And To Re-enact It As By-law Number 99-169 of the City of Kingston)” as amended, is hereby further amended as follows:

1.1. Schedule “A” is hereby amended by amending the salary for the Mayor and Councillors so the chart in Schedule “A” shall now read as follows:

Position	Details	Total
Mayor	Annual Salary	\$116,856
	Non-statutory benefits (estimate)	
	OMERS Pension	\$14,936
	Medical Benefits	\$4,830
	Life Insurance	\$910
	Dependent Life Insurance	\$47
	AD & D	\$79
	Car Allowance	\$5,845

Position	Details	Total
Councillor (x12)	Annual Salary	\$40,000
	Non-statutory benefits (estimate):	
	OMERS Pension	\$3,891
	Medical Benefits	\$4,830
	Life Insurance	\$117
	Car Allowance	\$3,117
Deputy Mayor	Additional Compensation (Per Month)	\$250.00

2. This By-law shall come into force and take effect on April 3, 2018

Given All Three Readings and Passed April 3, 2018

John Bolognone
City Clerk

Bryan Paterson
Mayor