



**City of Kingston
Report to Council
Report Number 21-178**

To: Mayor and Members of Council
From: Brad Joyce, Commissioner, Corporate Services
Resource Staff: John Bolognone, City Clerk
Date of Meeting: July 13, 2021
Subject: Review of Council Remuneration for 2022-2026 Term –
Creation of a Citizen Committee to Review Council
Remuneration

Council Strategic Plan Alignment:

Theme: Regulatory & compliance

Goal: See above

Executive Summary:

In 2008, Council created a Citizen Committee to Review Council Remuneration and directed that staff undertake a review of Council remuneration each term of Council to ensure that the City's target pay position relative to the comparator municipalities is attained. Further to that direction, in 2013 and 2017 Council approved the creation of a Citizen Committee to Review Council Remuneration and the Committee's recommendations were implemented for the 2014-2018, and 2018-2022 respective terms of Council.

Staff is recommending the continuation of the Citizen Committee model used in the previous term, which will recommend an appropriate remuneration for the Mayor and Members of Council, effective December 1, 2022. The mandate proposed for the 2021 Committee will examine the roles and responsibilities of being a Councillor and to make a remuneration recommendation based on a combination of both comparator municipalities and an understanding of what is asked and expected when an individual is elected to Council. A draft

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Mandate/Terms of Reference for the Committee is attached as Exhibit A. Upon completion of its mandate the Committee will be disbanded.

Recommendation:

That Council approve the creation of a Citizen Committee to Review Council Remuneration for the 2018-2022 term of Council, with Mandate/Terms of Reference as outlined in Exhibit A to Report Number 21-178; and

That staff be directed to recruit persons interested in being considered as appointees to a Citizen Committee to Review Council Remuneration as outlined below:

- a) That staff be directed to contact the business community (Downtown Kingston! BIA), the healthcare community (University Hospitals Kingston), the non-profit sector (The United Way), the educational community (Queen's University, St. Lawrence College, and Royal Military College), and the organized labour community (Kingston and District Labour Council) to request that each sector submit a name of a representative and an alternate to serve on the Citizen Committee to Review Council Remuneration, and that the names of the various sector representatives be provided to Council for ratification;
- b) That staff be directed to invite interested members of the community to submit applications to serve as public members on the Citizen Committee to Review Council Remuneration;
- c) That staff be directed to contact previous members of Council who were elected in or after November 2010 to ascertain if they are interested in serving on the Committee, and that Council confirms the list of: Richard Allen, Adam Candon, Sandy Berg, Rick Downes, Kevin George, Mark Gerretsen (Mayor), Bill Glover, Dorothy Hector, Brian Reitzel, Jeff Scott, Liz Schell and Laura Turner as former members of Council that would be contacted; and

That the appointed sector representatives be directed to review the applications received from members of the public interested in serving as community members and the expressions of interest submitted by former members of Council (elected in or after 2010) and recommend to Council the appointment of two (2) members of the public, and one (1) former member of Council for ratification.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Brad Joyce, Commissioner,
Corporate Services**

ORIGINAL SIGNED BY CHIEF
ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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Options/Discussion:**Background**

In 2008, Council created a Citizen Committee to Review Council Remuneration. At that time Council directed that staff undertake a review of Council remuneration each term of Council to ensure that the City's target pay position (percentile group) relative to the comparator municipalities is attained. Recommendations with respect to an appropriate remuneration would be effective at the beginning of each new term of Council.

On June 20, 2017 Council considered Report Number 17-143 and established a Citizen Committee to Review Council Remuneration to review the remuneration for members of Council for the 2018-2022 term of Council. The following resolution was approved by Council at the June 20, 2017 meeting:

That Council approve the creation of a Citizen Committee to Review Council Remuneration for the 2018-2022 term of Council, with Mandate/Terms of Reference as outlined in Exhibit A to Report Number 17-143; and

That staff be directed to recruit persons interested in being considered as appointees to a Citizen Committee to Review Council Remuneration as outlined below:

- a) **That** staff be directed to contact the business community (Downtown Kingston! BIA), the healthcare community (University Hospitals Kingston), the non-profit sector (The United Way), the educational community (Queen's University, St. Lawrence College, and Royal Military College), and the organized labour community (Kingston and District Labour Council) to request that each sector submit a name of a representative and an alternate to serve on the Citizen Committee to Review Council Remuneration, and that the names of the various sector representatives be provided to Council for ratification; and
- b) **That** staff be directed to place a notice in the Kingston Whig Standard and on the City's website seeking two interested members of the community to serve as public members on the Citizen Committee to Review Council Remuneration; and
- c) **That** staff be directed to contact previous members of Council who were elected after November 2010 to ascertain if they are interested in serving on the Committee, and that Council confirms the list of Sandy Berg, Rick Downes, Leonore Foster, Steve Garrison, Bill Glover, Dorothy Hector, Joyce MacLeod-Kane, Rob Matheson, Sara Meers, Vicki Schmolka, Jeff Scott, Ed Smith, and Brian Reitzel, as previous members of Council that would be contacted; and

That the appointed sector representatives be directed to review the applications received from members of the public interested in serving as community members and the expressions of interest submitted by former members of Council (elected after 2010) and

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recommend to Council the appointment of two (2) members of the public, and one (1) former member of Council for ratification.

The Committee worked independent of Council, and was comprised of members of the community, sector representatives, and a former member of Council. The Committee met several times throughout 2017 making its final recommendations to Council on April 3, 2018. The Committee's [recommendations](#) were approved and implemented for the 2018-2022 term of Council.

Discussion

Committee Composition:

To conduct the 2021 review on remuneration, staff recommends using the Citizen Committee model used in the previous Council term. The composition of the Citizen Committee to Review Council Remuneration is proposed to be comprised of eight (8) voting members, with five (5) sector representatives, two (2) community members at large, and one (1) previous member of Council elected in or after 2010. In keeping with the previous appointment process, membership of the Committee will be presented directly to Council for ratification only, in order to afford greater autonomy and transparency. All recommended appointments will be forwarded to Council, by way of a report from the Citizen Committee to Review Council Remuneration.

To encourage diversity in public applicants the Clerks Department will undertake an inclusive recruitment event which will utilize multiple methods of advertising the committee opportunity to the public as well as the different means of applying to serve.

The City Clerk (or designate) and the Director of Human Resources & Organization Development (or designate) will attend Committee meetings to serve as staff resources to the Committee. In addition, the City Clerk's Department will provide legislative support to the Committee which will include the production and distribution of minutes and agendas, as well as research, compilation of data, and meeting logistics.

Committee Mandate/Terms of Reference:

A draft Mandate/Terms of Reference for the proposed "Citizen Committee to Review Council Remuneration" is attached as Exhibit A. The mandate of the Committee is to examine the roles and responsibilities of the Mayor and Councillors and to make remuneration recommendations based on a combination of both the remuneration paid in comparator municipalities and an understanding of what is asked and expected of an individual when elected to Council. The Committee will review the current remuneration paid to the Mayor and Members of Council and establish the percentile group as Kingston's target pay position, or an appropriate remuneration, in order to ensure that the City's pay position relative to the comparator municipalities is attained. The recommended remuneration would commence effective the next term of Council.

In addition to reviewing the matter of remuneration, the Committee will also review the current demands and workload of the Mayor and Members of Council and the need for administrative

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assistance for Councillors. Based on a review of best practices in the comparator municipalities, the Committee will identify options and make recommendations on the current workload of Council.

The Committee's proposed Mandate/Terms of Reference also includes guidelines for determining the comparator Councils to be used in the evaluation of remuneration best practices and the identification of options to address the issue of workload.

The following criteria will be used in determining comparator Councils:

- utilize the Standing Committee or the Committee of the Whole model of governance;
- are similar in size in terms of population;
- operate as a single tier municipality;
- has Councillors who are elected by districts/wards (the exception being Thunder Bay) and are considered part-time; and

Comparator Municipalities:

According to the 2017 Report to Council, the Committee chose six comparator municipalities which fit the criteria of: utilizing a similar governance model (Standing Committee or Committee of the Whole); having a similar population; operating as a single tier municipality; having Councillors elected by Wards or Districts; and having members of Council who are considered part-time. The six municipalities were: City of Barrie, City of Brantford, Municipality of Chatham-Kent, City of Guelph, City of Sudbury and City of Thunder Bay.

Staff is recommending that these same municipalities also be used by the 2021 Citizen Committee to Review Council Remuneration. If the Committee identifies other municipalities that meet the criteria, these could be added to the Review.

Committee Work Plan:

The City Clerk's Department and the Human Resources & Organization Development Department will develop a work plan for the Citizen Committee to Review Council Remuneration. This work plan will be presented to the Committee at its inaugural meeting. It is anticipated that the Committee will make its recommendations to Council during the fourth quarter of 2021. Upon the completion of its mandate the Committee will be disbanded.

Existing Policy/By-Law:

None

Notice Provisions:

None

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Accessibility Considerations:

None

Financial Considerations:

Recommendations from the Citizen Committee to Review Council Remuneration may result in changes to the remuneration for the members of Council.

Contacts:

John Bolognone, City Clerk, 613-546-4291 extension 1247

Other City of Kingston Staff Consulted:

Muhammad Ahsan, Equity, Diversity and Inclusion Manager

Deanne Roberge, Director, Human Resources and Organization Development

Janet Jaynes, Deputy City Clerk

Exhibits Attached:

Exhibit A - Draft Terms of Reference for the Citizen Committee to Review Council Remuneration

Citizen Committee to Review Council Remuneration

Mandate/Terms of Reference:

The Mandate/Terms of Reference for the Committee is to examine the roles and responsibilities of the Mayor and District Councillors and to make remuneration recommendations and administrative support recommendations based on a combination of both comparator municipalities and an understanding of what is asked and expected of an individual when elected to Council. The Committee will review the current compensation paid to the Mayor and Members of Council and establish the percentile group as Kingston's target pay position, or an appropriate remuneration, in order to ensure that the City's pay position is attained relative to the comparator municipalities. The remuneration would commence effective December 1, 2022.

As part of the remuneration review and recommendations, the Committee will:

- examine the current demands and workload of the Mayor and District Councillors and, based on a review of best practices in the comparator municipalities (provided by City staff), identify options and make recommendations with respect to the current workload;
- examine the options and make recommendations for Administrative Support for District Councillors; and

The criteria to be used by the Citizen Committee to Review Council Remuneration in determining the comparator group of municipalities shall include municipalities that:

- utilize the Standing Committee or the Committee of the Whole model of governance;
- are similar in size in terms of population;
- operate as a single tier municipality;
- have Councillors who are elected by districts/wards (the exception being Thunder Bay) and are considered part-time; and
- have Councillors who are elected by districts/wards and are considered full-time.

Upon the completion of its mandate the Committee will be disbanded.

Reporting To: Council

Membership and Composition:

Eight (8) members in total, all members are to be considered voting members.

One (1) Sector Representative from each of the following five (5) areas:

The Business Community

The Healthcare Community

The Non-Profit Sector

The Educational Community

The Organized Labour Community

Two (2) Community members at large

One (1) Former Member of Council who was elected after November 2006

The Chair and Vice-Chair of the Committee shall be selected by the members.

Staff and Other Resources Made Available to the Committee:

City Clerk (or designate)

Director of Human Resources & Organization Development (or designate)

Committee Clerk (Legislative Support)