

Policy Discussion Papers Decision Requested

Request for Recommendation Priorities Committee



Type of Decision									
Meeting	September 20, 2006				Report Date	September 14, 2006			
Decision Requested	X	Yes		No	Priority	X	High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title
CITIZENS' PANEL ON COUNCIL REMUNERATION

Budget Impact / Policy Implication		Recommendation
N/A	This report has been reviewed by the Finance Division and the funding source has been identified.	
		<p>THAT the recommendations set out in Schedule A, as they relate to the recommendations from the Citizens' Panel on Council Remuneration be approved by the Priorities Committee and recommended for adoption by Council.</p>
X	Background Attached	Recommendation Continued

Recommended by the Department	Recommended by the C.A.O.
 Caroline Hallsworth Executive Director of Administrative Services	 Mark Mieto Chief Administrative Officer

Report Prepared By	Division Review
Caroline Hallsworth Executive Director of Administrative Services	

BACKGROUND

The Citizens' Panel on Council Remuneration presented its findings to the Priorities Committee of Council on September 6, 2006 at which time the following resolution was passed:

"That the report dated August 31, 2006 of the Citizens' Panel Review on Council Remuneration for the City of Greater Sudbury be received."

As described in the Priorities Committee minutes, "The Chair advised that staff would prepare a report regarding the Panel's recommendations for the next Priorities Committee meeting of September 20, 2006". In referring this report to staff, Committee Members noted the need to ensure that those who might consider incumbency in the municipal election, had the information they required regarding remuneration, prior to nomination day on September 29, 2006.

As requested by Council, staff have completed a very preliminary review of the report. As described within the report, panel members completed a detailed and rigorous review of the data which they gathered, though they identified that the "timelines imposed for this review were quite restrictive and rather ambitious" and that not all information requested was received from comparator municipalities in a timely fashion.

The recommendations of the panel, as they apply to both Mayor and Council, are as follows:

1. *That the current salary remain unchanged for the electoral term office beginning in 2007 and ending in 2010.*

It is recommended that the salaries of mayor and councillors remain unchanged for the term of office beginning on December 1, 2006 and ending on November 30, 2007, which includes retaining the 1/3 tax free benefit as described in the Remuneration By-Law 2002-280F and its amendments.

2. *That any and all increases provided in the future be made at the time Councillors are elected and sworn into office.*

The Citizens' Panel stated in their report that they received information from only three of the six comparator municipalities regarding the method by which salary increases are determined. The timelines established/imposed for the review and the fact that the review was completed during the summer months likely account for the challenges associated with gathering this data. Preliminary review of the data suggests that in order to ensure that parity is retained, the process for applying and reviewing inflationary increases needs to be reviewed in further detail and it is recommended that this matter be referred to staff for further review.

BACKGROUND (continued)

3. *That the benefit package available is generous and should remain unchanged for the entire electoral term of office beginning in 2007, ending in 2010.*

The benefit package received by mayor and council is the same benefit package received by all employees of the City of Greater Sudbury. It is recommended that the current practice by which the mayor and council receive the same benefits as municipal employees be continued.

4. *That a Citizen's Panel be appointed in December of the year preceding the next municipal election*

It is recommended that this Council recommend to the incoming Council that a Citizens' Panel be appointed in December 2009 to review council remuneration prior to the next election.

5. *That if Council members are absent in excess of four (4) meetings, they shall be subject to a pro-rated deduction of their salary and that this recommendation be enacted by way of by-law.*

It is recommended that should Council wish to pursue this matter, that staff be directed to develop a by-law, which details how a missed meeting policy might be applied, and that the by-law consider which meetings are considered in applying the four missed meeting rule as well as describing those circumstances, including absence on municipal business, absence due to illness or injury, absences due to conflicting work schedules and absence when excused, when absences would not be discounted.

6. *That Council enact a by-law whereby all honoraria received from boards/committee on which a Councillor sits, be channeled or pooled into a central fund to be equally divided among all Councillors, and that all Councillors be required to sit on at least two (2) boards/committees.*

Given that many of the boards and committee on which council members sit are independent corporations or agencies, there may be legal issues associated with this recommendation as each such corporation or organization currently pays the honoraria to the individual who sits on the board, not to the municipality. Should council wish to explore this solution, it is recommended that a legal opinion be obtained as to how this recommendation might be implemented.

7. *That city staff undertake a study regarding the feasibility of providing administrative/clerical staff support and office space to Councillors in their respective wards.*

It is recommended that should council wish to proceed with this recommendation, that staff be requested to prepare options for staff support and office space for the 2007 City of Greater Sudbury Budget process.

Schedule A: Recommendations			
Number	Recommendation	Yes	No
1	That the salaries of mayor and councillors remain unchanged for the term of office beginning on December 1, 2006 and ending on November 30, 2007, which includes retaining the 1/3 tax free benefit		
2	That the process for applying and reviewing inflationary increases be referred to staff for further review		
3	That the benefit package available is generous and should remain unchanged with council continuing to receive the same benefits as municipal employees		
4	That it be recommended to the incoming Council that a Citizens' Panel be appointed in December 2009 to review council remuneration prior to the next election		
5	That staff be directed to develop a by-law, which details how a missed meeting policy might be applied, and that the by-law consider those circumstances when absences would be permitted		
6	That staff be directed to explore how the recommendation that honorarium be channeled or pooled into a central fund to be equally divided among all Councillors, and that all Councillors be required to sit on at least two (2) boards/committees might be implemented		
7	That staff be requested to prepare options for staff support and office space for incorporation into the 2007 City of Greater Sudbury Budget		

Citizens' Panel on Council Remuneration

Report of the Citizens' Panel Review on Council Remuneration for the City of Greater Sudbury

Prepared by
Citizens' Panel

for
Council for the City of Greater Sudbury

August 31, 2006

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REPORT OF THE CITIZENS' PANEL REVIEW ON COUNCIL REMUNERATION FOR THE CITY OF GREATER SUDBURY

INTRODUCTION AND BACKGROUND

On or about April 12, 2006, the Priorities Committee recommended the creation of a Citizens' Panel to review the remuneration of councillors with the City of Greater Sudbury. The aforementioned recommendation specifically stated the following:

“....and whereas the Priorities Committee endorsed a series of general recommendations related to the establishment of a committee or task force to consider Council remuneration.”

In late June 2006, a cross-section of community representatives was selected by Council to be members of the Citizens' Panel on Council Remuneration. Consideration was given to nominees with experience in municipal government, human resources and financial affairs.

The following representatives constituted the panel:

- ◆ John Filo, Chair
- ◆ Dr. Rayudu Koka, Vice Chair
- ◆ Dr. Robert Segsworth
- ◆ Richard Bois
- ◆ Gaétan Marcheterre

The Panel's terms of reference included the following elements:

Mandate

“To review and recommend a total remuneration package for members of the Council of the City of Greater Sudbury, based on the span and scope of the role of Councillor as described in Sections 224 and 225 of the Municipal Act.”

Timelines

- July 6, 2006 – Inaugural meeting of Citizens' Panel
- August 3, 2006 – Public Consultation
- September 6, 2006 – Deadline to submit final report

Citizens' Panel Resources

“The Citizens' Panel will be supported by staff from the Administrative Services section.” (Administrative support was provided through external resource personnel.)

“External resources and expertise may be provided upon the request of the Citizens' Panel.” (External resources and expertise were provided to the Panel without request.)

At the inaugural meeting of July 6, 2006, the Panel came to the realization that the timelines imposed for this review were quite restrictive and rather ambitious. The Panel was aware that other municipalities that had undergone a similar review of council remuneration had provided their panels with more time to accomplish their task. Typically, the reviews in other municipalities were conducted over a four (4) to twelve (12) month period. Additionally, the timing of the review further compounded this concern in relation to the timelines. The months of July and August are typically considered prime time vacation periods, and in fact, this did pose some difficulty in obtaining data and information from Comparator-Municipalities. Although the Panel did express its concerns with the timeframe, the timing of the impending municipal fall election did not allow for any extension. It should also be noted that the short timeframe did not allow the panel to verify the accuracy and completeness of the data provided by the Comparator-Municipalities. Notwithstanding the aforementioned concerns, the Panel was nonetheless satisfied to undertake the task of completing this review.

This report represents a culmination of the efforts and diligence demonstrated by all members of the Panel. The Panel met on several occasions to review data obtained from various one-tier Comparator-Municipalities across Ontario. Agendas and minutes were posted on the City's website. The discussion between Panel members led towards the convergence of recommendations contained in this report.

The Panel's review included the following:

- ◆ Developing a Survey Questionnaire for the Mayor and members of Council meant to solicit council's input and feedback on their roles/responsibilities and their feelings on the current remuneration package.

- ◆ Undertaking research with the assistance of external resource personnel, on matters associated with the current compensation structure of the Municipality of Greater Sudbury.
- ◆ With the assistance of external resource personnel, eliciting, reviewing, collating and analyzing data and remuneration packages of other comparable one-tier municipalities across the province of Ontario.
- ◆ Consulting with the community via public consultation.

Members of Council via the City's Chief Administrative Officer, namely Mr. Mark Mieto, also asked the Panel to deliberate on the issues of providing them with additional administrative support (i.e., clerical) and offices located within their respective wards. While these matters were not part of the initial mandate of the remuneration review and time was a factor limiting a comprehensive review of these questions, the Panel nevertheless decided that it would provide a recommendation on the matter.

This report will elaborate in greater detail on the approach and methodology employed by the Panel, as well as the findings and observations unearthed during the review and analysis of the survey completed by members of Council and data/information received from the participating Comparator-Municipalities. In addition the report will also include a recommendations section consisting of two (2) parts. The first part will outline exclusively, recommendations targeting the Mayor's position, while the second part will deal with recommendations pertaining to Councillors' remuneration.

APPROACH AND METHODOLOGY

Despite the timelines allocated to this project, the approach taken for this review was quite comprehensive. The panel was provided with council remuneration reports from cities across Canada, prior to its first meeting. In the beginning stages of the review, the Panel was quick to identify a number of benchmarks and indices that it required in order to undertake the remuneration study. Moreover, the Panel also determined the Comparator-Municipalities that it was going to use for purposes of facilitating this review. These municipalities will be identified later in this section of the report. Once the Panel was satisfied with its initial requirements, it handed off the task of obtaining the data and information to the external resource personnel for follow-up. The external resource personnel conducted searches via the Internet and by direct contact with municipal clerks from the Comparator-Municipalities and the Municipality of the City of Greater Sudbury.

The information/data initially sought at this stage was the following:

- Base salaries
- Honoraria for board membership
- Expenses paid/expense accounts
- Benefit packages
- Number of Councillors
- Number of Wards
- 1/3 tax-free benefit
- Number of Full-time municipal employees
- Municipal gross operating budget
- Municipal population
- Citizens median income

For the purposes of this review, remuneration consists of base salary, honoraria, expenses, and benefit packages where all monetary values are expressed in 2005 dollars.

The Panel felt that the current council members needed to voice their comments/opinions/concerns vis-à-vis their remuneration package and their roles/responsibilities. Subsequently, the Panel opted to devise a confidential survey

questionnaire to be completed by the members of council, including the Mayor. The members were provided approximately ten (10) days to complete the questionnaire. In this instance, the Panel entrusted the collection of the completed survey to the external resource personnel, who subsequently extracted and summarized the information/data contained therein for purposes of Panel discussions and debates. The Chair, Mr. John Filo, sent out the survey questionnaires on July 18, 2006 on behalf of the Citizens' Panel. The survey questionnaire asked the following questions:

1. On average, how many hours a week, do you spend performing your duties as a Councillor?
2. For a total of 100 percent, what percentage of your time is spent on the following:
 - Council and Committee meetings (including preparation time)
 - Representing City Council at external organizations
 - Constituency matters/groups
 - Official social functions
 - Meetings with community/lobbying groups, developers
 - Meetings with other levels of government
 - Other (Please State)
3. On average, how many evenings do you spend at official social functions during the week?
4. On average, how many weekends **per month** do you spend at official social functions?
5. On a scale of 1 to 5, where **5 is very satisfied** and **1 is not satisfied**, how would you rate your level of satisfaction with regards to your current compensation? If you are dissatisfied with your compensation for any of the elements, please explain why.
 - Salary
 - Car Allowance
 - Deputy Mayor Allowance
 - Benefits
 - Pension

6. Do you feel that councillors should be compensated for sitting on boards and committees that require additional time commitments? If so, please explain why.
7. Do you feel that remuneration for participating on boards, committees, etc., should be pro-rated based on attendance?
8. Are there any other areas of responsibility or work that councillors are currently not compensated for, but should be?
9. Are there any other items that you would like the Panel to review? If so, please comment.

Nine (9) out of thirteen (13) council members completed and returned the survey questionnaires. Unfortunately, no follow-up interviews took place due to the tight timelines.

The responses provided under each question contained in the council survey questionnaires were collated and charted in table format for purposes of analysis. The tables are contained in Exhibit I found in the Exhibits section of this report. The findings contained therein will be discussed in the Observations and Findings section.

The additional comments expressed by the participating council members were then reviewed and summarized by the external resource personnel. The summary of their combined feedback and views were then presented in an aggregate fashion to the Panel members for their deliberations. The comments have not been included in the Exhibits of this report in order to ensure anonymity of the council members expressing their point of view.

In terms of the Comparator-Municipalities selected for the purposes of this remuneration review, the members were careful in selecting the municipalities for this exercise. The criteria used included: (i) one-tier government; (ii) Ontario municipality; and (iii) population size. Based on these criteria, the Panel selected the following municipalities:

- Barrie
- Chatham-Kent
- Kingston

- Thunder Bay
- Windsor
- Guelph

Contact with these Comparator-Municipalities was established initially with a direct telephone call to the City Clerks in the respective municipalities. Due to vacation schedules, the external resource personnel assigned to this task would often be rotated through more than one city official during the course of the information/data request stage.

As data and information were collected from the City of Greater Sudbury and Comparator-Municipalities, the external resource personnel undertook the task of collating and charting the data and information for the Panel members. Various statistical approaches were employed to extract, extrapolate and analyze the relevant data for this study. These approaches will be discussed in greater detail in the observations and findings section of the report.

As alluded to in the introduction, the Panel coordinated a public consultation on August 3, 2006. The notice regarding the public consultation appeared in both the local English and French print media. The public consultation was arranged for the purposes of briefing interested members of the community about the Panel's remuneration review, as well as providing a forum for citizens to express their views and opinions on the matter. A slide presentation was prepared for the public consultation. The presentation and subsequent question/answer period was presided by the Chair of the Panel. All Panel members were in attendance. The Panel met subsequently to discuss the input and feedback received from the public consultation.

OBSERVATIONS AND FINDINGS

The observations and findings of this review will be provided in a succinct and concise fashion in order to avoid superfluous and redundant detail. In addition, this section will attempt to summarize in a very aggregate fashion some of the responses expressed by the council members who completed the survey questionnaire. It should be noted that with the exception of the findings related to Council's survey questionnaire, this section is subdivided into two (2) sections – the first section focuses on the findings and observations regarding the remuneration arrangement of the Mayor's position, while the second section details the findings and observations with respect to the position of Councillor.

The most appropriate place to start is with the aggregate comments provided by members of the current Council. As alluded to in the "Approach and Methodology" section of this report, the responses are summarised in table format and found in the Exhibits section as Exhibit I. Below are some of the highlights from the surveys completed by Council that relate more directly to the question of remuneration:

- 5 out of 9 respondents are satisfied with their current salary.
- 6 out of 9 respondents are satisfied with the current car allowance provided.
- 9 out of 9 respondents are satisfied with the benefit package provided.
- 6 out of 9 respondents are satisfied with their pension plan.
- 6 out of 9 respondents feel that councillors should be compensated for sitting on boards and committees that require additional time commitments.
- 6 out of 9 respondents feel that remuneration for participating on boards, committees, etc., should be pro-rated based on attendance.

On the issue of attendance, Exhibit II reports on the attendance of members of Council during the year 2005. The survey respondents generally supported the notion of imposing a penalty for absenteeism. Furthermore, the Panel expressed concern regarding those Councillors receiving the same level of remuneration regardless of their attendance. The Panel, along with the survey respondents, also identified significant disparities in the distribution of board honoraria.

One matter, which was not directly related to remuneration and was brought up by a

number of participating councillors in the survey, is their perceived lack of administrative support (i.e., clerical) and their desire for an office located outside of their homes, but still within their respective wards. Some of the respondents felt strongly about these issues. As indicated in the introduction of this report, these matters were not included as part of the remuneration review. Despite this, and considering the feedback provided by the responding Council members, the Panel felt that it could provide a recommendation on these matters.

The Panel also reviewed the electronic tools and office equipment that members of Council are allocated during their term in office. They include: a personal computer, printer/fax/copier, Palm Pilot, Internet access, Bell Telephone line and cellular telephone. While the Panel felt that Council members are well served in terms of these provisions, it is evident that the survey respondents were more interested in obtaining additional clerical support and office space located outside of their homes, but still conveniently located within their respective wards.

Another observation that is worthy of mention before tackling the specifics of the positions of Mayor and Councillor is the apparent arbitrariness and lack of methodology employed in the past in the determination of the remuneration packages for Council members. In its examination of the historical remuneration patterns, the Panel concluded that there has been no real strategy or plan in regards to remuneration. It would appear that remuneration for Council members was achieved in a haphazard and arbitrary manner. The Panel inferred that Council's remuneration was determined historically without an effective strategy or plan.

(A) Mayor's Position

Tables I (A) through (H) summarize the data pertaining to the Mayors' positions from the Municipality of Greater Sudbury and from the Comparator-Municipalities. The data has been organized in this fashion in order to allow for a comparison between the various municipalities.

The data appears to suggest that the City of Greater Sudbury mayoralty position is remunerated at a higher level than its counterparts in the other Comparator-Municipalities. By comparing the Mayor's position in City of Greater Sudbury against the indices (i.e., municipal gross budget, citizen median income and population), one could easily come to the conclusion that the position of Mayor is paid at a more than adequate level, especially if one compares it to the other Comparator-Municipalities. Accordingly, the Panel felt it appropriate to provide a more exhaustive analysis of the data. For this latter reason, the Panel undertook with the assistance of the external resource personnel to provide a further statistical breakdown of the raw data. The tables that follow will examine and compare the position of Mayor for the City of Greater Sudbury with those of the Comparator-Municipalities in terms of Average and Weighted Averages. The Averages and Weighted Averages will measure the Mayors' remuneration against the various indices/benchmarks (i.e., municipal gross budget, citizen median income and population). The Panel felt that by undertaking such an in-depth analysis statistically reliable conclusions could be extrapolated for purposes of making sound recommendations.

Table I (A) - Mayoral Remuneration

Mayor	Salary (2005)	Honoraria ⁽²⁾ (2005)	Benefits (2005)	Expenses ⁽³⁾ (2005)	Total Remuneration (2005)
SUDBURY	\$96,995.14	\$750.00	\$20,310.35	\$13,100.25	\$131,155.74
Barrie	\$63,395.00	\$8,451.20	\$139.32	\$3,189.00	\$75,174.52
Chatham-Kent	\$69,382.00	\$0.00	\$3,000.00	\$31,914.00	\$104,296.00
Kingston	\$65,000.00	\$2,000.00	\$6,100.00	\$1,800.00	\$74,900.00
Thunder Bay	\$71,995.00	\$3,835.00	\$9,828.00	\$16,027.00	\$101,685.00
Windsor	\$86,895.23	\$15,150.00	* N/A ⁽⁴⁾	* N/A ⁽⁴⁾	* N/A ⁽⁴⁾
Guelph	\$44,741.58	\$3,000.00	\$0.00	\$25,752.40	\$73,493.98
Average	\$71,200.56	\$4,740.89	\$6,562.95	\$15,297.11	\$93,450.87

Note: (1) All calculations have taken into consideration the fact that there are some instances of missing data and have been adjusted appropriately where applicable.

(2) Honoraria refer to the average compensation received for the membership/involvement with boards/committees relating to the Mayoralty position.

(3) Expenses include car allowances and mileage reimbursements, where applicable.

(4) N/A refers to the term "not available".

Observations and findings from Table I (A) - Mayoral Remuneration:

- Sudbury's position of Mayor has the highest salary.

- Sudbury's position of Mayor has the sixth highest honoraria received for the membership of boards/committees.
- Sudbury's position of Mayor has the highest cost in terms of benefit packages. Furthermore, the cost of benefits expressed as a percentage of salary is at 20.9%, which is quite generous compared to other public sector organizations.
- Sudbury's position of Mayor has the fourth highest expenses incurred.
- Sudbury's position of Mayor has the highest total remuneration.

The most significant observation deduced from the above table is that the salary of the Mayor of the City of Greater Sudbury is \$3,544.27 (Sudbury Mayor's salary \$96,995.14 minus Average Total Mayor's Remuneration \$93,450.87) greater than the average total cost of the mayoralty position for all municipalities participating in this study (with the exception of Windsor, due to lack of information as a result of tight timelines).

Table I (B) - Budget Comparison to Mayoral Remuneration

Mayor	Gross Municipal Operating Budget (2006)	Mayoral Salary Represented as a Percentage of Budget	Mayoral Total Remuneration Represented as a Percentage of Budget
SUDBURY	\$454,000,000.00	0.02136%	0.02889%
Barrie	\$172,417,617.00	0.03677%	0.04360%
Chatham-Kent	\$224,000,000.00	0.03097%	0.04656%
Kingston	\$252,783,952.00	0.02571%	0.02963%
Thunder Bay	\$227,038,700.00	0.03171%	0.04479%
Windsor	\$686,890,925.00	0.01265%	N/A ^{(1) & (2)}
Guelph	\$267,212,650.00	0.01674%	0.02750%
Average	\$326,334,834.86	0.02513%	0.03683%

Note: (1) All calculations have taken into consideration the fact that there are some instances of missing data and have been adjusted accordingly.

(2) N/A refers to the term "not available".

Observations and findings from Table I (B) - Budget Comparison to Mayoral Remuneration:

- Sudbury has the second highest gross operating budget.
- Both the salary and total cost of the Mayoralty position for Sudbury, when represented as a percentage of the budget, are below average.

Table I (C) - Citizens' Median Income Comparison to Mayoral Remuneration

Mayor	Median Income per Citizen (2001)	Mayoral Salary Represented as a Percentage of Citizens' Median Income	Mayoral Total Remuneration Represented as a Percentage of Citizens' Median Income
SUDBURY	\$22,262.00	435.70%	589.15%
Barrie	\$25,499.00	248.62%	294.81%
Chatham-Kent	\$23,038.00	301.16%	452.71%
Kingston	\$22,948.00	283.25%	326.39%
Thunder Bay	\$23,247.00	309.70%	437.41%
Windsor	\$23,723.00	366.29%	N/A ^{(1) & (2)}
Guelph	\$26,879.00	166.46%	273.43%
Average	\$23,942.29	301.60%	395.65%

Note: (1) All calculations have taken into consideration the fact that there are some instances of missing data and have been adjusted accordingly.

(2) N/A refers to the term "not available".

Observations and findings from Table I (C) - Citizen's Median Income Comparison to Mayoral Remuneration:

- Sudbury has seventh highest citizen's median income.
- In terms of a percentage comparison of the citizen's median income, Sudbury's mayoral salary is the highest.
- In terms of a percentage comparison of the citizen's median income, Sudbury's total cost for the mayoralty position is the highest.

Table I (D) - Cost per Capita for Mayoral Remuneration

Mayor	Population (2001)	Cost per Capita per Mayoral Salary	Cost per Capita for Total Remuneration of the Mayoral Position
SUDBURY	155,219	\$0.62	\$0.84
Barrie	103,710	\$0.61	\$0.72
Chatham-Kent	107,341	\$0.65	\$0.97
Kingston	114,195	\$0.57	\$0.66
Thunder Bay	109,016	\$0.66	\$0.93
Windsor	208,402	\$0.42	N/A ^{(1) & (3)}
Guelph	106,170	\$0.42	\$0.69
Average	129,150	\$0.56	\$0.80
Weighted Average ⁽²⁾ Cost per Capita	N/A	\$0.55	\$0.80

- Note: (1) All calculations have taken into consideration the fact that there are some instances of missing data and have been adjusted accordingly.
 (2) Weighted average calculations have been used in this table to compensate for the varying population sizes of each municipality.
 (3) N/A refers to the term “not available”.

Observations and findings from Table I (D) - Cost per Capita for Mayoral Remuneration:

- Sudbury has the second highest population of all the municipalities considered in this study.
- Sudbury has the third highest cost per capita for the salary of the Mayor.
- Sudbury has the third highest cost per capita for the total cost of the Mayoralty position.

Table I (E) - Ratio of Citizens and Municipal Full-time Employees to Mayor

Mayor	Population in relation to the Mayor	Number of Full-time Municipal Employees in relation to the Mayor (Current)
SUDBURY	155,219	1,903
Barrie	103,710	582
Chatham-Kent	107,341	1,198
Kingston	114,195	1,200
Thunder Bay	109,016	2,869
Windsor	208,402	2,400
Guelph	106,170	915
Average	129,150	1,581

Observations and findings from Table I (E) – Ratio of Citizens and Municipal Full-time Employees to Mayor

- Sudbury has the second highest population in relation to the Mayor.
- Sudbury has the third highest number of municipal full-time employees in relation to the Mayor.

Upon further deliberation, the ability of the citizens to pay becomes a palpable item of concern. The salary of the Mayor of the City of Greater Sudbury is the highest in comparison with the other municipalities. In contrast, the median income of Sudbury’s citizens is the lowest. Moreover, the actual Cost Per Capita (\$0.62) for the salary of the

Mayor and the Cost Per Capita for the Total Remuneration of the Mayoralty Position (\$0.84) are both above the average at \$0.56.

Although some of the data received from the other jurisdictions was somewhat incomplete, the Panel felt that it was important to report the following ancillary remuneration arrangements in the following tables:

Table I (F) Method By Which Salary Increases Are Determined (i.e., COLA, anchored to union settlements, non-union salary increases, etc.)

Table I (G) Remuneration for Sitting on Boards Associated With Council

Table I (H) Other Reimbursements (i.e., mileage, expense accounts, reimbursable expenses, etc.)

Table I (F) - Method by Which Salary Increases are Determined for Mayor

SUDBURY	Salary adjustment is based on that received by full-time non-union employees commencing April 4, 2004.
Barrie	Salary has been static since 2003.
Chatham-Kent	Salary has been static since 1998.
Kingston	Salary is adjusted annually based on the cost of living, as established by the CPI on the previous October 1st.
Thunder Bay	N/A ⁽¹⁾
Windsor	N/A ⁽¹⁾
Guelph	N/A ⁽¹⁾

Note: (1) N/A refers to the term "not available".

Table I (G) - Remuneration Policy for Sitting on Boards Associated with Mayor

SUDBURY	Varying amounts of honoraria dispersed for membership with boards/committees.
Barrie	Varying amounts of honoraria dispersed for membership with boards/committees.
Chatham-Kent	No honoraria in addition to salary for board/committees membership. To ensure participation from the Mayor, municipal legislation ensures mandatory membership of at least 2 boards/committees.

Kingston	No honoraria in addition to salary for board/committees membership, with the exception of the Police Services board.
Thunder Bay	Varying amounts of honoraria dispersed for membership with boards/committees.
Windsor	Varying amounts of honoraria dispersed for membership with boards/committees.
Guelph	N/A ⁽¹⁾

Note: (1) N/A refers to the term "not available".

Table I (H) - Other Reimbursements for Mayor

Comparator Municipality	Monthly Vehicle Allowance and/or Mileage Arrangements	Other Perquisites (Annual) ⁽³⁾
SUDBURY	Allowance - \$700.00 Mileage - None	Expense Account - None
Barrie ⁽¹⁾	Allowance - \$348.00 Mileage - \$0.42	Expense Account - None
Chatham-Kent	Allowance \$636.75 Mileage - \$0.40	Expense Account – N/A ⁽²⁾
Kingston	Allowance – N/A ⁽²⁾ Mileage - \$0.30	Expense Account - \$1,700
Thunder Bay	Allowance – N/A ⁽²⁾ Mileage – \$0.50 Within City Limits / \$0.44 Outside City Limits	Expense Account - \$7,000
Windsor	Allowance Mileage - \$0.40	Expense Account – N/A ⁽²⁾
Guelph	Allowance - None Mileage - None	Expense Account - None

Note: (1) The City of Barrie is currently considering a motion that will provide the Mayor with an additional expense account of \$6,000.

(2) N/A refers to the term "not available".

(3) Reimbursements of expenses are reflected in Table I (A) under the Expenses column.

Other compensation aspects that the Panel examined as part of the remuneration review are perquisites. The perquisites presented include car allowances, mileage and expense accounts. All of these items, in addition to reimbursements of expenses, have been incorporated into the Expenses column of Table I (A). Unfortunately, the Panel was unable to conduct further in-depth analysis of these items due to lack of consistent and complete

information provided by Comparator-Municipalities. Nonetheless, the preceding table does provide a picture of some perquisites indicating a wide range in practices among the Municipality of the City of Greater Sudbury and its Comparator-Municipalities.

(B) Councillor's Position

This part will focus exclusively with the remuneration findings for the Councillor's position. As in the case of the preceding section focusing on the Mayor's position, Tables II (A) through II (H) provide a breakdown of the Municipality of the City of Greater Sudbury's Councillor's position and its counterparts found in the Comparator-Municipalities. The tables provide a breakdown of the Councillor's positions based on various aspects of remuneration, as well as provide data on various benchmarks/indices such as population, citizen median income and municipal gross budget.

The figures found in these tables once again seem to suggest that the Councillor's position with the City of Greater Sudbury is paid at a higher level than their counterparts. The Panel felt that it was necessary to undertake a more comprehensive statistical analysis as was done with the Mayor's position.

Table II (A) - Councillor Remuneration

Councillor	Total Number of City Councillors (Current)	Salary (2005)	Honoraria (2005) ⁽³⁾	Benefits (2005)	Expenses (2005) ⁽⁴⁾	Total Remuneration (2005)
SUDBURY	12	\$29,090.44	\$3,679.69	\$6,523.74	\$9,243.67	\$48,537.54
Barrie	10	\$26,585.00	\$4,382.82	\$58.80	\$1,172.22	\$31,671.26
Chatham-Kent	18	\$21,672.28	\$0.00	N/A	\$2,619.00	\$24,291.78
Kingston	12	\$17,000.00	\$166.67	\$349.00	\$1,800.00	\$19,315.67
Thunder Bay	12	\$27,529.00	\$1,999.17	\$5,000.42	\$8,905.08	\$42,623.27
Windsor	10	\$28,770.48	\$17,090.18	N/A ^{(1) & (5)}	N/A ^{(1) & (5)}	N/A ^{(1) & (5)}
Guelph	12	\$16,519.88	\$1,999.67	\$0.00	\$8,907.17	\$27,676.72
Average		\$23,881.01	\$4,188.31	\$2,386.39	\$5,441.19	\$32,352.71
Weighted Average ⁽²⁾		\$23,550.32	\$3,591.54	\$1,882.45	\$5,330.73	\$31,734.25

Note: (1) All calculations have taken into consideration the fact that there are some instances of missing data and have been adjusted appropriately where applicable.

- (2) Weighted average calculations have been used in this table to compensate for the varying number of Councillors in each municipality.
- (3) Honoraria refer to the average compensation received for the membership/involvement with boards/committees relating to City Councillors.
- (4) Expenses include car allowances and mileage reimbursements, where applicable.
- (5) N/A refers to the term "not available".

Observations and findings from Table II (A) - Councillor Remuneration:

- Sudbury has the highest salary for City Councillors.
- On average, Sudbury is third in terms of the amount of remuneration paid to City Councillors for their membership/involvement with boards/committee.
- Sudbury has the most expensive benefit package available to City Councillors. Furthermore, the cost of benefits as a percentage of salary is 22.4%, which is quite generous compared to other public sector organizations (range 16 to 18.5%).
- Sudbury has the highest average expenses incurred per City Councillor.
- Sudbury has the highest overall cost for the City Councillor's position.

Table II (B) - Budget Comparison to Councillor Remuneration

Councillor	Gross Municipal Operating Budget (Current)	Salary as a Percentage of Budget	Total Remuneration per Councillor as a Percentage of Budget
SUDBURY	\$454,000,000.00	0.00641%	0.01069%
Barrie	\$172,417,617.00	0.01542%	0.01837%
Chatham-Kent	\$224,000,000.00	0.00968%	0.01084%
Kingston	\$252,783,952.00	0.00673%	0.00764%
Thunder Bay	\$227,038,700.00	0.01213%	0.01877%
Windsor	\$686,890,925.00	0.00419%	N/A ^{(1) & (3)}
Guelph	\$267,212,650.00	0.00618%	0.01036%
Average	\$326,334,834.86	0.00868%	0.01278%
Weighted Average ⁽²⁾		0.00869%	0.01248%

Note: (1) All calculations have taken into consideration the fact that there are some instances of missing data and have been adjusted accordingly.

(2) Weighted average calculations have been used in this table to compensate for the varying population sizes of each municipality.

(3) N/A refers to the term "not available".

Observations and findings from Table II (B) - Budget Comparison to Councillor Remuneration:

- Sudbury has the second highest gross municipal operating budget.
- Sudbury has the sixth highest City Councillor salary represented as a percentage of

the gross operating budget.

- Sudbury has the fifth highest total remuneration per City Councillor position as a percentage of the gross operating budget.

Table II (C) – Citizens’ Median Income Comparison to Councillor Remuneration

Councillor	Median Income per Citizen (2001)	Salary as a Percentage of Citizens’ Median Income	Total Remuneration as a Percentage of Citizens’ Median Income
SUDBURY	\$22,262.00	130.67%	218.03%
Barrie	\$25,499.00	104.26%	124.21%
Chatham-Kent	\$23,038.00	94.07%	105.44%
Kingston	\$22,948.00	74.08%	84.17%
Thunder Bay	\$23,247.00	118.42%	183.35%
Windsor	\$23,723.00	121.28%	N/A ^{(1) & (3)}
Guelph	\$26,879.00	61.46%	102.97%
Average	\$23,942.29	100.61%	136.36%
Weighted Average ⁽²⁾	\$23,809.90	99.58%	134.24%

Note: (1) All calculations have taken into consideration the fact that there are some instances of missing data and have been adjusted accordingly.

(2) Weighted average calculations have been used in this table to compensate for the varying number of Councillors in each municipality.

(3) N/A refers to the term “not available”.

Observations and findings from Table II (C) – Citizens’ Median Income Comparison to Councillor Remuneration

- Sudbury has the seventh highest median income per citizen.
- Sudbury has the highest salary represented as a percentage of the citizen’s median income.
- Sudbury has the highest total cost per City Councillor represented as a percentage of the citizen’s median income.

Table II (D) - Cost per Capita for Councillor Remuneration

Councillor	Population (2001)	Cost per Capita per Councillor Salary	Cost per Capita per Councillor Salaries	Cost per Capita per Councillor Total Remuneration	Cost per Capita for all Councillor Total Remuneration
SUDBURY	155,219	\$0.19	\$2.25	\$0.33	\$3.96

Councillor	Population (2001)	Cost per Capita per Councillor Salary	Cost per Capita per Councillor Salaries	Cost per Capita per Councillor Total Remuneration	Cost per Capita for all Councillor Total Remuneration
Barrie	103,710	\$0.26	\$2.56	\$0.31	\$3.05
Chatham-Kent	107,341	\$0.20	\$3.63	\$0.23	\$4.07
Kingston	114,195	\$0.15	\$1.79	\$0.17	\$2.03
Thunder Bay	109,016	\$0.25	\$3.03	\$0.39	\$4.69
Windsor	208,402	\$0.14	\$1.38	N/A ^{(1) & (3)}	N/A ^{(1) & (3)}
Guelph	106,170	\$0.16	\$1.87	\$0.26	\$3.13
Average	129,150	\$0.19	\$2.36	\$0.28	\$3.49
Weighted Average ⁽²⁾		\$0.19	\$2.24	\$0.28	\$3.51

Note: (1) All calculations have taken into consideration the fact that there are some instances of missing data and have been adjusted appropriately where applicable.

(2) Weighted average calculations have been used in this table to compensate for the varying number of Councillors in each municipality.

(3) N/A refers to the term "not available".

Observations and findings from Table II (D) – Cost per Capita for Councillor Remuneration

- Sudbury has the second highest total population.
- Sudbury has the fourth highest cost per capita for individual City Councillor salaries.
- Sudbury has the fourth highest cost per capita for all City Councillor salaries combined.
- Sudbury has the second highest cost per capita for the total cost of each City Councillor.
- Sudbury has the third highest in cost per capita for the total cost of all City Councillors combined.

Table II (E) - Ratio of Citizens and Municipal Full-time Employees per Councillor

Councillor	Number of Citizens per Councillor	Number of Full-time Municipal Employees (Current)	Number of Full-time Employees per Councillor (Current)
SUDBURY	13,121	1,903	159
Barrie	10,612	582	58
Chatham-Kent	5,865	1,198	67
Kingston	9,516	1,200	100
Thunder Bay	9,085	2,869	239
Windsor	20,840	2,400	240

Councillor	Number of Citizens per Councillor	Number of Full-time Municipal Employees (Current)	Number of Full-time Employees per Councillor (Current)
Guelph	8,848	915	76
Average	11,127	1,581	134
Weighted Average ⁽¹⁾	10,546	1,558	129

Note: (1) Weighted average calculations have been used in this table to compensate for the varying number of Councillors in each municipality.

Observations and findings from Table II (E) – Ratio of Citizens and Municipal Full-time Employees per Councillor

- Sudbury has the second highest average population per Councillor.
- Sudbury has the third highest number of municipal full-time employees.
- Sudbury has the third highest ratio of municipal full-time employees per Councillor.

Upon further deliberation, the ability of the citizens to pay again becomes a palpable item of concern. The salaries and total costs of the City of Greater Sudbury Councillor's position are the highest in comparison with the other municipalities. In contrast, the median income of Sudbury's citizens is the lowest. Furthermore, the cost per capita for Councillor's salaries are on par with the average, but the cost per capita for the total amount allocated to the position is noticeably high.

As indicated in the previous section, some of the data and information from other jurisdictions in regards to remuneration arrangements for the councillor's position was also incomplete. Despite this, the Panel requested their compilation and disclosure of the following information for purposes of comprehensiveness of this review. The following table provides the information/data relative to:

- Table II (F) Method By Which Salary Increases Are Determined for Councillors (i.e., COLA, anchored to union settlements, non-union salary increases, etc.)
- Table II (G) Remuneration for Sitting on Boards Associated with Councillors
- Table II (H) Other Reimbursements (i.e., mileage, expense accounts, reimbursable expenses, etc.)

Table II (F) - Method by which Salary Increases are Determined for Councillors

SUDBURY	Adjustment is based on that received by full-time non-union employees commencing April 4, 2004.
Barrie	Salary has been static since 2003.
Chatham-Kent	Salary has been static since 1998.
Kingston	Salary is adjusted annually based on the cost of living, as established by the CPI on the previous October 1st.
Thunder Bay	N/A ⁽¹⁾
Windsor	N/A ⁽¹⁾
Guelph	N/A ⁽¹⁾

Note: (1) N/A refers to the term "not available".

Table II (G) - Remuneration Policy for Sitting on Boards Associated with Councillors

SUDBURY	Councillors are paid varying amounts of honoraria for their membership with boards/committees.
Barrie	Councillors are paid varying amounts of honoraria for their membership with boards/committees.
Chatham-Kent	Councillors do not receive any additional honoraria over and above their salaries for board/committees membership. To ensure participation from Council, municipal legislation ensures mandatory membership of at least 2 boards/committees.
Kingston	Councillors do not receive any additional honoraria over and above their salaries for board/committees membership with the exception of the Police Services board.
Thunder Bay	Councillors are paid varying amounts of honoraria for their membership with boards/committees.
Windsor	Honoraria are pooled and distributed equally among Councillors.
Guelph	N/A ⁽¹⁾

Note: (1) N/A refers to the term "not available".

As several council member indicated in their survey responses, the current practice that Sudbury shares with Barrie and Thunder Bay creates some disparities in remuneration between councillors, since some councillors sit on boards that have a substantial

honorarium while others sit on boards with little or no honoraria but are required to do a similar amount of preparation and work.

Table II (H) - Other Reimbursements for Councillors

Comparator Municipality	Monthly Vehicle Allowance and/or Mileage Arrangements	Other Perquisites (Annual) ⁽³⁾
SUDBURY	Allowance - None Mileage - \$0.40	Expense Account - None
Barrie ⁽¹⁾	Allowance - \$128.00 Mileage - \$0.42	Expense Account - None
Chatham-Kent	Allowance \$51.00 Mileage - \$0.40	Expense Account - N/A ⁽²⁾
Kingston	Allowance - N/A ⁽²⁾ Mileage - \$0.30	Expense Account - \$1,700
Thunder Bay	Allowance - N/A ⁽²⁾ Mileage - \$0.50 Within City Limits / \$0.44 Outside City Limits	Expense Account - \$7,000
Windsor	Allowance - N/A ⁽²⁾ Mileage - \$0.40	Expense Account - N/A ⁽²⁾
Guelph	Allowance - None Mileage - None	Expense Account - None

Note: (1) The City of Barrie is currently considering a motion that will provide each City Councillor with an additional expense account of \$3,000.

(2) N/A refers to the term "not available".

(3) Reimbursements of expenses are reflected in Table II (A) under the Expenses column.

Other compensation aspects that the Panel examined as part of the remuneration review are perquisites. The perquisites presented include car allowances, mileage and expense accounts. All of these items, in addition to reimbursements of expenses, have been incorporated into the Expenses column of Table II (A). Unfortunately, the Panel was unable to conduct further in depth analysis of these items due to lack of consistent and complete information provided by Comparator-Municipalities. Nonetheless, the table above does provide a picture of some perquisites indicating a wide range in practices among the Municipality of the City of Greater Sudbury and its Comparator-Municipalities.

RECOMMENDATIONS

This section of the report will focus on the possible approaches for effectively dealing with the remuneration findings and issues in regards to Mayor/Councillor positions with the Municipality of the City of Greater Sudbury. The recommendations are not only meant to be sensitive to comparative analysis with the Comparator-Municipalities, but also will consider the economic and demographic realities of the City of Greater Sudbury and the feedback received from current members of City Council and from the public consultation.

As in the previous section of this report, this section will also be subdivided into two (2) parts – the first will focus exclusively with the Mayor’s position, while the second part will focus on the Councillor’s positions.

(A) Mayor’s Position

Based on our findings, the Panel respectfully recommends the following in terms of the Mayor’s position:

- (1) That the current salary remain unchanged for the entire electoral term of office beginning 2007, ending 2010.
- (2) That the benefit package available to the Mayor is generous and should remain unchanged for the entire electoral term of office beginning 2007, ending 2010.
- (3) That any and all increases provided in the future be made at the time when the mayor is elected and sworn into office.
- (4) That a Citizens’ Panel be appointed in December of the year preceding the next Municipal Election in order to undertake an examination of Council and Mayoral remuneration and that Council pass a by-law that ensures that this remuneration review becomes a recurring practice.
- (5) That the Mayor continue to receive honoraria from the boards, on which he/she sits.
- (6) That if the Mayor is absent in excess of four (4) meetings, he/she shall be subject to a pro-rata deduction of his/her salary and that this recommendation be enacted in a by-law.

(B) Councillor's Position

In this part, the report will focus exclusively with the Councillor's position, which was discussed in the findings section of the report. Based on these findings/observations, the Panel recommends the following:

- (1) That the current salary remain unchanged for the entire electoral term of office beginning 2007, ending 2010.
- (2) That any and all increases provided in the future be made at the time Councillors are elected and sworn into office.
- (3) That the benefit package available to Council is generous and should remain unchanged for the entire electoral term of office beginning 2007, ending 2010.
- (4) That a Citizens' Panel be appointed in December of the year preceding the next Municipal Election to undertake an examination of Council and Mayoral remuneration and that Council pass a by-law that ensures that this remuneration review becomes a recurring practice.
- (5) That if Council members are absent in excess of four (4) meetings, they shall be subject to a pro-rata deduction of their salary and that this recommendation be enacted in a by-law.
- (6) That Council enact a by-law whereby all honoraria received from boards/committees on which a Councillor sits, be channelled and pooled into a central fund to be equally divided among all Councillors, and that all Councillors be required to sit on at least two (2) boards/committees.
- (7) That city staff undertake a study regarding the feasibility of providing administrative/clerical support and office space for Councillors in their respective wards, which may be located in existing city-owned facilities (i.e., Citizen's Service Centres, Community Centres, etc.).

CONCLUDING REMARKS

Based on the information and data provided herein, we believe that Council for the Municipality of the City of Greater Sudbury is in a better position to be able to decide upon an appropriate remuneration package for the Mayor and Councillors. According to the findings in this report, the Panel concludes that the remuneration of the Mayor and Councillors is relatively generous in comparison to its counterparts (Comparator-Municipalities).

The report also presents Council with recommendations on how to deal with the issue of honoraria provided by the various boards, which require the Mayor and/or Councillor's involvement. Furthermore, the report provides recommendations to deal with increases in salary and the methodical review of remuneration for Council.

The contents of this report should be seen as a catalyst for change in the remuneration approaches for the Mayor's position, as well as the other members of City Council. Through this report, the Panel is recommending that the Municipality of the City of Greater Sudbury undertake an overall strategy that is vigilant, sensitive and mindful of its citizenry in terms of remunerating its Council members based on the community's ability to pay and its economic reality on a broader scale. The City needs to maintain a methodical approach to determining Council's remuneration in the future. The determination of Council remuneration must be transparent to the electorate, while at the same time it must ensure fairness in pay in light of provincial trends and economic realities facing this community.

Furthermore, this Citizens' Panel on Council Remuneration suggests that the City of Greater Sudbury Council seriously consider adopting a Performance Management tool to measure the performance of the elected members of Council, including the Mayor.

The Panel wishes to convey its appreciation to the external resource personnel and staff in the Clerk's office of the Municipality of the City of Greater Sudbury for their efforts, assistance and cooperation in meeting the Panel's many requests for data/information. The Panel would also like to thank all the members of Council who took the time out of their busy schedules to complete the survey questionnaire and the Citizens' of the City of

Greater Sudbury for their participation. Their time, effort and candour were greatly appreciated and valued. Lastly, a special note of appreciation is owed to the Comparator-Municipalities that participated in our review. Their willingness to participate in the process provided the Panel with invaluable information and data.

EXHIBITS

Citizens' Panel

on Council Remuneration

Questionnaire Results Arising from Nine (9) Responses:

1. On average, how many hours a week, do you spend performing your duties as a Councillor? (Please Check)

10-20 hrs/week	21-30 hrs/week	31-40 hrs/week	41-50 hrs/week	51-60 hrs/week	>61 hrs/week
0	3	2	2	2	0

Additional Comments:

- Comments not included to ensure anonymity of participating Council member.

2. For a total of 100 percent, what percentage of your time is spent on the following:

	Council & Committee meetings (including preparation time)	Representing City Council at external organizations	Constituency matters/ groups	Official social functions	Meetings w/ community/ lobbying groups, developers	Meetings w/ other levels of government	Other (Please state)
1	50	5	20	5	10	0	10
2	35	25	20	2.5	5	0	35
3	30	10	35	15	8	2	0
4	60	5	25	3	5	2	0
5	60	5	20	5	5	5	0
6	25	5	25	10	20	5	10
7	20	20	20	10	10	5	15
8	27	2	62	7	2	0	0
9	0	0	0	0	0	0	0
Avg	34.1	8.56	25.22	6.39	7.22	2.11	7.78
Median	30	5	20	5	5	2	0

Additional Comments:

- Comments not included to ensure anonymity of participating Council member.

3. On average, how many evenings do you spend at official social functions during the week?

	1 Evening	2-3 Evenings	4-5 Evenings
1	0	0	0
2	0	0	0
3	1	0	0
4	1	0	0
5	0	1	0
6	0	1	0
7	0	1	0
8	0	1	0
9	1	0	0
Total	3	4	0

Additional Comments:

- Comments not included to ensure anonymity of participating Council member.

4. On average, how many weekends per month do you spend at official social functions?

	1 wknd/month	2 wknd/month	3 wknd/month	4 wknd/month
1	1	0	0	0
2	0	0	0	1
3	0	0	1	0
4	0	1	0	0
5	1	0	0	0
6	1	0	0	0
7	0	0	1	0
8	1	0	0	0
9	0	0	0	0
Total	4	1	2	1

Additional Comments:

- Comments not included to ensure anonymity of participating Council member.

5. On a scale of 1 to 5, where 5 is very satisfied and 1 is not satisfied, how would you rate your level of satisfaction with regards to your current compensation? If you are dissatisfied with your compensation for any of the elements, please explain why.

	Salary	Car Allowance	Deputy Mayor Allowance	Benefits	Pension
1	2	5	n/a	5	1
2	2	4	n/a	5	5
3	4	5	n/a	5	5
4	4	4	n/a	4	4
5	5	5	n/a	5	5
6	1	1	1	5	5
7	4	1	1	5	5
8	5	5	1	5	3
9	1	3	n/a	4	2

Total Results:

Scale	Salary	Car Allowance	Deputy Mayor Allowance	Benefits	Pension
1	2	2	3	0	1
2	2	0	0	0	1
3	0	1	0	0	1
4	3	2	0	2	1
5	2	4	0	7	5

Additional Comments:

- Comments not included to ensure anonymity of participating Council member.

6. Do you feel that councillors should be compensated for sitting on boards and committees that require additional time commitments? If so, please explain why.

Yes = 6

No = 3

Additional Comments:

- Comments not included to ensure anonymity of participating Council member.

7. Do you feel that remuneration for participating on boards, committees, etc., should be pro-rated based on attendance?

Yes = 6

No = 3

Additional Comments:

- Comments not included to ensure anonymity of participating Council member.

8. Are there any other areas of responsibility or work that councillors are currently not compensated for, but should be?

Comments:

- Comments not included to ensure anonymity of participating Council member.

9. Are there any other items that you would like the Panel to review? If so, please comment.

Comments:

- Comments not included to ensure anonymity of participating Council member.

Councillor's Attendance		
Council and Priorities Committee Meetings 2005		
Councillor	Number of Meetings Missed	Attendance Percentage
A	1	98%
B	4	90%
C	2	95%
D	13	68%
E	9	78%
F	3	93%
G	4	90%
H	6	85%
I	3	93%
J	6	85%
K	2	95%
L	3	93%
The Total Number of Council and Priorities Committee Meetings is 41.		

Note: Councillors in this table have been listed in random order.

Request for Recommendation Priorities Committee


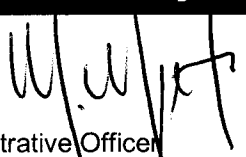


Type of Decision									
Meeting	September 20, 2006				Report Date	September 14, 2006			
Decision Requested	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
STREET DESIGNATIONS

Budget Impact / Policy Implication	Recommendation		
<table border="1"> <tr> <td>N/A</td> <td>This report has been reviewed by the Finance Division and the funding source has been identified.</td> </tr> </table>	N/A	This report has been reviewed by the Finance Division and the funding source has been identified.	
N/A	This report has been reviewed by the Finance Division and the funding source has been identified.		

	<p>THAT the current practice of using only the street name on street name signage be continued.</p>
Background Attached	Recommendation Continued

Recommended by the Department	Recommended by the C.A.O.
 Caroline Hallsworth Executive Director of Administrative Services	 Mark Mieto Chief Administrative Officer

Report Prepared By	Division Review
Caroline Hallsworth Executive Director of Administrative Services	Name Title

BACKGROUND

On August 9, 2006, Council ratified Priorities Committee recommendation #2006-137 which stated

“That Priorities Committee approve the Street Naming Policy as outlined in Resolution #2006-08 of the Street Naming Committee with the exception of the portion dealing with street designations and that street designations be referred to staff.”

At the time that of the Street Naming Policy was initially presented to the Priorities Committee on November 23, 2005, the Priorities Committee indicated that it was important that street name signs be clear, concise and easy to read. At the November meeting, the Priorities Committee questioned why the City would shift away from its practice of not using street name designations and referred this element of the policy back to the Street Naming Committee for further review.

The Street Naming Committee reviewed this issue in some detail and suggested to the Priorities Committee on August 9, 2006 that street designations be introduced on street name signs. The Street Naming Committee suggested that more precise information on street signage would assist in distinguishing between streets with similar names, would assist in way finding and would eliminate confusion as to the purpose of the sign.

The current protocol used for street signage in Greater Sudbury is to use only the name of the street itself. The City of Greater Sudbury does not currently use street designations on its signage. This policy was implemented more than a decade ago, to ensure ease of visibility and simplicity of street signage. Staff from Infrastructure and Emergency Services advise that the fewer characters used on the street sign, the larger the font that can be used on the sign blade and the greater the visibility of the sign.

A review of policies from other municipalities found that there are many jurisdictions which limit the total number of characters for road names, including prefixes, suffixes and designations. For example, the Regional Municipality of Cape Breton limits all road names (including suffixes) to 24 characters while the City of London limits all new street names to a total of 26 characters, including any spaces between elements, and Ottawa’s policy is that the length of a street name shall not exceed 28 characters, which includes the street name, prefixes, suffixes and spaces.

Accordingly, to ensure ease of visibility and maximize space on sign blades, it is recommended that the current practice of using only the street name on street signage be continued.

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	August 9 th , 2006				Report Date	August 4 th , 2006			
Decision Requested	X	Yes		No	Priority	X	High		Low
	Direction Only				Type of	X	Open		Closed

Report Title
Street Naming Policy

Budget Impact & Policy Implication	Recommendation
<p>X This report has been reviewed by the Finance Division and the funding source has been identified.</p> <p><u>Current Budget Impact:</u> None</p> <p><u>Future Budget Impact:</u> There may be a future Budget Impact to be determined in future years.</p>	<p>THAT Priorities Committee approve the Street Naming Policy as outlined in Resolution #2006-08 of the Street Naming Committee:</p> <p><i>"THAT the Street Naming Committee recommends to the Priorities Committee of Council that the Street Naming Policy be adopted as drafted by the Street Naming Committee;</i></p> <p><i>AND FURTHER THAT the Street Naming Committee recommends that Council pass By-Law 2005-278 to change the names of certain unopened streets in the City of Greater Sudbury so as to remove duplicate names on those streets;</i></p> <p><i>AND THAT the work plan of the Street Naming Committee, which includes a review of outstanding naming requests and street name corrections, as well as a review of options and standards for sign design to ensure that signs are attractive, highly visible and enhance way finding, be endorsed."</i></p>
<p>X Background Attached</p>	<p>Recommendation Continued</p>

Recommended by the Department	Recommended by the C.A.O.
<p><i>Karen St. Charles</i> FOT Caroline Hallsworth, Executive Director Administrative Services Division</p>	<p><i>Mark Mieto</i> Mark Mieto Chief Administrative Officer</p>

Report Prepared By	Division Review
Caroline Hallsworth, Executive Director Administrative Services Division	

A copy of the Report dated June 19th, 2006 to the Street Naming Committee is attached.

Request for Recommendation Street Naming Committee



Type of Decision

Meeting Date	June 19 th , 2006				Report Date	June 5 th , 2006			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

Street Naming Policy

Policy Implications + Budget Impact

This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified

☒ Background attached

Recommendation

THAT the Street Naming Committee recommends to the Priorities Committee of Council that the Street Naming Policy be adopted as drafted by the Street Naming Committee;

AND FURTHER THAT the Street Naming Committee recommends that Council pass By-Law 2005-278 to change the names of certain unopened streets in the City of Greater Sudbury so as to remove duplicate names on those streets;

AND THAT the work plan of the Street Naming Committee, which includes a review of outstanding naming requests and street name corrections, as well as a review of options and standards for sign design to ensure that signs are attractive, highly visible and enhance way finding, be endorsed.

Recommendation attached

Recommended by the Department Head


Caroline Hallsworth, Executive Director
Administrative Services Division

Recommended by the C.A.O.


Mark Mieto
Chief Administrative Officer

Date: June 5th, 2006

Report Authored By

Caroline Hallsworth, Executive Director
Administrative Services Division

Division Review

BACKGROUND

The draft Street Naming and Numbering Policy was presented to the Priorities Committee of Council on Thursday, November 23, 2005. The Priorities Committee debated the use of designations on street name signs and moved to refer the policy back to the Street Naming Committee, so that the Street Naming Committee might reconsider the policy. The Priorities Committee indicated that it is important that street name signs be clear, concise and easy to read and asked the Street Naming Committee to review the use of designations on street name signs.

The Street Naming Committee held three meetings to review and discuss this issue in more detail and having reviewed a number of options, concluded that there were a number of compelling reasons to introduce the use of designations on street name signs. Firstly, the Street Naming Committee found that for safety reasons the more precise the information on the street name sign, the easier it would be for citizens to identify and distinguish between streets with similar names. Secondly, the members of the Committee found that knowing the designation is helpful in way finding. As for example, an individual who is looking for a "court" or a "circle" knows that they are looking for a more residential street that is either a deadend or loops back on itself as compared to a "lane" which is a small narrow roadway or a "boulevard" which is a major roadway. Finally, the members of the Committee identified that without designators, there can sometimes be confusion as to the purpose of a sign. An example considered by the Committee is the street name sign at the corner of Ramsey Lake Road and Paris Street which reads simply "Ramsey Lake" and which could refer to either the body of water or the road.

The Street Naming Committee recognized that it is important that street name signs be clear, concise and easy to read. In the course of the discussions, the members of the Committee found that this issue could be addressed through the design of the sign. It will be important to develop a design in which the street name itself appears more prominently than the designations, either through spacing, colour, size of font, style of font, use of upper and lower case lettering and/or layout of the sign. The Committee also identified that there may be opportunities to introduce new street sign programs that reflect the community heritage through the use of innovative or distinctive sign design that could be implemented as new streets are named or signs are changed. Accordingly, the Street Naming Committee has expressed a willingness to work with staff in the Infrastructure and Emergency Services Department to review and consider options and standards for street sign design that will ensure that way finding is both attractive and highly visible.

As the Street Naming Committee is nearing the end of its term, it has identified the following work plan which will be implemented over the next few months.

Date: June 5th, 2006

Following approval of the Street Naming Policy, the Street Naming Committee is asking that Council pass the By-Law 2005-278 (attached), which by-law contains a list of those unopened streets which currently have duplicate names that can be changed to come into compliance with the new policy. The Committee will also bring forward to Council a list of several hundred distinct street names, that can become the basis of a street naming bank and can be used as future street names.

The Street Naming Committee has approximately a dozen requests related to naming or name corrections on specific streets. The Street Naming Committee will review these requests in the summer, in the context of the new policy, and will hold the necessary public hearings so as to have these name issues presented to Council for resolution later this fall.

Finally, the Street Naming Committee will begin working with staff from Infrastructure and Emergency Services to review options for sign design, which options may include a new look for street signage that is attractive, highly visible and enhances way finding.

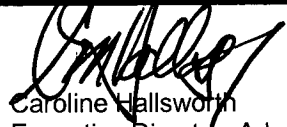
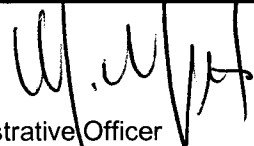
Request for Recommendation Priorities Committee





Type of Decision									
Meeting	September 20, 2006				Report Date	September 14, 2006			
Decision Requested		Yes	x	No	Priority		High	x	Low
	Direction Only				Type of Meeting	x	Open		Closed

Report Title
Priorities Committee Governance Review - Communications Plan

Budget Impact / Policy Implication	Recommendation
<div> <div></div> <div>This report has been reviewed by the Finance Division and the funding source has been identified.</div> </div> <div>N/A</div> <div>Background Attached</div>	<div>For information only</div> <div>Recommendation Continued</div>

Recommended by the Department	Recommended by the C.A.O.
 Caroline Hallsworth Executive Director, Administrative Services	 Mark Mieto Chief Administrative Officer

Report Prepared By	Division Review
 Ghislain Lamothe Manager of Corporate Communications and French-language Services	 Ghislain Lamothe Manager of Corporate Communications and French-language Services

Report Summary

In March 2006, as part of the Priorities Committee Governance Review, City staff members were directed to bring back to the Priorities Committee a report covering the governance topic of "Communications Plan".

This report outlines six strategies that will improve the effectiveness of the City's communications as it deals with City Council committee meetings (i.e. Council, Planning and Priorities) and the decisions taken at these meetings.

The six strategies are:

- Implement the AgendasOnline web application system
- Improve the City's Web site ease of use
- Develop publications that encompass information from all City departments and reach a broad segment of citizens
- Improve the frequency and coordination of media communications
- Publish all City ads once a week and always on the same day of the week
- Develop an information guide for citizen delegations

Strategies

Implement the AgendasOnline web application system

As part of the City's IT eGovernment initiative, AgendasOnline will provide the public with improved access to all City Council committee agendas.

This web application will (1) provide easier navigation of committee agendas across the City's website, (2) allow citizens to sign-up to receive notifications when committee agendas are posted and (3) improve the public's ability to search agendas for specific topics.

Our goal is to improve access to information for citizens while improving the Clerk's Section's ability to manage the legislative process for City Council and all Council Committees.

Improve the City's Web site ease of use

The City's website is currently being converted to a service oriented model which would consist of using the stream system and eliminating the current organizational structure model. This new website model will reduce the number of clicks needed to find information on the site to make the site easier and faster to use.

Develop publications that encompass information from all City departments and reach a broad segment of citizens

The City will publish City newsletters for distribution to households in Greater Sudbury to offer all citizens convenient access to timely information on a range of City services and projects and important City Council decisions.

Over the course of the past few months, and in keeping with the directive to increase our communications with the public and to promote successful municipal initiatives, three special citywide newsletters have been distributed to the public, covering topics of waste management, road infrastructure improvements and the Healthy Community initiative. Another special citywide newsletter will be distributed in October to inform the public about the upcoming municipal election.

Following the election, the City will be moving to a multi-topic newsletter approach. The newsletter is planned for December, which will ensure a timely promotion of the contact information for the new City Council.

Improve the frequency and coordination of media communications

Distribute news releases regularly to facilitate frequent and accurate coverage of City news and events in local media. Included in this process will be the issue of weekly news releases to inform the media and public of upcoming City Council committee meetings.

Publish all City ads once a week and always on the same day of the week

Residents and businesses will be better informed of the City's programs and services when the City starts to publish all of its ads once a week and always on the same day of the week. Citizens will know when to look for City ads and will know what type of information to expect.

Develop an information guide for citizen delegations

A simple one page guide for citizen delegations has been developed to assist individuals and groups who are making presentations to committees and to Council. This guide will be provided by Clerk's Services and is available on the City's website.