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DATE 17 June 1997

TO/DEST. Committee Co-ordinator

FROM/EXP. Citizens' Review Panel on Council Remuneration

SUBJECT/OBJET **FINAL REPORT OF THE CITIZENS' REVIEW PANEL
ON COUNCIL REMUNERATION
REFERENCE ITEM 6: CORPORATE SERVICES AND
ECONOMIC DEVELOPMENT AGENDA 17 JUNE 1997**

REPORT RECOMMENDATIONS

That the Corporate Services and Economic Development Committee receive and forward to Council for its consideration the following recommendations:

- 1. That the annual remuneration of a Councillor be increased from \$40,000 to an amount from within the range of \$45,000 to \$50,000. The Panel believes that an amount from this range is realistic and reasonable in light of existing economic circumstances, the level of complexity and range of issues being dealt with, and the importance of attracting candidates from all segments of the Ottawa-Carleton community.**
- 2. That a Councillor who is appointed as Chair of a Standing Committee receive additional remuneration of \$6,000 per annum to reflect the extra responsibilities associated with this position. (The current amount is \$5,682.30.)**
- 3. That in the event the *Municipal Act* is amended to remove the provision for a one-third non-taxable allowance for a member of Council, the remuneration payable to a member be increased so as to yield the equivalent amount of after-tax income as would have been the case before the amendment, with the calculation to be based on the entitlement for a single person without dependants.**
- 4. That the remuneration paid to the Regional Chair be increased from \$110,136 to an amount within the range of \$115,136 to \$120,136 and be subject to the same upward adjustment formula as in #3 above if the *Municipal Act* is amended to remove the one-third non-taxable allowance provision.**

5. That no changes be made to the current policy for severance allowance for members of Council.
6. That given the difficulty of determining at this time how provincially imposed changes will affect the role and operation of Council during the coming term, Regional Council should, at the mid-point of the 1997-2000 term, mandate a further independent review of remuneration and support arrangements to evaluate if further changes are required. This new Panel would report to Council in time to allow its recommendations to be considered for implementation before the term of office commencing in December 2000.
7. That the rate of compensation paid to a Councillor's Assistant continue at the Pay Grade 10 level at this time. If Council determines in the future that there is a need for further review, such can be undertaken with the benefit of technical advice from Regional staff, taking into account the duties and responsibilities intended to be performed through this position.
8. That severance pay for a Councillor's Assistant be calculated on the same basis as that for members of Council, and be subject to the same limitations in terms of eligibility.
9. That the salary portion of the annual office budget for each Councillor's office be increased by \$13,000 from \$37,072 to \$50,072 in order to create the capacity for the office to retain additional staff assistance as may be required from time to time during the course of the year. These funds can only be used to hire a replacement for the Councillor's Assistant during an absence (at the PG 10 rate) or to provide clerical office staff (at the PG 3 rate).
10. That an annual allowance of \$2,500.00 be made available to each Councillor's office exclusively for translation costs.
11. That the Chair's Office budget remain unchanged at \$587,000.
12. That meeting times be considered again by the new Council at the start of the next term in December 1997 with a view to ensuring that the times which are used provide accessibility to persons who work during regular hours and who may wish to participate in or attend at such meetings.

BACKGROUND

One of the recommendations from the 1994 Citizens' Panel Report on Councillors' Remuneration was that a further review be undertaken at the mid-point of the 1994-97 term. In this regard, Council, at its meeting of 9 April 1997, approved Report #57 from the Corporate Services and Economic Development Committee. The Report included terms of reference for a

review of Council operations and compensation issues. Following advertisements for expressions of interest in serving on the Panel, a three member Citizen's Review Panel on Council Remuneration was appointed on 23 April 1997 to recommend an appropriate level of compensation, benefits and support for the term of office commencing on 1 December 1997.

The Panel proceeded to advertise for public submissions with respect to the terms of its mandate. It also advertised and held a public meeting at the Ottawa-Carleton Centre on the evening of May 13, 1997 to receive input with respect to the review.

Interviews were conducted by the Panel with Councillors, their Assistants, and other interested persons in order to determine in as detailed a fashion as possible the nature of the work pressures faced by Councillors and their offices and the types of action which might be considered to deal with these needs.

The Panel also reviewed materials from other jurisdictions and other levels of government in order to develop a comprehensive perspective on remuneration and office support issues. The Final Report has been prepared taking into account the research and consultation conducted by the Panel and in accordance with the terms of its assignment.

ANALYSIS

A copy of the Final Report is attached. It addresses the subjects of remuneration, office support arrangements and other related issues in some detail. Based on the analysis by the Panel, it was concluded that certain adjustments should be made in order to reflect the significant demands placed upon this level of elected office.

The Report recommends that these arrangements be subject to a further review at the mid-point of the next term of Council in order that any impacts arising from the reassignment of provincial responsibilities to local government are properly taken into account. Given the uncertainties which exist at the present time, it is not possible to forecast what the ultimate disposition of responsibilities will be and the corresponding impacts on members of Council or their offices. The recommended further review by a successor Panel would provide an appropriate vehicle for answering these questions.

CONSULTATION

The Citizens' Panel has incorporated public consultation in its work in accordance with Regional policies. The Final Report is being made available as a public document.

FINANCIAL IMPLICATIONS

The Final Report speaks to the proposed areas of financial adjustment and the overall impacts in absolute and relative terms. Should adjustments be approved by Council, they would then be considered in the process of developing the 1998 Regional Budget.

CONCLUSION

The Citizens' Review Panel appreciates having had the opportunity to conduct this review. The Report and its recommendations are respectfully submitted for consideration by the Corporate Services and Economic Development Committee and Council.

original signed by
Lionel Beauchamp
Chair

original signed by
Richard Baird
Member

original signed by
Phil Sweetnam
Member

Attach. (1)

cc: CAO
Regional Clerk

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BACKGROUND

Subsection 14(1) of the *Regional Municipalities Act* provides the authority for a regional council to set the rate of pay for its elected officials. The statute does not contain guidelines for establishing remuneration levels and as a result a council must arrive at its own process for making these decisions.

In 1993 the provincial government initiated electoral reform in Ottawa-Carleton. When Bill 143 received Royal Assent on May 2, 1994, it made provision for the direct election of 18 Regional Councillors at municipal elections later that year. As a result of the initiative there was a need to examine the roles and responsibilities of the proposed directly-elected Councillors and to determine a fair and equitable level of remuneration for them.

At the time of the initial introduction of the legislation in 1993, Regional Council had directed the Chief Administrative Officer to bring forward a report "regarding accommodations for, office support for, and remuneration for directly-elected Regional Councillors." A Citizens' Review Panel was appointed in early 1994 and given instructions with respect to a mandate to examine these compensation and support issues and report back within three months.

The Panel's Report was received and voted on by Council at its meeting on 25 May 1994. The resulting decisions established a compensation and support framework for the operation of the new Council which took office in December of 1994.

One of the approved recommendations made provision for a further review of these arrangements after the mid-point of the first term of the new Council. This review was to serve as an evaluation of the "the actual workings of Regional Government in light of the experience accumulated to that time." It was recognized by the Panel that it was not possible to foresee all of the eventualities which might arise within the new directly-elected Council structure and that it was therefore appropriate to build in a review mechanism.

Following a Regional staff analysis of comparative data from other jurisdictions across Canada in the latter part of 1996, and delays arising from considerations around the changing provincial-municipal relationship, a report was brought forward for Committee and Council consideration in March of 1997 to initiate a formal mid-term review as had been envisaged by the 1994 Panel's recommendation.

This report, forming part of Corporate Services and Economic Development Committee Report No. 57, was approved by Council on 9 April 1997. The motion of adoption read as follows:

"That Council approve:

- 1. The creation of a three-member Citizens' Remuneration Review Panel to examine the workings of Regional Government based on the experience over the past two years of operation with a directly-elected Council, in accordance with the Terms of Reference at Annex A;*

2. *Instruct the Citizens' Review Panel to report back to the Member Services Committee no later than 30 May 1997, for submission to the Corporate Services and Economic Development Committee and Council by the end of June 1997;*
3. *Delegate authority for the selection of the Panel to the Member Services Committee;*
4. *Direct that this review be conducted in accordance with the Region's Public Consultation Policy;*
5. *Any adjustment to the compensation and support for Members of Council be effective for the term of Council from December 1, 1997 to November 30, 2000."*

Following the decision by Council, advertisements were placed in the three daily papers in Ottawa-Carleton announcing the opportunity for appointment to the Panel. On 23 April 1997 the Member Services Committee completed its review of the applications received. Based on selection criteria which included factors such as related experience, objectivity, and achieving a representative cross-section of the Regional community, the Committee proceeded to appoint the following persons to the Panel:

- Mr. Lionel Beauchamp, is a resident of the City of Ottawa and the founding/current president of an employee benefits consulting firm. He has been an active participant in a number of community initiatives in Ottawa-Carleton and serves on the Board of Governors of the University of Ottawa. Mr. Beauchamp was a member of the 1994 Citizens' Panel on Compensation;
- Mr. Richard Baird, a resident of Nepean who is a truck driver and has demonstrated an active interest in local and Regional government issues;
- Mr. Phil Sweetnam, is a resident of Goulbourn Township and a professional engineer involved in the management of a family construction company. He has served for over 15 years on the Mississippi Valley Conservation Authority and has participated in a number of other community endeavours.

At the first meeting of the Panel, Mr. Beauchamp was appointed its Chair.

PUBLIC CONSULTATION AND INTERVIEW PROCESS

In response to Council's direction that the review be in accordance with the Region's Public Consultation Policy, the Panel proceeded to advertise for written submissions and a public meeting on the topic. The meeting was scheduled in the evening to facilitate attendance by interested citizens. Copies of notices and advertisements encouraging the involvement of the public in this review process are at Annex B.

Questionnaires were prepared and sent out to all members of Regional Council and a total of 15 completed surveys were returned to the Panel.

A list of the people who submitted written materials (15 submissions in total) and/or were interviewed by the Panel (28 interviews in total) appears at Annex C. The public meeting of 13 May 1997 was not well attended and only one brief was presented. This low turnout appears to have been due in part to other competing events relating to the Federal election and a hockey playoff game. The limited response may also reflect a modest degree of public interest in this particular topic.

In keeping with the focus of the review to address the actual experience of Council over its first two years of operation, the Panel undertook to meet with individual members of Council to obtain their comments regarding the operation of the new structure. These interviews and related questionnaires were most helpful to the Panel and yielded a variety of views on the role and responsibility of an elected member of Regional Council. There was a corresponding range of opinions on appropriate levels of remuneration and office support arrangements.

The Panel also undertook to meet with the Councillors' Assistants in order to better understand the administrative pressures faced by the individual offices. Each Councillor is provided with budget resources to hire one Assistant to serve as an office administrator/receptionist/secretary. This group of dedicated individuals serves as the front-line contact for members of the public wishing to reach a Councillor. The Assistants perform a wide variety of office-related duties and also liaise on an ongoing basis with staff in the various Regional departments in order to obtain information and seek to resolve particular difficulties which may be identified by members of the public.

The Panel found the input from the members of Council and their Assistants to be very useful in terms of better understanding "the actual workings of Regional Government".

SUMMARY OF RESULTS FROM THE CONSULTATION PROCESS

The following is a summary of what the Panel heard and received during the consultation and interview process.

Comments on Role and Workload

- Based on the responses provided to the Panel, Councillors have devoted between 25 and 100 hours weekly to Regional business, with the average being between 40 to 70 hours.
- There was broad agreement that extra work, beyond that which could have been foreseen in 1994, has been generated by Regional assumption of solid waste collection/recycling and the financing/service level issues associated with the integration of police services in the Region.
- Concern was expressed that the role of a directly-elected Regional Councillor will likely increase significantly in the future and that it may be inappropriate to set the remuneration without clear definition of the revised duties and responsibilities of Council.

Comments on Remuneration Level for Elected Officials

- It was suggested that remuneration be increased to reflect the responsibilities of the position and actual hours worked so that competent people committed to public service would be attracted and kept.
- A concept which was raised by a few people was that of setting a compensation range according to hours worked. For example, a Councillor who found that a ward required only part-time work would be paid on that basis. If the demand was for $\frac{3}{4}$ or full-time, then payment would be on that basis. It was noted that once a Councillor had decided what the time commitment would be, it would be presented to the electorate and the Councillor would then be accountable for the hours/platform on which he or she was elected.
- While the suggested range of remuneration for directly-elected Regional Councillors varied from the current \$40,000 up to \$75,000, there seemed to be a consensus from the representations received that it should be somewhere between \$40,000 to \$55,000.
- All agreed that should the tax-free portion of the current remuneration be eliminated, the base amount should be adjusted upwards accordingly. Some also felt that if the provincial legislative review which proposes to eliminate the tax-free portion does not proceed as planned, then Council should take the initiative itself so that the actual amount of remuneration would be up-front and readily understood by the electorate.
- With respect to remuneration for Committee Chairs, most believed that there should be extra remuneration for the chairs of the Standing Committees because there is extra work and responsibility involved in this role. Others disagreed that being a Committee Chair warranted extra remuneration. It was noted that each member has to perform additional duties as part of the role of a Councillor and that being a Committee Chair was simply one of those additional duties.
- Related to annual remuneration for the Regional Chair, suggested amounts ranged from \$90,000 to \$150,000.
- Severance pay was found to be a secondary issue and there were no proposals to change the arrangements currently in place.

Comments on Office Support Arrangements

- There was general agreement that an additional part-time staff person was required in order to assist in carrying out the duties of each Councillors' office. Some felt they could use another full-time person. However, not everyone felt a part-time person was needed on a permanent basis. Some proposed that there be flexibility within the staffing budget envelope to ensure that Councillors could, if required, hire additional staff to assist with periodic workload needs and to provide cover-off for vacations, illnesses, etc. It was recognized that there may be some physical/space problems associated with these expanded staffing arrangements but in general it was felt that the necessary adjustments could be made at minimal cost.

- In terms of the goods and services portion of the Councillors' office budgets, comments ranged from reducing the current \$15,000 amount, maintaining it at that level, to increasing it to \$30,000. In terms of all the responses combined, there was about an even split in opinion between maintaining the current amount and having a modest increase of \$5,000 to \$10,000.
- A number of concerns were expressed regarding the inability to effectively communicate Regional information/issues to constituents within the constraints of the office budgets. It was suggested that some specific items such as translation, advertising, mileage, etc., should come from a Corporate account or that the discretionary part of the office budget should be increased to reflect these particular needs.
- In terms of the budget for the Chair's Office, suggested amounts ranged between \$100,000 and \$700,000. Some felt very strongly that the current amount of \$587,000 was excessive in comparison with the amount made available to each Councillor. However, a greater number of those commenting felt that the current budget was appropriate and was required to allow the Chair's Office to perform the many functions expected of it.

FACTORS IMPACTING OUR SYSTEM OF LOCAL GOVERNMENT

Before proceeding to recommend on the remuneration and support arrangements for members of Council, the Panel believes that it is important to set the context within which the Council is currently operating under the directly-elected system.

The role of local government in Canada is extremely important. It is the level of government which has the most direct and immediate impact on the daily lives of Canadian citizens. The way services are delivered, policy decisions are made, priorities determined and budgets established has a major effect on the nature and character of communities and the quality of life of residents.

Local government is currently facing enormous financial challenges. These include reduced provincial funding transfers, changes in the delivery systems for health and social services, competition for economic development, and political uncertainty about governance systems which may have to evolve in order to cope with these challenges. All of these are Regional issues and all are vital elements of a healthy and viable community.

In this environment of change and financial pressure, the members of Regional Council must endeavour to make difficult choices and set policies with respect to the type and level of services to be provided. They do so bearing in mind that the overall package of services must be delivered at an acceptable and affordable tax rate. Public input is an essential component in this governing process. The role of a Councillor in eliciting and responding to the many voices of the public is invariably demanding, and at times controversial, since there is intense competition for financial resources.

The new structure of Regional government appears to have provided an effective vehicle for dealing with these pressures during the inaugural term. Key decisions have been made on service integration in complex areas such as waste management and the phase-in of region-wide police services costs. Despite these new responsibilities and the impact of provincial grant reductions,

Council has been able to maintain an overall limit on property taxes. This represents a major success in terms of the management of operations. Ironically, the fact that these transitions and accommodations have been made without major impact on the public has served to maintain the relatively low profile of Regional government and it may, as a consequence, still be perceived by many residents as more remote and inaccessible than that of the local municipalities.

In keeping with the scale of operation of the large corporation that it is, Regional government in Ottawa-Carleton operates on the principle that it is the role of Council to set policy and monitor its implementation. Professional staff, in turn, work within this policy context and are accountable to the elected Council for ensuring results are achieved in an effective and efficient fashion. The continuation of this arrangement appears to be key to the successful operation of the Regional government function in the future.

ROLE AND RESPONSIBILITIES OF MEMBERS OF COUNCIL

In the report of the 1994 Citizens' Review Panel there was a thorough review of the role and responsibilities of Regional Councillors based on an evaluation of the literature on the subject and the research and analysis of the Panel. This material was reviewed as part of the 1997 Panel's work and it is still relevant and useful to set a context within which to evaluate the appropriate level of compensation and resources for the operation of Council.

A portion of it is reproduced below to serve as a point of reference for examining the expectations which exist in regard to the role and responsibilities of the members of Council and the corresponding remuneration and support arrangements which are necessary in order to achieve those expectations.

"The citizens of Ottawa-Carleton expect their directly-elected Regional Councillors, through Regional Council, to assume at this time, the following functions and responsibilities:

- 1. First and foremost, to provide a clear sense of political direction and vision for the Region.*
- 2. To communicate and establish linkages with constituents, members of the public, private or public organizations, and/or municipalities and their representatives on regional programs, services, issues or decisions that are likely to affect them, and to reflect their views, concerns and interests to Regional Council or to regional staff concerned.*
- 3. To make sound policy decisions on matters within the jurisdiction and authority of the Regional Municipality of Ottawa-Carleton, in concert with the Chair, senior staff and other members of Regional Council, with a view to achieving the vision for the economic and social benefit of all residents, consistent with responsible fiscal management of taxpayers' dollars.*
- 4. To evaluate the implementation of regional policies, the delivery of regional services and the implementation of regional budget decisions to ensure they are being effectively and*

efficiently carried out, and that any problems or complaints are dealt with expeditiously by those responsible.

5. To act as “ombudsman” for constituents with respect to regional services, policies and practices.

6. To represent, or act on behalf of, the Region on various boards and agencies.

In order for directly-elected members of Council to effectively perform these various duties and responsibilities, they should typically:

- attend meetings of Regional Council;*
- participate on a regular basis in the work of one or more committees established to deal with major areas of responsibility of the Region;*
- prepare for committee meetings by reading prepared documentation, discussing issues with regional staff and other involved officials, consulting with interested parties, etc.;*
- communicate with and receive representations from constituents, other members of the public, organizations and associations, as well as municipal representatives to inform them and/or consult with them on various regional policies, practices, issues, etc.;*
- articulate and explain to the public, individual citizens, community groups, private organizations and associations, municipal entities, etc., the various facets, programs, services, etc., of regional government;*
- participate in a variety of political activities at the ward and regional levels related to their positions as elected officials.”*

With this broad range of duties and responsibilities in mind, we will now proceed to present our recommendations in regard to the 1997 review.

1997 REMUNERATION AND OFFICE SUPPORT RECOMMENDATIONS

Remuneration

With respect to member remuneration, the Panel recommends as follows:

- 1. That the annual remuneration of a Councillor be increased from \$40,000 to an amount from within the range of \$45,000 to \$50,000. The Panel believes that an amount from this range is realistic and reasonable in light of existing economic circumstances, the level of complexity and range of issues being dealt with, and the importance of attracting candidates from all segments of the Ottawa-Carleton community.**

2. **That a Councillor who is appointed as Chair of a Standing Committee receive additional remuneration of \$6,000 per annum to reflect the extra responsibilities associated with this position. (The current amount is \$5,682.30.)**
3. **That in the event the *Municipal Act* is amended to remove the provision for a one-third non-taxable allowance for a member of Council, the remuneration payable to a member be increased so as to yield the equivalent amount of after-tax income as would have been the case before the amendment, with the calculation to be based on the entitlement for a single person without dependants.**
4. **That the remuneration paid to the Regional Chair be increased from \$110,136 to an amount within the range of \$115,136 to \$120,136 and be subject to the same upward adjustment formula as in #3 above if the *Municipal Act* is amended to remove the one-third non-taxable allowance provision.**
5. **That no changes be made to the current policy for severance allowance for members of Council.**
6. **That given the difficulty of determining at this time how provincially imposed changes will affect the role and operation of Council during the coming term, Regional Council should, at the mid-point of the 1997-2000 term, mandate a further independent review of remuneration and support arrangements to evaluate if further changes are required. This new Panel would report to Council in time to allow its recommendations to be considered for implementation before the term of office commencing in December 2000.**

As part of its examination of the functions and responsibilities of members of Council, the Panel considered several related issues on which it would like to comment.

Office Support

There was general agreement amongst all those consulted that Regional Councillors have benefited from and rely heavily upon the office support which they receive from their Administrative Assistants. The Panel has considered the current support arrangements and recommends the following:

- **That the rate of compensation paid to a Councillor's Assistant continue at the Pay Grade 10 level at this time. If Council determines in the future that there is a need for further review, such can be undertaken with the benefit of technical advice from Regional staff, taking into account the duties and responsibilities intended to be performed through this position. (The Panel makes further recommendations below to provide staff support to the Assistants.)**
- **That severance pay for a Councillor's Assistant be calculated on the same basis as that for members of Council, and be subject to the same limitations in terms of eligibility.**

The Panel found that the practice of each Councillor being able to select his or her Assistant has worked well. The standard contract arrangement which was developed at the start of the term also appears to have met the needs of both the Councillors and their Assistants.

The Panel received a number of suggestions regarding additional support within the office budgets in order to accommodate the administrative needs of the Councillors' offices. It is not possible to provide a definitive evaluation of all the adjustments which might be made to accommodate these views. It was also noted that certain offices have found it possible to operate effectively, and well within the current budget limitation.

Having considered these matters, the Panel recommends:

- 1. That the salary portion of the annual office budget for each Councillor's office be increased by \$13,000 from \$37,072 to \$50,072 in order to create the capacity for the office to retain additional staff assistance as may be required from time to time during the course of the year. These funds can only be used to hire a replacement for the Councillor's Assistant during an absence (at the PG 10 rate) or to provide clerical office staff (at the PG 3 rate).**
- 2. That an annual allowance of \$2,500.00 be made available to each Councillor's office exclusively for translation costs.**
- 3. That the Chair's Office budget remain unchanged at \$587,000.**

Office Space

The Panel has visited the area which was fitted up for the Councillors' offices and found the combination of individual offices, meeting rooms, and support arrangements of central Reception and mail/courier/fax administration systems to be efficient and practical. The space is accessible to the public, but still affords a professional office environment for the work of the Councillors and their Assistants. The space is well used and there is a sense of it being a successful hub for transacting the administrative business of the Councillors.

Meeting Times

The Panel has reviewed the matter of meeting times for Council and the Standing Committees. It recommends:

- 1. That meeting times be considered again by the new Council at the start of the next term in December 1997 with a view to ensuring that the times which are used provide accessibility to persons who work during regular hours and who may wish to participate in or attend at such meetings.**

CONCLUSION

In making these recommendations, the Panel has had to reconcile the needs expressed by those who are directly involved in the process of governing - the Chair and Regional Councillors, with

the broader context of financial restraint, a public which is at times skeptical in regard to its elected officials, and ongoing uncertainty in the provincial-municipal financial and functional relationship.

The need for balancing many factors before arriving at a conclusion was well documented in the predecessor Review Panel's report of 1994. The need for balance is no less apparent in 1997, and no easier to arrive at. However, based on the actual experience from the operation of the first directly-elected Council, the Panel has concluded that there is merit in increasing the remuneration paid to members of Council and the support arrangements for their offices so as to recognize the workload they are faced with on a day-to-day basis and to enhance their ability to meet the needs of the public.

The reforms implemented through the 1994 provincial legislation have proven to be a positive step in the evolution of local government in Ottawa-Carleton. Region-wide issues will continue to have prominence and the Regional structure is well positioned to deal with them. It is the Panel's hope that its recommendations will contribute to the overall achievement of community and corporate goals by Council, both now and in the future.

ANNEX A

TERMS OF REFERENCE
FOR THE 1997 CITIZENS' REVIEW PANEL
ON COUNCIL REMUNERATION

The mandate of the Review Panel is:

1. To evaluate and recommend to Council on the matter of the appropriate level of compensation, benefits and support for the directly-elected Council for the term commencing on 1 December 1997.
2. To prepare a report with recommendations to be submitted to the Member Services Committee no later than 30 May 1997.

To undertake this task, the Review will:

1. Examine the changing role, responsibilities and functions of both Council and the Members of Council, taking into account the experience of the past two years of the directly-elected Council.
2. Review and examine relevant documentation on appropriate levels of remuneration for Members of Regional Council.
3. Review and consider the several resolutions relating to compensation matters including:
 - the review of the severance allowance policy for Councillors (22 June 1994);
 - the Chair's salary and office budget (13 July 1994);
 - compensation for Committee Chairs (25 January 1995);
 - and, possible reduction of the budgets for the Councillors' individual offices (24 January 1996).
4. Elicit and examine submissions, in writing or otherwise, from interested persons, agencies and community groups concerning the remuneration of Regional Councillors, and conduct a public consultation process in accordance with the Region's Public Consultation Policy, while being mindful of the time frame for the completion of this review.
5. Undertake such other investigative initiatives as may be required to achieve a sound recommendation while ensuring that the task is completed within the prescribed time frame.

ANNEX B**PUBLIC NOTICES****Citizens' Panel
on Remuneration
Request for Submissions**

At its meeting of 9 April 1997, Regional Council approved a report and adopted Terms of Reference for a review of Council operations, including compensation issues. A Citizens' Panel on Council Remuneration was appointed on 23 April 1997 to evaluate and recommend to Council on the appropriate level of compensation, benefits and support for the term of office commencing on 1 December 1997. The Panel is to produce and submit a final report by 30 May 1997.

The Panel wishes to receive comments from the citizens of Ottawa-Carleton on this subject. Written comments may be directed to the attention of the Citizens' Panel, c/o the Regional Clerk's Department, Regional Municipality of Ottawa-Carleton, 111 Lisgar Street, Ottawa, Ontario, K2P 2L7. Fax: 560-1380. E-mail: fredencli@rmcc.on.ca

The deadline for receipt of written submissions is 4 p.m., 14 May 1997.

The Citizens' Panel will hold a **public meeting to hear** presentations on this matter on **13 May 1997**, starting at 7 p.m. The meeting will be in the Council Chambers, 111 Lisgar Street, Ottawa. Persons wishing to make a presentation are invited to contact Liliane Frédérick at 560-6063 ext. 1616 to be placed on the speakers' list and to receive related information. Requests can also be made by fax or e-mail using the numbers listed above.

**Comité d'étude sur la
rémunération - demande
de commentaires**

Lors de sa réunion du 9 avril 1997, le Conseil régional a approuvé un rapport et a adopté le cadre de référence de l'étude portant sur les activités du Conseil, y compris les questions relatives à la rémunération. Un comité d'étude sur la rémunération des membres du Conseil a été établi le 23 avril 1997 afin d'évaluer le niveau approprié de rémunération et les avantages sociaux des membres du Conseil ainsi que le soutien offert à ces membres pour le prochain mandat qui commencera le 1^{er} décembre 1997, de faire des recommandations au Conseil concernant ces questions et de présenter un rapport final d'ici le 30 mai 1997.

Le comité sollicite les commentaires des résidents et des résidentes de la région d'Ottawa-Carleton à ce sujet. Prière d'envoyer tout commentaire écrit directement au Comité d'étude, s/s Greffe régional, Municipalité régionale d'Ottawa-Carleton, 111, rue Lisgar, Ottawa (Ontario) K2P 2L7, télécopieur : 560-1380, courrier électronique : fredencli@rmcc.on.ca

Le Comité doit recevoir les commentaires écrits au plus tard le 14 mai 1997, à 16 h.

Le Comité d'étude tiendra également une réunion publique le **13 mai 1997, à 19 h**, à la salle du Conseil, 111, rue Lisgar, Ottawa (Ontario), en vue d'entendre toutes les personnes qui intéressent ces questions. Les personnes désirant s'adresser au Comité sont priées de communiquer avec Liliane Frédérick au 560-6063, poste 1616, afin de faire ajouter leur nom à la liste des personnes qui prendront la parole lors de la réunion et d'obtenir l'information connexe. Les personnes intéressées peuvent également présenter une demande par télécopieur ou courrier électronique au numéro ou à l'adresse ci-dessus.

ANNEX C

LIST OF PEOPLE WHO PROVIDED INPUT

Submissions from the Public

Mr. Irénée de Champlain (Ottawa resident, presentation at Public Meeting on 13 May 1997)

Written Submissions from the Public

Brett Delmage (Ottawa resident)
P.M. Laughton (Ottawa resident)
Douglas McKercher (e-mail message)
Alayne McGregor (e-mail message)
Andy Rapoch (Ottawa resident)
William Richardson (Nepean resident)
Mary Sardelis & George Rothschild (Ottawa residents)
Terry Scanlon (Ottawa resident)
D. Lynn Scott (Dunrobin resident)
Robert Tennant (Ottawa resident)
Lena Trudeau (voice-mail message)
Marc Trudeau (e-mail message)

Written Submissions -Community Associations

F. Spink per K. Dowd (Citizens for Fair Taxes)
Robert Morrow (McKellar Park Community Association)

Written Submissions - Councillors' Assistants

Pat McGill and Madeleine Brisebois

Interviews

Members of Council

Michel Bellemare
Richard Cantin
Alex Cullen
Betty Hill
Diane Holmes
Gord Hunter
Al Loney
Alex Munter
Wendy Stewart
Robert van den Ham
Dan Beamish
Peter Clark
Linda Davis
Peter Hume
Herb Kreling
Jacques Legendre
Brian McGarry
Madeleine Meilleur

Councillors' Assistants

Nicole Frenette
Charles Rousseau
David Loan
Lisa Nicholson
Elizabeth McKenzie
Lynda Moore
Joanne Sulek
Leslie Donnelly
Bonnie Conlon
Kathryn Loyen

Consultation/Advice

Ed Aquilina (Chair, 1994 Citizens' Panel on Councillors' Remuneration)
Katherine Graham (Professor of Public Administration, Carleton University and Electoral Boundary Commissioner - 1990)

COMPARISON OF REMUNERATION AND OFFICE SUPPORT OPTIONS

ANNEX D

1997 Citizens' Review Panel

REMUNERATION	COUNCILLORS			REGIONAL CHAIR		
	CURRENT	PROPOSED RANGE		CURRENT	PROPOSED RANGE	
		LOW	HIGH		LOW	HIGH
Basic	\$ 40,000	\$ 45,000	\$ 50,000	\$ 110,136	\$ 115,136	\$ 120,136
Total of 18 Councillors	\$ 720,000	\$ 810,000	\$ 900,000	N/A	N/A	N/A
Standing Cttee Chair	\$ 5,682	\$ 6,000	\$ 6,000	N/A	N/A	N/A
Total of 4 Committee Chairs	\$ 22,729	\$ 24,000	\$ 24,000	N/A	N/A	N/A
TOTAL REMUNERATION	\$ 742,729	\$ 834,000	\$ 924,000	\$ 110,136	\$ 115,136	\$ 120,136
% of Operating Budget	.077%	.086%	.096%	.011%	.011%	.012%

OFFICE SUPPORT	COUNCILLORS		REGIONAL CHAIR		NOTES:
	CURRENT	PROPOSED	CURRENT	PROPOSED	
Salary	\$ 37,072	\$ 50,072	\$ 488,000*	no change	Operating Budget = \$ 966,073,000 * includes benefits ** \$5,000 for translation shared among the 18 offices
Services, Supplies, Equip't	\$ 15,000	\$ 15,000	\$ 99,000	no change	
Translation	\$ 5,000**	\$ 2,500	N/A	N/A	
Total Office Budget	\$ 52,072	\$ 67,572	\$ 587,000	no change	
TOTAL - 18 OFFICES	\$ 942,296	\$1,216,296	N/A	N/A	
% of Operating Budget	.098%	.126%	.006%	no change	
Total Budget/Office (Remuneration + Support)	\$ 92,072	\$ 112,572 (low) \$ 117,572 (high)	\$ 697,136	\$ 702,136 (low) \$ 707,136 (high)	
TOTAL - 18 OFFICES	\$ 1,657,296	\$2,026,296 (low) \$2,116,296 (high)	N/A	N/A	

ANNEX E

Regional Municipality of Ottawa-Carleton
111 Lisgar Street, Ottawa, Ontario K2P 2L7
Regional Clerk's Department



Changes in Italics
Revised May 27, 1997

Please discard July 11, 1997

COMMITTEES, BOARDS AND COMMISSIONS
DECEMBER 1994 - NOVEMBER 1997

STANDING COMMITTEES

COMMUNITY SERVICES COMMITTEE - Madeleine Meilleur, Councillors M. Bellemare, R. Cantin, L. Davis, D. Holmes, A. Loney, B. McGarry, A. Munter, (**vacancy**)
Committee Coordinator, Monique Beauregard..... 560-1241

CORPORATE SERVICES AND ECONOMIC DEVELOPMENT COMMITTEE - Peter Clark,
Councillors M. Bellemare, B. Hill, P. Hume, G. Hunter, A. Loney, B. McGarry, W. Stewart, R. van den Ham
Committee Coordinator, Cheryle Watson 560-1240

PLANNING AND ENVIRONMENT COMMITTEE - Gord Hunter, Councillors, D. Beamish, A. Cullen, B. Hill, P. Hume, J. Legendre, A. Munter, W. Stewart, R. van den Ham
Committee Coordinator, Dawn Whelan..... 560-1242

TRANSPORTATION COMMITTEE - Richard Cantin, Councillors D. Beamish, A. Cullen, L. Davis, D. Holmes, H. Kreling, J. Legendre, M. Meilleur, (**vacancy**)
Committee Coordinator, Rosemary Nelson 560-1243

COORDINATING COMMITTEES

ARTS COMMITTEE - A. Loney, Councillors P. Hume, W. Stewart, **Members** J. Harvey, B. McInnes, B. Osborne, J. Wegg
Committee Coordinator, Carol Sage 560-1239

9-1-1 ADVISORY COMMITTEE - L. Massender, Ottawa-Carleton Regional Ambulance. For a complete list of committee members please contact the Committee Coordinator, Rosemary Nelson 560-1243

9-1-1 MANAGEMENT BOARD - G. Kemp, Chief, Kanata Fire Department, Councillor H. Kreling, D. Brousseau, Environment & Transportation Department, R. Maxwell, Public Representative, P. Moyle, Ottawa-Carleton Regional Police, H. Massender, Manager, Central Ambulance Communication Centre
Board Coordinator, Rosemary Nelson..... 560-1243

STATUTORY COMMITTEES, BOARDS & COMMISSIONS

LAND DIVISION COMMITTEE - J. Flewellyn, D. Morwick, P. Ralph, J. Shaw, W.A. Taylor
Secretary Treasurer, William Cook..... 560-1231

OTTAWA-CARLETON REGIONAL TRANSIT COMMISSION - Peter Clark, Councillors D. Beamish, R. Cantin, L. Davis, D. Holmes, H. Kreling, J. Legendre, A. Loney, (**vacancy**)
Commission Secretary, Lorraine Séguin 741-6440 Ext. 269

REGIONAL HOUSING AUTHORITY - C. Arnold (January 31, 1998), Gilles Guénette (January 31, 1998), Trevor D. Heavens (May 1998), P. Kurdyla (July 31, 1997)
Administrative Assistant, Paulette Proulx..... 731-7223 Ext. 273

SINKING FUND COMMITTEE - Chair and Treasurer, J.C. LeBelle, C.M. Beckstead, E. Burgess, R. White
Secretary, Don Gray 560-6065 Ext. 1311

ANNEX E

EXTERNAL BOARDS & COMMISSIONS

CHILDREN'S AID SOCIETY - Councillors M. Bellemare, A. Cullen, L. Davis, J. Legendre Secretary to Director, Beverley Goodman-Jones.....	748-0670 Ext. 2601
DISTRICT HEALTH COUNCIL - Councillors A. Loney, M. Meilleur, A. Munter Executive Director, Anna Telner Wex	723-1440
OTTAWA-CARLETON HUMANE SOCIETY - Vacant Administrator, Lisa Danso-Coffey	725-3166 Ext. 232
OTTAWA-CARLETON ECONOMIC DEVELOPMENT CORPORATION (OCEDCO) - P.D. Clark* (ex officio), Councillors M. Bellemare, B. Hill, H. Kreling, J. Legendre, B. McGarry, R. van den Ham Executive Assistant, Sandra Rainville	236-3500
OTTAWA TOURISM AND CONVENTION AUTHORITY (OTCA) - Councillors D. Beamish, R. Cantin, D. Holmes Executive Secretary, Louise Crandall	237-5150
OTTAWA-CARLETON REGIONAL POLICE SERVICES BOARD - Peter Vice , Chair, Al Bouwers, Vice-Chair Members , G. Baskerville, A. Boudreau, Regional Chair P. Clark, Councillors D. Holmes, (vacancy) Board Secretary, Wendy Fedec	560-1270
MISSISSIPPI VALLEY CONSERVATION AUTHORITY - Regional Appointees: M. Fowler, S. Hardaker, O. Kemp, K. Roe, A. Scott-Smith, P. Sweetnam General Manager, Paul Lehman	1-613-259-2421
LOWER RIDEAU VALLEY CONSERVATION AUTHORITY - Regional Appointees: J. Beedell, D. Bickerton, S. Bird, M. Bryden, J. Carruthers, M. Cooper, A. Crane, L. Cranston, J. Dempsey, R. Fletcher, A. Greiner, M. Kavanagh, P. Larkin, T. Marta, L. Ouellette, P. St. Georges, S. Springthorpe, R. Sulpher, C. McNeil, Councillors R. van den Ham, W. Stewart Secretary Treasurer, Dell Hallett	692-3571
SOUTH NATION RIVER CONSERVATION AUTHORITY - Regional Appointees: K. Grace, G. Lalonde, A. McKeown, D. Perrault General Manager/Secretary Treasurer, Dennis O'Grady	1-613-984-2949

Unless designated as a Member, the Chair is an ex officio Member of all Regional Standing and Ad Hoc Committees.

ANNEX F

BACKGROUND FACTS ON THE REGION OF OTTAWA-CARLETON

The following are facts about the Regional Municipality of Ottawa-Carleton which describe the community and put it into context.

Population (1997): 741,000 Geographic Area: 2,767 sq. km.

Area Municipalities: Ottawa Nepean Gloucester Kanata
Cumberland Vanier Goulbourn West Carleton
Osgoode Rideau Rockcliffe Park

Budget (1997): Operating: \$ 966,073,000
Capital: \$ 95,037,000
Total: \$ 1,061,110,000

No. of Employees: Regional - 4,200 Police - 1280 OC Transpo - 2200

No. of Elected Officials: Regional Chair and 18 Councillors

Current Regional Responsibilities

Community Services	Social Services Day Care Public Health Services Homes for the Aged
Environmental Services	Water Supply & Distribution Stormwater Management Major Collector Sewer System Wastewater Treatment Solid Waste Collection, Recycling and Disposal
Financial & Economic Development Services	Capital Borrowing for Regional & Local Purposes Economic Development Leadership Arts Grants
Planning & Property Services	Regional Planning Land Division and Approval of Plans of Subdivision Approval of Local Official Plans
Safety Services	Emergency Measures Police Services 9-1-1 System
Transportation Services	Regional (Arterial) Roads Traffic Control (stoplights) Transit Transitway

REPORT OF THE CITIZENS' REVIEW PANEL

ON

COUNCIL REMUNERATION

FINAL REPORT

JUNE 1997

LETTER OF TRANSMITTAL

17 June 1997

Mary Jo Woollam
Regional Clerk
Regional Municipality of Ottawa-Carleton
111 Lisgar Street
Ottawa, Ontario
K2P 2L7

Dear Ms. Woollam:

In accordance with the terms of reference for the Citizens' Review Panel on Council Remuneration we are very pleased to submit our Final Report to you.

The task of the Panel has not been an easy one. However, based on our research and deliberations, we have endeavoured to strike a balance which will meet current needs while also serving the public interest of all residents in the Region of Ottawa-Carleton.

The members of the Panel are grateful to all those who provided input to their work and trust that the recommendations which follow will be of assistance to Council in its deliberations on these issues.

Yours truly,

Lionel W. Beauchamp
Chair, Citizens' Review Panel

Richard Baird, Member

Phil Sweetnam, Member

There is no magic or easy solution to resolve the issue of compensation payable to elected officials. The test is one of reasonableness ... Elective office is not a life-long pursuit, but neither should it be a brief encounter without benefit of training or experience. It should be a desired goal that people of varied background, training and experience are to be encouraged to seek public office. A reasonable and up to date regime of compensation is necessary to achieve these ends.

Mr. Justice Gordon C. Hall, Review of Remuneration Paid to City of Winnipeg Elected Officials
(1982).

There is little question that being in charge of an operation approaching an expenditure level of one billion dollars per year requires competent, energetic, resourceful and intelligent people.

Regional Chairman Andy Haydon, Executive Committee Report 17 to Regional Council,
(February 22, 1989)

Those in public life have to put bread on the table, like everyone else.

Professor Katherine Graham, 1990 Report on Electoral Boundaries in Ottawa-Carleton

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