Committee Report
Council Compensation Committee

A. Recommendations

THAT Council receive Staff Report FAF.19.187, entitled “Council Compensation Review” for information;

AND THAT Council direct staff to proceed to a Public Meeting to receive comments, as is required by the Provision of Notice and Manner of Giving Notice Policy POL.COR.07.03.

AND THAT the Council Compensation Review Committee propose the annual remuneration for Council members be considered effective January 1 2019 and as follows and as detailed in the Financial Impact Section of this report:

(1) Mayor compensation increase from $31,000 to $39,427;
(2) Deputy Mayor compensation increase from $22,000 to $28,250; and
(3) Councilor compensation increase from $17,500 to $29,120.

AND THAT Council member compensation be proposed to increase automatically annually thru a two part formula:

- Any provincial general minimum wage increase; and
- Annual Canadian Consumer Price Index (CPI) as reported in September as approved thru the budget process

AND THAT Council consider through the Public consultation process that Council membership be reduced from 7 members being 1 Mayor, 1 Deputy Mayor and 5 Councilors to 5 members being 1 Mayor and 4 Councilors with the role of Deputy Mayor and one position of Councilor being eliminated;

AND THAT Council consider the appropriate method of appointing the second representative to County Council through the Public consultation process and a final report to Council with the benefit of the Public consultation process being completed;

AND THAT the current Compensation Review Committee reconvene within the final 18 months of this term of office to review the implementation of the final recommendations approved by Council with the benefit of the Public consultation process being completed to ensure these recommendations have been adequate;
AND THAT a Council Compensation Review Committee shall be reestablished by Council at a minimum of every two years and/or at the request of Council or the CAO to continue its mandate.

B. Overview

On July 9, 2018 Council resolved to create the Town’s Council Compensation Committee comprised of two citizens (Robert Turner and John White) with staff resources being provided by the CAO, Director of Human Resources and Executive Assistant to Committees. The Committee was to meet in Open Session.

Mr. Turner is a practicing management consultant experienced in talent management matters including executive compensation and works within the public and private sectors.

Mr. White is an experienced business executive with a thorough understanding of the municipal sector.

The Committee’s mandate was struck to be as follows:

1. Assist, in an advisory capacity, Council and staff on matters related to Council compensation;
2. Provide advice to Council and staff in developing a compensation package for elected officials which:
   a) Reflects the nature, responsibilities and accountability associated with these positions including Council participation on committees and boards;
   b) Is reflective of the research and comparators established;
   c) Demonstrates fiscal responsibility;
   d) Attracts strong, qualified candidates to local government.

C. Background

Council compensation has not been adjusted since 2009.

Council remuneration is difficult to analyze given the vast differences in scope and size of municipalities in Ontario as well as the impacting economic, demographic and financial variables. Work performed by elected officials also varies significantly given jurisdiction (county, single-tier, upper and lower-tier).

In March 2017, the Federal Government passed legislation that eliminated the 1/3 tax exemption for elected officials effective January 1, 2019.
In the spring of 2018, the Human Resources Department undertook a survey of current remuneration practices of 12 comparator municipalities in Ontario. Staff relied heavily on municipal comparators to determine Council remuneration. The process utilized the following selection criteria:

- # of households in the municipality;
- total weighted assessment per household;
- taxes per household;
- # of full-time positions employed by the municipality;
- salary per full time equivalent ("FTE");
- total tangible capital assets managed by the municipality;
- total financial assets; and
- total annual municipal costs.

As a result, based on the criteria, the following municipalities were selected as comparators:

1. King Township
2. Orangeville
3. East Gwillimbury
4. Wasaga Beach
5. Collingwood
6. Niagara-on-the-Lake
7. Saugeen Shores
8. Innisfil
9. Huntsville
10. Gravenhurst
11. Midland
12. Oro-Medonte

In May of 2018 a staff report was presented to Council recommending an increase in remuneration for Council Members. The report presented Council members with a market comparator survey and gave Council options to match the comparator market at the 50th percentile, move to the 55th percentile or to move to the 60th percentile. Council directed staff to include within the 2019 budget an amount equivalent to replace income lost when the federal government moved to eliminate a tax break for elected officials of 1/3 their annual income. Council also directed staff to include a new Committee in the fall of 2018 to be appointed by Council and called the Council Compensation Review Committee.

During 2019 budget deliberations Council decided not to increase the remuneration of Council based on work done by staff but instead leave changes to the next Council as recommended by a newly appointed Council Compensation Review Committee.
D. Analysis

After initial meetings to define terms of reference, scope and timing of the assignment, the Council Compensation Review Committee began its work by analyzing current workload of council members through a survey process. Questions focused on both the complexity of their work as well as the time required to fulfil their accountabilities. The survey was completed by each member of Council.

The process included interview follow-up with Committee Members Turner and White interviewing each respondent to ensure clarity in their interpretation of data. During the interviews, respondents were also asked to name municipalities that might have similar complexity to this Town and what factors might inform their choices. Turner and White also interviewed one member from the previous council to gain any perspective on changes that may have occurred from past council.

As a result of this process, the following conclusions were brought forward to Committee.

1. That each role: Mayor, Deputy Mayor and Councilor had grown in complexity based on the issues brought before them and the committee structures that have been put in place and the required preparation. The full-time equivalency was greater than “one”, meaning that all roles required in excess of 40 hours per week to fulfil their duties. Hours often extending into weeknight meetings and weekend consultations.

2. When presented with the selection criteria and the comparators utilized in the previous staff compensation review – no general consensus could be reached on either comparable factors nor comparable municipalities. This Town’s urban/rural mix, local vs tourist servicing needs (including policing), infrastructure complexities posed by its geographical footprint and demands placed before it by proposals for development made it unique. Whistler BC might be the closest comparator. Although the Town has a permanent population of 7,500, this amount doubles to 15,000+ households when part time and seasonal residences are factored in. Our community also sees 2.5 million tourists annually. We are unique and unlike any of our neighbours for the type of municipality that we need to provide for our residents and visitors. The most commonly used expression in the interviews was that this Town was a “unicorn.”

3. All members posed that the current compensation was felt to be unfair and “low” to the extent that it would be difficult for a member of Council to live in the Town that they were serving would it not be for income derived and saved from previous employment or for income derived from other businesses that still provide cash flow.

4. As we note in Attachment D. Total Compensation for Council is less than 1% of the total Town Revenues.
With this information obtained, the Committee reviewed the principles that Staff had used for their previous compensation reviews as follows:

“Remuneration should be fair and reasonable to both Council and the citizens of the Town.....and achieve the following goals”:

- Reflect the nature, responsibilities and accountability associated with these positions;
- Demonstrate fiscal responsibility; and
- Attract strong, qualified candidates to local government.

With this background, the Committee struck a revised statement of Key Principles, Compensation Structure and Maintenance for its work. (see Attachment A).

Analysis then occurred using compensation data brought before the Committee.


It indicated that the Town is currently paying the following compensation to its Council:

- Mayor $31,000 per year
- Deputy Mayor $22,000 per year
- Councilor $17,500 per year

Staff revealed that Council compensation has not been adjusted since 2009. The Committee noted that since that time, the Canadian Consumer Price Index (CPI) has increased by an actual inflation rate of 19.61% from 2009 - 2019 and that the buying power of a dollar would have also diminished over that period of time. As an example, according to Multiple Listing Services (MLS) data, the average sale price of a home in the Town of the Blue Mountains had increased from $481,857 to $761,764 (up 58%) over the 7-year period from 2010 to 2017 (see attachment C).

Analysis showed that adjusting a Councilor’s $17,500 for the lost tax adjustment using a conservative 19% tax rate (applied to 1/3 of annual salary) (to $18,608) and then adjusting that figure for lost CPI increases would result in a current amount of $22,257 (equivalent to $10.70/hour).

Committee noted that the current general minimum wage in Ontario is an annual $29,120 ($14.00/hour) using a 40-hour work week (2080 hours annually), consistent with hours worked by Outside worker roles within the Town.

Committee also noted that the lowest paid full-time employee within the Town’s organizational structure currently earns an annual $42,028 ($20.21/hour) using a 40 hour work week.
Committee also noted that currently the Mayor is paid 77% more than a Council member (Mayor ($31,000) and Councilors ($17,500).

- Of note, this gap to Councilors is further distanced by the amounts that the Mayor and Deputy Mayor are provided through their County Councillor role on Grey County Council. This adds an additional annual amount of $21,650 to their Town compensation.

Staff also indicated to Committee that according to the Association of Clerks and Treasurers of Ontario (AMCTO) the role of local councilor is undeniably expanding. Councilors now sit on more working groups and task forces than ever before. They are also more accessible and expected to be more responsive than in the past. The growth of technology and expansion of social media allows members of the public to contact their representatives through a variety of channels at whatever time is most convenient to them. For many councilors the job has become 24/7, even if they are only compensated as a part-time employee or volunteer (AMCTO, 2018).

To aid in its deliberations, the Committee researched work done by other municipalities and articles written by academics who had studied best practices stemming from remuneration work done by other municipalities across Canada.

One compelling article circulated to both Committee and Council for their review and comment was entitled: “How much is enough? As study of municipal councilor remuneration” by Kurt Schobel. Schobel is a Lecturer at Smith School of Business (Queens University) and also an Assistant Professor in the Management & Economics Department at the Royal Military College of Canada. Professor Schobel used a cross-Canada sample of twenty-two municipal remuneration and compensation reports. The findings from Mr. Schobel’s work of accountability, fairness and transparency resonated with both the Committee and Council and the following key conclusions were brought forward:

1. To help avoid conflict of interest, citizens should form the Compensation Committees that recommend to Council on compensation matters AND that engaged citizen input forms an important part of the process. Pay must be felt “fair” and “impartial” and public participation through open meetings provides a key ingredient for fairness.
2. Salary increases proposed to Council are “often greater than the rate of inflation…..because council has foregone increases for a period of time.”
3. Processes used by most municipalities (to determine Council compensation) are “inherently flawed….using quantitative analysis and recommendations from comparative studies of other municipalities.” i.e. The size of the population that the municipality serves was not deemed relevant whereas the income level of a single person living within the town that Council serves was deemed more relevant.
4. Accountability of the role was deemed as being an important factor for consideration due to the inherent “obligation for members of Council to explain and justify their conduct” (and decision making). “No one (constituent) had any problem paying someone …. providing it was understood what was expected in return for the compensation.”
5. Municipal reports noted a “desire to use remuneration to attract the largest possible group
   of candidates” and that “higher pay would attract municipal candidates with higher
   education and professional backgrounds.”

6. Many councilors consider their position as full-time and desired changes in their working
   conditions to reflect this change in status. Committees should “examine the time spent....
   relative to a regular 40-hour workweek”.

7. Differentials within council based on the number of Committees they sit on should be
   avoided. The exception is “councilors that are given the role of deputy mayor” whereby
   increased remuneration should be provided.

The Committee noted independent of the Schobel report that many municipalities have
eliminated the role of Deputy Mayor. And as such the Committee recommends, due to the Grey
County rotational role that Councilors are appointed to serve for a 12-month terms. This has
the side benefit of preparing those Councilors interested in running for Mayor in the next
election. This may be beyond the scope of the Committee; however, we believe this is worth
noting and exploring further.

Summative analysis drawn at Committee from the input received from its survey and interviews
with Council, findings from the AMCTO, other Municipal comparators and research brought
forward from the Schobel report led the Committee to the following recommendations:

A. That all roles within Council be designated as full-time roles (to recognize their work of a
   minimum 40 hours per week).

B. That the previous methodology of using other municipalities as comparators based on
   selected factors no longer be used given findings from Council interviews and research
   gained from the Schobel report.

C. That the key determinant for Councilor compensation be the provision of a living wage
   equivalent to other full-time single members of the Town’s workforce. Committee noted
   that at general minimum wage, Councilor compensation would increase from its current
   $17,500 per year ($8.41/hour) to a minimum of $29,120 ($14.00/hour).
   • Committee noted that it was their minimum intent to adjust Councilor’s annual
     $17,500 for the 19% lost tax exemption on 1/3rd of their salary and then adjust this
     amount for lost 10-year compounded CPI increases of 19.61% - resulting in a
     minimal adjustment to $22,257. As such, recommending a move to $29,120 would
     be 23.5% higher than what the Committee would have minimally recommended.

D. Given the current gap in total compensation (Town + Grey County) between Mayor, Deputy
   Mayor and Councilors THAT the Mayor and Deputy Mayor compensation be adjusted by the
   1/3rd loss in tax exemption status and the rate of inflation status to $39,427 and $28,250
   respectively. This is due to these positions continuing to earn Grey County compensation
   over and above remuneration from the Town.
E. That effective the next term of Council, Council membership would be reduced from 7 to 5. The Deputy Mayor role become that of a rotational Councilor – each fulfilling the role for an annual term of office – selection process lying outside of the scope of this Committee. That this rotational Councilor would, similar to the Mayor, receive Grey County compensation as is current practice.

F. That Councillor member compensation increase automatically annually thru a two-part formula:
   - Any provincial minimum wage increase; and
   - Annual CPI as reported in September as approved thru the budget process.

G. That given the adjustments in compensation for all Council members, no further consideration be given to their benefit’s plans at this time.

H. This Committee shall be reconvened at a minimum of every two years and/or at the request of Council or the CAO.

I. The Committee found a number of observations that lie outside of the scope of the terms of reference of the Committee. These observations are attached at Appendix E.

E. **The Blue Mountains Strategic Plan**

By having a felt fair paid Council, Committee believes its recommendations support the Town having an engaged leadership to execute the goals within its strategic plan.

Goal #1: Create Opportunities for Sustainability
Goal #2: Engage Our Communities & Partners
Goal #3: Support Healthy Lifestyles
Goal #4: Promote a Culture of Organizational & Operational Excellence
Goal #5: Ensure Our Infrastructure is Sustainable

F. **Environmental Impacts**

Not applicable.

G. **Financial Impact**

The Committee recommends an increase in salary for the following elected positions:

- Mayor compensation increase from $31,000 to $39,427
- Deputy Mayor compensation increase from $22,000 to $28,250; (18.2 % below the Mayor factoring in both Town of The Blue Mountains and Grey County earnings)
- Councilor compensation increase from $17,500 to $29,120; (26 % below the Mayor)

In addition to the increase in the salaries there will also be an increase in the benefits for the seven members of Council. The Salary increase is $72,777 and the Benefits increase $6,173 for a total increase of $78,950.
Council remuneration is funded from the five main funding sources for the Town, being Taxation, Harbour, Water, Wastewater and Building user-fees. The bulk being $56,952 will be funded from Taxation, this represents a 0.36% increase over the 2019 tax levy. The Harbour will then fund $1544, Building $7127, Water $7796, and finally Wastewater $5530.

For the four user-fees the increase for 2019 will be funded from the operating budget, including revenues, as per usually if any of these departments end the year in a deficit, the deficit will be funded from their appropriate reserve or reserve fund. The cost going forward will be built into the annual base budget.

During the 2019 budget deliberations Council transferred $18,000 to a reserve to help outset any increase cost for their remuneration. The remaining $38,952 for 2019 will be funded from Working Capital, and the budget impact going forward will be built into the annual base budget.

The Committee is also recommending that Council wages be inflated each year using the September CPI, this annual indexing will be built into the annual budget for Council consideration.

H. In Consultation With

Jennifer Moreau, Director of Human Resources

Shawn Everitt, Chief Administrative Officer

Sam Dinsmore, Deputy Treasurer/Manager Budgets and Accounting

I. Public Engagement

The topic of this Staff Report will be the subject of a Public Meeting which is scheduled to take place on Wednesday, November 13, 2019. Comments regarding this report should be submitted to Jennifer Moreau, hr@thebluemountains.ca. An outline of the proposed schedule is included below for ease of reference:

- Monday, October 7, 2019 – Committee report FAF.19.187 Council Compensation Review received by Committee of the Whole
- Monday, October 21, 2019 – October 7, 2019 Committee of the Whole recommendations adopted by Council
- Tuesday, October 22, 2019 – Public Meeting Notice posted
- October 24, 31 and November 7, 2019 – Public Meeting Notice advertised in newspaper
- Wednesday, November 13, 2019 at 7:00 p.m. – Public Meeting regarding Council Remuneration Market Review 2019
- Monday, December 9, 2019 – Committee of the Whole meeting – Follow-up Report from Public Meeting Process
- December 16, 2019 – December 9, 2019 Committee of the Whole recommendations adopted by Council
J. Attached

1. Attachment A – Key Principles
2. Attachment B – Statement of Remuneration 2018
3. Attachment C – Local Realtor MLS data
4. Attachment D – Percentage of Total Revenue attributed to Council
5. Attachment E – Ideas for further exploration
6. Attachment F – Draft Public Meeting Notice

Respectfully submitted,

Council Compensation Committee

For more information, please contact:
Jennifer Moreau, Director of Human Resources
hr@thebluemountains.ca
519-599-3131 extension 244
THE TOWN OF THE BLUE MOUNTAINS COUNCIL COMPENSATION PROGRAM

Purpose:
The Mayor, Deputy Mayor and Councillors for The Town of the Blue Mountains (TBM) are accountable for achieving, through TBM values, the strategic vision and mission established to serve its community. To enable this, a “Council Compensation Program” has been developed, allowing the Town to attract and retain the elected leadership required.

The Council Compensation Program is anchored by a Compensation Philosophy, designed to maintain an externally competitive, internally equitable and financially feasible compensation strategy.

COUNCIL COMPENSATION PHILOSOPHY

Scope:
Pertains to the Mayor, Deputy Mayor and all Councillors elected to fulfill their term of office. Studies completed indicate that all roles are full-time (40+ hour per week) elected role under the Municipal Act with a 4-year term of office.

Key Principles:
The Council Compensation Committee has determined that the Council Compensation Program shall be governed by the following principles:

- Accountabilities - defined by the scope, complexity and responsibility of each position;
- Leadership Competence – defined by measuring “how” the results for accountabilities are obtained;
- External equity – defined by providing total compensation that is competitive and “felt fair” as compared to elected roles of similar title and complexity;
- Internal equity – defined by how members of Council’s total compensation compares to each other - specifically, Councillors relative to the Mayor and Deputy Mayor.
- Financial responsibility - defined by the Town’s budget that respects its stewardship of public funds;
- Legal compliance – defined by any legislation governing any of the positions within Council;
- Publicly transparency – defined as being consultative to the community that the Town serves;

Compensation Structure and Maintenance:
Council Compensation shall be comprised of three (3) elements – Cash compensation, benefits and regularly paid expense allowances.

1. **Cash Compensation** – is comprised of a base salary commensurate with the position’s accountabilities and leadership competencies plus pay for meeting attendance required to achieve results. The total amount of cash compensation paid to all members of Council in its entirety shall be considered the “pay envelope.”

2. **Benefits** – are the health and wellness benefits provided - includes health care, dental care and vision care.

3. **Expense Allowances** – are allowances regularly paid to enable the position to execute its duties, (i.e. car allowance and IT allowance). It does not include any expenses reimbursed on a one-off basis that are non-taxable.

Maintenance
The Town, through the Council Compensation Committee, shall annually review the compensation of the Mayor, the Deputy Mayor and Councillors and recommend any adjustments based on cost of living increases within the municipality.

Once every four years, specifically in the last year of Council’s term of office, an extensive review of the Council Compensation Program shall occur based on the principles outlined.
## 2017 Statement of Remuneration and Expenses

**Town of The Blue Mountains**  
**Council Members**  
Approved under by-law 2006-06

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<th>Conference and Workshops</th>
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### Change in Average Residential Sale Prices 2010 to 2017

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<td>Collingwood</td>
<td>$ 498, 465.00</td>
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<td>$ 565, 302.00</td>
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Data obtained from the MLS statistics provided by the Southern Georgian Bay Association of REALTORS
The following chart details how the Town of The Blue Mountains allocates the collected taxes between all of the different Town services:
The Committee makes the following observations, in no particular order of importance, which we acknowledge fall outside the scope of our Terms of Reference. We believe our recommendations will lead to a material improvement in the capability of Council to perform their duties and meet the three criteria of Accountability, Fairness and Transparency as noted in the report.

A. Councillors should be provided with private workspaces at Town Hall recognizing the time they need to spend at Town Hall and the volume of often confidential material they have to review.

B. All members of Council noted the significant amount of time they allocate for first contact by electors to advise which Town staff has responsibility for the issue they raise. The Town should adopt a central contact point for citizens, which ensures each inquiry is answered by an experienced person, and if the initial contact person cannot handle the matter, the person is directed to the appropriate person for follow up. The whole sequence should be logged and documented to support service delivery analytics. If elected officials are subsequently contacted, they will have the background information to more effectively communicate with a constituent. This type of Customer Relationship Management (CRM) system has been adopted by many municipalities. During the interview process, all elected officials noted the unproductive and often unnecessarily disruptive impact of being the first point of contact.

C. Since 2003 each member of Council has received a two-hundred-dollar monthly mileage allowance for local travel within the Town. Once established, this provided for approximately 500 kilometers of travel per month in accordance with the Canada Revenue Agency (CRA) Guidelines which the town otherwise uses for mileage calculations. The result of rising costs, the millage covered by this amount set in 2003 now supports only 2/3 of the travel it once did. We recommend this policy be reset to 500 kilometers travel per month and then be paid at the applicable CRA rate, which will keep the purpose of the policy current.

D. All Council members referred to the amount of independent research they do and that much of their initial research is repetitive and does not necessarily draw from the most current and reliable sources. We recommend the Town, under the CAO, adopt a research intern program in association with appropriate University Departments and Professional Schools so that better information can be provided concerning specific issues. The strategic challenges facing the Town might otherwise exceed the time and current information available to staff to do this work. It would also provide a rolling insight into best practices when dealing with these questions.
Council Remuneration Market Review 2019

Notice of Public Meeting

WITH REGARD TO COUNCIL REMUNERATION MARKET REVIEW 2019

November 13, 2019 at 7:00 p.m.

Town Hall, Council Chambers
32 Mill Street, Thornbury, ON N0H 2P0

What is being proposed?

The Town of The Blue Mountains (“Town”) Council will be holding a Public Meeting to receive comments on proposed changes to Council’s annual salary effective January 1, 2019. All municipal Councils have a responsibility to periodically review the remuneration provided to their members. Council remuneration was last reviewed in 2018 but has not been adjusted since 2009. In 2018, a Council Compensation Review Committee was established to consider Council remuneration and the Committee initiated its review in 2019. Remuneration for elected officials should be fair and reasonable to both Council and the citizens of the Town.

Notice is hereby given that the Council of The Corporation of the Town of The Blue Mountains, at its regularly scheduled Council Meeting on December 16, 2019, intends to adopt a Council Remuneration market Review and increase the remuneration of all Council members effective January 1, 2019.

Committee report FAF.19.187 entitled, “Council Compensation Review” provides additional information regarding the proposed changes. Copies of the Committee report is available through the Town’s website, www.thebluemountains.ca.

Questions? Want more information? Ask a Staff Member!
Jennifer Moreau, Director of Human Resources
519-599-3131 ext. 244
hr@thebluemountains.ca

When will a decision be made?

It is important to note that a decision on Council Remuneration Market review has NOT been made at this point, and will NOT be made at this Public Meeting.

After reviewing comments from the public regarding Council Remuneration Market Review, Staff will be making its recommendations to Council at a future Council Meeting.

How can I make my views known about this proposal?

Comments at the Public Meeting aid the Town and Council in their decision making process, so be sure to have your say!

Any person or agency may attend the Public Meeting and/or make verbal or written comments regarding the Council Remuneration Market Review.

How do I submit my comments?

If you would like to submit comments in writing or would like to be notified of a decision on this proposal, submit your written comments or request during regular office hours (Monday to Friday from 8:30 a.m. to 4:30 p.m.) to Corrina Giles, Town Clerk at:

Town Hall, 32 Mill Street, Thornbury, ON
Telephone: 519-599-3131 ext. 232

Comments can also be faxed to Corrina Giles at 519-599-7723, or emailed to townclerk@thebluemountains.ca

Please note that any submitted comments become part of the public record, including names and addresses. Written comments are due by November 8, 2019 so that they may be read at the meeting for the benefit of everyone in attendance.

Under the authority of the Municipal Act, 2001 and in accordance with Ontario’s Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), all information provided for, or at a Public Meeting, Public Consultation, or other Public Process are considered part of the public record, including resident deputations. This information may be posted on the Town’s website. and/or made available to the public upon request.

This document can be made available in other accessible formats as soon as practicable and upon request.