

COUNCIL REMUNERATION REVIEW REPORT 2017

PREPARED FOR THE CITY OF GRANDE PRAIRIE

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1.0 INTRODUCTION

Grande Prairie is one of the fastest growing cities in Canada with an annual compound growth rate of over 4% since becoming incorporated as a City in 1958. The City of Grande Prairie (City) consists of the youngest demographic of residents in Canada, has a diversified economy and is the center of trade for the Peace River region. The City has been ranked as one of the most entrepreneurial in the country but also ranked as one with high levels of crime and a high cost of living. The City, with a population of 68,556 residents, provides services for a region that includes over 280,000 people. To meet the needs of the region, the labour market and range of professionals must be extremely diverse.

The diversity of the City means that it should ideally be represented by an equally diverse City Council. It is important that compensation figures be set at a fair and reasonable level since it is a factor that can influence the type of people that will run for an elected position. The mandate of the Remuneration Review Committee is to research, develop and present a report with recommendations for Council Remuneration throughout the term 2017 - 2021.

2.0 SUMMARY OF RECOMMENDATIONS

Recommendation 1: The Mayor's annual salary be increased by \$11,000 to account for the elimination of the 1/3 tax exemption on municipal elected official salaries.

Recommendation 2: That Councillors' base salaries be increased to \$55,000 per year.

Recommendation 3: That a schedule of approved conferences, seminars, workshops and meetings related to City business be referenced in Policy 101 to limit the use of per diems.

Recommendation 4: No change to the current Procedure 308-1 on mileage compensation.

Recommendation 5: No change to the current Procedure 308-1 on compensation of travel expenses.

Recommendation 6:

1. No change to the current benefit amounts.
2. The payout frequency of the Flexible Spending Account be negotiated between individual members of Council and the City's Finance Department.

Recommendation 7:

1. That the Discretionary Account be renamed to the Council Professional Development (CPD) Account.
2. That the \$10,000 CPD Account continue to be available to members of Council to cover the cost of training, conferences, seminars and meetings at the discretion of each member of Council.
3. That unused portions of each Council member's account at the end of each year be moved to a pooled fund to be available for one additional year. The pooled funds will be accessible to any member of Council for the same purposes as the original account, once the individual's annual \$10,000 is depleted, subject to approval by the Corporate Services Director acting as City Clerk.

Recommendation 8: That salaries continue to be indexed to the Alberta Consumer Price Index.

Recommendation 9:

1. That the City establish a Deputy Mayor position chosen from one of the elected Councillors on an annual basis to serve in a full-time capacity.
2. That Council establish formal duties for the Deputy Mayor.
3. That compensation for the Deputy Mayor be set at \$10,000 per year over and above the base Councillor salary.

Recommendation 10: That Policy 101 be amended to set the Remuneration Review for the Mayor and Councillors in the third year of a Council term to become effective after the General Election for the four (4) year term of the new Council.

3.0 APPROACH

As part of the review process, there were many reports, financial statements and documents reviewed and discussed by the Committee. A list of these documents is in the Appendix. The information gathered assisted the Committee in understanding remuneration systems by other municipalities. Members of the Committee were chosen as representatives of the general public and they were not prevented from soliciting opinions from outside of the Committee as long as the discussions were not made public through media outlets or social media. All publicly shared information would be included in a report to Council at the end of the process.

Guiding Principles

The following statements guided the Committee's discussion and considerations:

1. The Committee will set a fair and reasonable level of remuneration for members of Council such that compensation will:
 - a. Be commensurate with the amount of time and work required for the position.
 - b. Be considered reasonable by setting the level within a middle income bracket.
 - c. Not act as a barrier in preventing certain demographics from running for Council.
 - d. Be reasonably aligned with comparable municipalities.
2. The Committee will review methods of remuneration (salary, hourly, per committee, per diem, etc.) and recommend a system as best practice.
3. The Committee will review additional benefits which are available to members of Council and provide recommendations to Council as well as rationale for those recommendations.
4. The Committee will consider other relevant factors and make additional recommendations as necessary.

4.0 OBSERVATIONS AND FINDINGS

The Committee reviewed current Policies for the City regarding Council remuneration, which consists of compensation, benefits, allowances and reimbursement of expenses. Similar Policies from other municipalities were also reviewed. It was noted that many of the Policies currently in place are consistent with other municipalities. Compensation values varied considerably from one municipality to another and very little information was available with regard to the amount of time spent on official duties. Benefits, allowances and reimbursement practices were fairly consistent between the majority of municipalities that were researched.

Interviews were conducted with the Mayor’s assistant and with all members of Council to determine the pros and cons of the current remuneration system. Discussion and debate led to the formation of the recommendations in the section to follow. Much of the discussion centered around fair annual compensation figures, the amount of time spent on Council work, expectations of the public and division of work amongst members of Council.

Method of Compensation

There are many systems of compensation between different levels of government and different municipal jurisdictions. Currently, the City utilizes a base salary with some per diem claims to augment the salary when Council members spend extended time away from the City. The Committee weighed the pros and cons of using a salary based model versus a variable system which would include a lower level salary and increase at a set rate dependent on the amount of work done. The results are tabulated below.

Salary vs. Variable Rate Pay Systems		
	Pros	Cons
Salary Based	<ul style="list-style-type: none"> • Easy to budget for. • Easy to understand and compare to other municipalities. • Candidates know exactly what to expect in terms of compensation. • Easily managed by finance. 	<ul style="list-style-type: none"> • Perception of being unfair to some members of Council since the pay scale is relatively the same regardless of how much work is done. • Additional meetings and time are not compensated for. Problematic in the situation where emergent issues arise. • Can be difficult to determine a reasonable figure for all members of Council.
Variable <u>Examples:</u> Hourly rate Per diems Per committee pay	<ul style="list-style-type: none"> • The more you work, the more you get paid. • Encourages and rewards harder workers. • In theory, produces more knowledgeable Council members by encouraging higher attendance rates. 	<ul style="list-style-type: none"> • More difficult to budget for amounts. • Perceived lack of accountability when claiming time. • More time consuming to manage. • Can create “professional meeting attenders”. • Potential for abuse by individual members. • Potential for Council to assign work as a sanction or reward for behaviour. This subverts the democratic process. • Penalizes members of Council who have other employment.

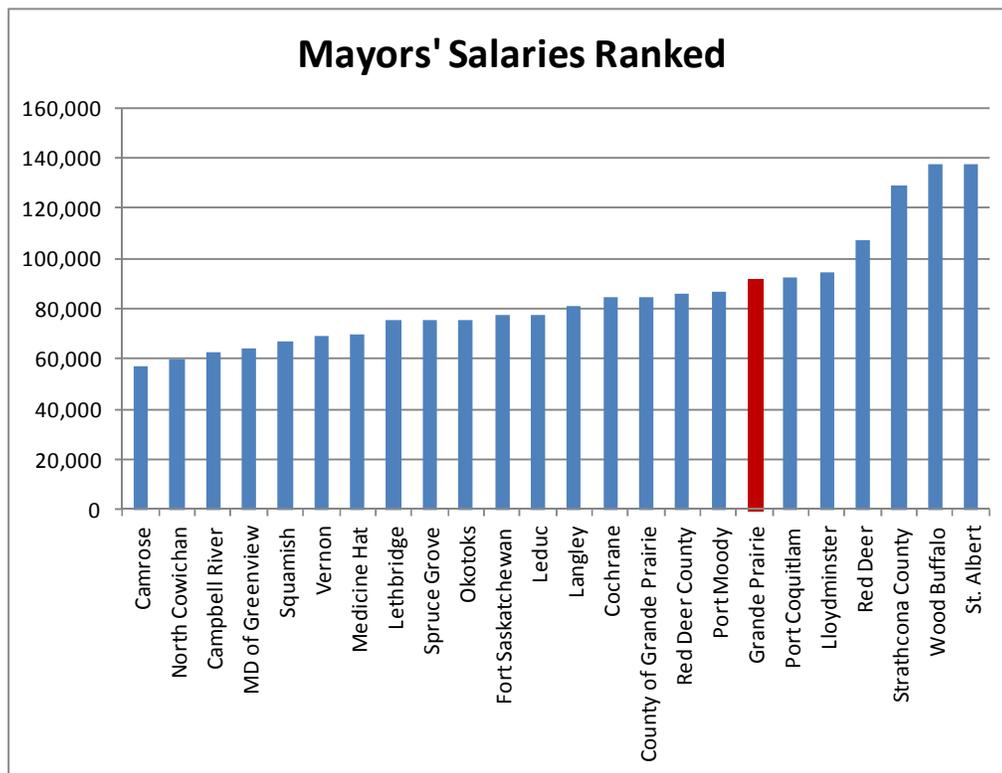
Salary Research

Salaries were compared between a host of municipalities in Alberta, British Columbia and Ontario. Figures were obtained from remuneration reports conducted in those jurisdictions as well as the latest financial reports filed by the municipalities (in most cases 2015). The data was tabulated and analyzed using various methods to provide a reasonable interpretation of results. The Committee found it challenging to determine context of the information gathered since factors such as time demand at meetings, travel requirements, expectation to participate with external boards/agencies, invitation to public events and the overall busyness of the municipalities would vary considerably from one another. In addition, the types and level of details for decision making also vary between municipalities depending on their governance models. For example, some municipalities have municipal planning commission that oversee a great deal of details regarding development within their jurisdiction, while others defer much of that responsibility to administrative staff.

Salary Comparisons with Other Municipalities							
Municipality	Year	Mayor / Reeve Salary	Mayor's Salary w/ benefits	Councillor Salary	Councillor Salary w/ benefits	Population	Operating Budget (\$M)
Airdrie	2014	85,000		27,000		58,690	59.0
Campbell River	2016	62,561		21,554		32,000	44.2
Camrose	2013	57,239		17,987		18,038	23.0
Cochrane	2016	84,166		28,331		23,084	46.7
County of Grande Prairie	2015	84,563	118,459	64,981	109,094	22,303	118.4
Fort Saskatchewan	2016	77,364		32,465		24,040	67.4
Grande Prairie	2015	91,474	106,270	33,449	41,844	68,556	168.2
Langley	2015	80,943		32,377		26,000	41.6
Leduc	2016	77,436		36,588		29,304	91.2
Lethbridge	2015	75,000	121,000	31,750	53,250	92,729	415.1
Lloydminster	2012	94,555		31,515		31,400	81.8
MD of Greenview	2015	64,130	89,733	44,275	58,425	5,583	103.5
Medicine Hat	2015	70,000	123,000	22,500	43,625	63,260	329.4
North Cowichan	2010	60,018		21,919		30,000	45.0
Okotoks	2015	75,216		38,213		28,016	49.3
Port Coquitlam	2016	92,270		36,105		58,000	75.2
Port Moody	2016	86,958		33,760		34,000	56.7
Red Deer	2015	107,000	121,000	57,375	64,750	100,418	375.1
Red Deer County	2016	85,871		59,967		19,541	52.7
Spruce Grove	2015	75,000		37,328		32,036	55.3
Squamish	2016	67,192		28,893		17,500	39.4
St. Albert	2015	137,515	145,362	38,878	42,775	65,589	186.1
Strathcona County	2016	129,247		71,894		98,044	325.6
Vernon	2015	68,800		22,194		38,860	78.2
Wood Buffalo	2015	137,245	158,344	40,419	54,714	71,589	871.0
AVERAGE		85,073		36,863			
Notes:							
1. Base with Salary figures are reported numbers from Financial Reports or similar sources.							
2. City of Fort St. John - Council Remuneration Survey Report, 2016 included data for many municipalities.							
3. Benefits include honoraria, mileage allowance, lump sum payments, value of benefits, retirement contribution, etc.							

A ranking analysis was done on the information above to provide a relative comparison of salaries from one municipality to another. Note that this analysis is not a complete picture of compensation between elected officials. Overall salary figures including benefits would provide a clearer picture however not all information was available at the time of this report. The analysis is only a comparison of the municipalities that were included in the study as sample sources. The Committee concluded that the municipalities shown provided a reasonable basis to determine a fair and equitable compensation level.

The Mayors’ salaries in the study were ranked to determine their relative positions to one another. The figure below shows the City’s Mayor to rank within the top one-third of those surveyed. Further analysis showed that the Mayor’s salary of \$91,474 was 7.5% above the average included in the study, which is \$85,073.



Councillors’ salaries were also ranked between the different municipalities. The chart below shows Grande Prairie to fall approximately in the middle of the ranking. Statistical calculations determined that Grande Prairie Councillors’ salaries of \$33,449 was below the average figure of \$36,863 by 9.3%. It should be noted that the Regional Municipality of Wood Buffalo had approved in 2016 a pay increase for full-time councillors to \$150,000 per year and part-time Councillors to \$75,000 per year. These numbers did not factor into the salary survey as they had not yet been reported on an official annual financial report.



In an attempt to statistically normalize the results, the Committee evaluated the data using population and operating budget figures to determine a correlation. The resultant ranking of salaries after comparing salary:population and salary:budget consistently placed Grande Prairie in the bottom third of the municipalities studied. Although these results provided some insight into the “fairness” of the salaries, it would be difficult to argue a strong correlation. Overall, the Committee determined that the Mayor’s salary fell within an acceptable level compared to other municipalities, while Councillor salaries should be increased to become more equitable.

Additional salary comparisons were performed against City Managers and Supervisors, as well as average salaries in Alberta and across Canada. All comparison used hourly wage data provided and assumed that the average employee is paid for 2080 hours per year (40 hours per week X 52 weeks). The following information was compiled from City reports and Statistics Canada 2015 Average Hourly Wage of Employee data:

- Average Manager and Supervisor salaries for the City of Grande Prairie is approximately \$98,571 per year.
- Average full-time salary in Alberta is approximately \$59,920 per year.
- Average salary for employees in Alberta businesses with 500 or more employees is \$66,266 per year. The City currently employs over 500 people.
- Average full-time salary of management occupations in Alberta is \$98,800 per year.
- Average full-time salary of management occupations in Canada is \$85,300 per year.

A final consideration for determining compensation figures involved setting compensation at middle income levels. The Committee felt that in order for remuneration to be considered “fair and reasonable”, it must be set at a level where the majority of potential candidates would consider it a liveable wage; however, it must not also be so high as to disrupt the market. The current Councillor salary of \$33,449 fails this test and is lower than the \$36,088 per year (based on \$17.35/hr) identified as the “Living Wage” value for Grande Prairie. A living wage would define a person’s income as meeting basic needs and ranks their income as existing moderately above the

level of poverty. Middle income means that a person earns +/- 25% of the median income and is more consistent for a position of decision-making and significant responsibility. To fall within this income bracket, Councillor salaries should range from \$44,940 to \$74,900 per year if they were considered full-time. Based on information obtained from interviews in the next section of this report, the Committee determined that a salary of approximately \$55,000 per year should be recommended. This salary takes into account that 1/3 of the salary is tax exempt and places the effective income closer to median levels.

Interviews with Administration and Council

Information was provided by the Legislative Services Department and the Mayor’s Assistant for the Committee. The following information was considered when setting recommendations:

1. Expertise varies from one member of Council to the next.
2. Attendance rates at meetings varied between members of Council.
3. Council receives approximately 6,000 invitations per year for various events, appearances and speaking engagements. Representation for these invitations can be difficult to fill and this workload is distributed unevenly since it is voluntary.
4. The duration and complexity of meetings will increase as the City gets busier.
5. The regularly scheduled standing committee meetings break up a day, making it difficult for an individual to be productive in other employment.
6. Meetings are sometimes scheduled sporadically to offer flexibility to other organizations.
7. Some assignments require considerable travel while others do not. Travel to and from meetings is a standard requirement of the position and Council members typically do not seek reimbursement unless travel is a considerable distance out of town.

The time commitment was tabulated to determine an average minimum time expectation for City Council members. From the tables below, it was determined that Council spends an average of 875 hours per year on mandatory meetings and an additional 156 hours on optional activities. Additional duties for the Mayor were not included in the table, but the Committee recognized that there are much greater demands for that position over the rest of Council. Time to prepare for meetings such as reading administrative reports and conducting research was not included in the information below.

MANDATORY COMMITTEE MEETINGS	Qty. per yr	Duration (hr)	Time Req’d
Community Growth	24	2	48
Community Living	24	2	48
Community Safety	24	2	48
Corporate Services	24	2	48
City Council	24	4	96
Council Committee of the Whole (full day)	6	8	48
Council Committee of the Whole (emergent)	6	2	12
Additional Council Committees	24	2	48
Intermunicipal Committee Meetings	4	4	16
Meetings with other organizations (Chamber, UDI, etc)	10	3	30
External Boards & Committees	24	2	48
Travel to and from meetings	194	0.5	97
Emails and phone calls	120	1	120
Impromptu meetings with citizens/ratepayers	120	0.5	60
AUMA	1	32	32
FCM	1	32	32
Legislature	1	12	12
Additional Conferences	2	16	32
TOTAL			875

OPTIONAL TIME	Qty. per yr	Duration (hr)	Time Req'd
Ribbon cuttings and speaking engagements	6	1	6
Lunch events	24	1	24
Evening events	24	3	72
Weekend engagements	18	1	18
Travel to and from engagements	72	0.5	36
TOTAL			156

In reviewing optional time for Council, the Committee’s opinions were split as to whether that time should be included as time that should be compensated. After much discussion, the Committee concluded that access to members of Council must be available to all organizations on an equitable basis. Of the 6,000 annual invitations for Council representation, it is a reasonable expectation of each organization to have access to a member of their local government.

Findings and Conclusions

The Committee ultimately decided that a salary based system was the best method for compensation. When discussing compensation amounts, it was noted that people will always be able to provide examples of why they feel a certain individual is not worth the amount he/she is getting paid. The Committee concluded that basing salary levels on the lowest common denominator would not be considered fair and reasonable.

In analyzing remuneration amounts between different municipalities it was determined that there would be great difficulty making a fair comparison. Although the type of work is similar between municipalities, the amount of work was nearly impossible to quantify without data provided by the other municipalities. It became apparent that the Committee would need to identify an average time commitment by Councillors in order to determine if they were compensated fairly. The Council member interviews revealed that the average weekly time commitment was between 20 and 30 hours per week with a range of 8 to 60 hours depending on the time of year. This information was consistent with the tabulated data previously mentioned.

At the time of writing this report, a new development in the 2017 Federal Budget eliminated the 1/3 tax free portion of municipal elected officials’ salaries. Removing this portion of tax exemption effectively reduces the salary of elected officials. According to the City’s Finance Department, Councillors’ net salary will be reduced by **\$5,000** per year while the Mayor will see a reduction of about **\$11,000** per year. The recommendations below account for the loss of these amounts.

5.0 RECOMMENDATIONS

5.1 Mayor's Salary

Recommendation: The Mayor's annual salary be increased by \$11,000 to account for the elimination of the 1/3 tax exemption on municipal elected official salaries.

- The Mayor's base salary is currently set at a comparable level with other cities and does not need to be changed.
- The additional \$11,000 per year accounts for losses due to new Federal tax rules.

5.2 Councillor Salaries

Recommendation: That Councillors' base salaries be increased to \$55,000 per year.

The recommendation is based on the following rationale:

- Councillor salaries are to be increased to \$50,000 per year plus \$5,000 for losses due to new Federal tax rules.
- Average full-time salary in Alberta is approximately \$59,920 per year (2015 Alberta Wage and Salary Survey).
- Average salary for employees in Alberta businesses with 500 or more employees is \$66,266 per year.
- Average full-time salary of management occupations in Alberta is \$98,800 per year.
- Average Manager and Supervisor salaries for the City of Grande Prairie is approximately \$98,571 per year.
- Average comparable salary for City Councillors is approximately \$36,863 per year. No information available on comparable hours of work.
- Number of hours worked by Councillors per week range from 8 to 60 hours with an average between 20 and 30 hours. Based on a standard 40 hour work week, this equates to approximately 70% of a full-time position.
- Current salary is below middle income earning standards and creates a barrier for a broad cross-section of the general public to running for Council.
- The Committee has heard from Councillors that the vast majority have lost time and money serving on City Council. Financial loss should not be an expectation of the position and creates a deterrent.
- The recommended salary is a middle income figure that is +/- 25% of the median salary for full-time workers in Alberta and approximately 56% of the salary for management occupations in Alberta.

5.3 Per Diems

Recommendation: That a schedule of approved conferences, seminars, workshops and meetings related to City business be referenced in Policy 101 to limit the use of per diems.

Policy 101 outlines the use of per diem claims. With base salaries increasing to middle income levels and fairly compensating for time required of Council, per diems utilization should be limited. To increase transparency and for ease of annual budgeting, all approved uses should be explicitly listed in a schedule referenced in Policy 101. The Committee further recommends that conferences such as AUMA, AAMD&C and FCM as well as advocacy trips to the Alberta Legislature make up part of this schedule.

5.4 Mileage

Recommendation: No change to the current Procedure 308-1 on mileage compensation.

Members of Council require frequent travel to and from meetings and for events throughout the city and region. It is unfair to require members of Council to absorb 100% of those expenses and the City currently has Procedure 308.1 for reimbursement of mileage for personal vehicle use within the City. This Procedure applies to members of Council regardless of whether the mileage is incurred in or out of town. Compensation for in-town mileage is not often claimed by members of Council, but is a reasonable expense. The Committee strongly urges that members of Council utilize this benefit as best practice.

The intent of the recommendation is to reimburse travel expenses for use of personal vehicles for City related business purposes except for the attendance at regular meetings in City Hall, which are considered reasonable expectations of the position. Meetings at locations other than City Hall should be considered as additional travel in the line of duty and compensated accordingly.

The Mayor currently receives a vehicle allowance of \$400 per month. No change is recommended for this or for mileage considerations associated with this benefit.

5.5 Travel Compensation

Recommendation: No change to the current Procedure 308-1 on compensation of travel expenses.

The current Policy 308 and Procedure 308-1 states that members of Council will travel using the most economical means possible. Allowance for meals are based on reasonable receipted expenses, self-governed by Council or on a per-meal allowance based on Government of Alberta established rates, which are low but reasonable.

5.6 Additional Benefits

Recommendation:

1. **No change to the current benefit amounts.**
 2. **The payout frequency of the Flexible Spending Account be negotiated between individual members of Council and the City's Finance Department.**
- \$500 Health & Wellness - consistent with staff at the City.
 - Group Life Insurance - 100% paid by individual.
 - Accidental Death & Dismemberment - 100% paid by City.
 - Dependent Insurance - 100% paid by City.
 - Extended Health - 100% paid by City.
- These benefits are standard for all City staff and should continue to be extended to members of Council.
- 6.25% Flexible Spending Account - amount based on annual income to offset retirement benefits, supplementary health and/or dental, critical illness or other supplemental benefits that are not provided to members of Council but would be available to employees of the City or other organizations.

The Flexible Spending Account was introduced in 2013 and has been well received. The only concern raised was that the payout was done once a year instead of monthly to offer better flexibility. The Committee discussed that the payout frequency should be set as a preference between each individual and the City's Finance Department. There are no financial implications to this decision.

5.7 Discretionary Account

Recommendation:

1. That the Discretionary Account be renamed to the Council Professional Development (CPD) Account.
2. That the \$10,000 CPD Account continue to be available to members of Council to cover the cost of training, conferences, seminars and meetings at the discretion of each member of Council.
3. That unused portions of each Council member's account at the end of each year be moved to a pooled fund to be available for one additional year. The pooled funds will be accessible to any member of Council for the same purposes as the original account, once the individual's annual \$10,000 is depleted, subject to approval by the Corporate Services Director acting as City Clerk.

The name of this account is misleading and may be misunderstood by the general public. The Committee recommends changing the name to the Council Professional Development (CPD) Account.

It is important for members of Council to stay current and relevant with important issues that affect the region. This account allows them to determine and prioritize their interests on an individual basis. Some members of Council require or desire more education than others and should be allotted the opportunity. It is the committees understanding that this account is utilized for registration fees, required materials, cost of travel and subsistence only (i.e. no per diem claims are made from these accounts).

Allowing funds to be pooled and used for one additional year will offer more flexibility for members of Council to utilize money that is already budgeted. In addition, there may be opportunities that emerge throughout the year that cannot be foreseen but is valuable for members of Council attend on behalf of the City. The additional funds will make it easier to take advantage of these opportunities without financially penalizing the members of Council who attend.

5.8 Annual Compensation Adjustment

Recommendation: That salaries continue to be indexed to the Alberta Consumer Price Index.

Remuneration Policy 101 states that "*Salaries will be adjusted annually, effective January 1st based on the Alberta Consumer Price Index.*"

Compensation adjustments based solely on Consumer Price Index (CPI) are considerably lower than the average annual increase in income experienced across Alberta for other employed individuals. It would be more accurate to use the rate for average provincial wage increases in Alberta which typically ranges from 2% to 5%, however, there can be up to a two year lag on reporting these figures and therefore they may not reflect the current economic conditions. Use of CPI to adjust for inflationary increases in the cost of living is recorded annually and is the minimum level needed to keep Council salaries relevant. This index is typically used as a standard rate for increasing the salary for elected officials.

5.9 Deputy Mayor

Recommendation:

1. That the City establish a Deputy Mayor position chosen from one of the elected Councillors on an annual basis to serve in a full-time capacity.
2. That Council establish formal duties for the Deputy Mayor.
3. That compensation for the Deputy Mayor be set at \$10,000 per year over and above the base Councillor salary.

The pace of growth in Grande Prairie continues to have high demands on all aspects of the City and equally high demands on City Council. The Committee heard that there are numerous invitations by the public that do not receive representation. As stated earlier, access to public officials is a reasonable expectation for residents and organizations residing in the City. The Committee also heard that inequity in workload and time commitment exists between members of Council.

Currently, the Mayor's position is full-time and Councillors are part-time. Hours for these positions can vary considerably from week to week and extend into evenings and weekends. Consideration for full-time time Councillors was discussed, however, the Committee believes that the Grande Prairie is not ready, nor requires that degree of commitment at this point in time. In addition, a full-time Councillor position may detract certain demographics of people from running for Council unless the level of compensation is significantly improved.

The Committee discussed the merit of converting one of the Councillor's positions to full-time as the Deputy Mayor. The City currently rotates the position of Deputy Mayor between all eight Councillors throughout the year. The Councillor is expected to continue as a part-time representative in this role even though responsibilities are increased during that time period. Further inequity exists between Councillors serving as Deputy Mayor as time requirements may be disproportionate and in some cases, Councillors are not able to fulfill the duties to the best of their ability due to external conflicts.

The increased demand for time on the Mayor and Councillors as well as the inequitable nature of the current system could be resolved by the introduction of a full-time Deputy Mayor. The position could be chosen on an annual basis through an internal vote by Council, similar to choosing a Reeve or Deputy Reeve. In addition to the current Deputy Mayor responsibilities, some potential duties of a Deputy Mayor could include adding him/her as a supplemental member to all Standing Committees as a tie-breaking vote, or having that person serve at board meetings for external organizations when an assigned Councillor is not available to attend. As members of Council are more aware of the responsibilities associated with being an elected official, the Committee would like the formal duties of the Deputy Mayor be determined by City Council. The Committee would also expect that City Council establish those duties to be consistent with a \$10,000 per year increase in salary.

5.10 Remuneration Review

Recommendation: That Policy 101 be amended to set the Remuneration Review for the Mayor and Councillors in the third year of a Council term to become effective after the General Election for the four (4) year term of the new Council.

The Committee requires more time than what has been previously allotted to review the information available from other municipalities. In addition, recommendations for the Remuneration Policy needs to be adopted prior to an election year in order to give City administration enough time to include that information in candidate packages.

6.0 APPENDIX

List of Documents and Information Reviewed:

City of Grande Prairie - Policy 101
City of Grande Prairie - Policy 308
City of Grande Prairie - Procedure 308.1
City of Grande Prairie - Procedure 308.2
City of Grande Prairie - Council Remuneration Report, 2013
City of Grande Prairie - Council Remuneration Report, 2010
City of Grande Prairie - Wage Report for Managers & Supervisors, 2017
Grande Prairie Living Wage
City of Fort St. John - Council Remuneration Survey Report, 2017
City of Guelph, ON - Policy on Council Compensation
City of Guelph, ON - Council Remuneration Report, 2014
City of Guelph, ON - Policy on Councillor Attendance at Municipal Government Events
Town of Newmarket, ON - Policy on Council Compensation
Town of Newmarket, ON - Report on Remuneration and Expenses, 2015
City of Barrie, ON - Council Remuneration Report, 2016
County of Wellington - 2015 Council Remuneration Report
City of Oshawa, ON - City Council Remuneration By-law, 2011
City of Burlington, ON - Citizen Review of Committee of Council Compensation, 2013
City of Edmonton, AB - Council Compensation Website Information (www.edmonton.ca), 2016
Red Deer County, AB - Councillor Remuneration Policy CC-13-202, 2013
City of Red Deer, AB - Council Compensation & Benefits Policy GP-C-2.3, 2016
County of Grande Prairie, AB - Council Honoraria and Travel Expenses, 2016
Government of Alberta - Travel, Meal and Hospitality Expense Policy, 2015
Statistics Canada - Hourly Wages of Employees, 2016
Statistics Canada - Consumer Price Index by Province, 2016
City of Lethbridge, AB - Review of Council Remuneration, 2002
City of Lethbridge, AB - City Council Remuneration & Benefits Policy CC10, 2015
City of Airdrie, AB - Council Remuneration Policy P-07/2001, 2001
Strathcona County, AB - Elected Officials' Remuneration, 2015
City of St. Alberta, AB - City Council Remuneration and Expense Reimbursement Policy C-CC-03, 2016
Wood Buffalo, AB - Elected Official Compensation Participant Report, 2017

List of Financial Reports Reviewed:

City of Grande Prairie, 2015	City of St. Albert, 2015
City of Red Deer, 2015	City of Medicine Hat, 2105
County of Grande Prairie, 2015	City of Lethbridge, 2015
MD of Greenview, 2015	Strathcona County, 2015
Red Deer County, 2015	Regional Municipality of Wood Buffalo, 2015