



## ADMINISTRATIVE REPORT

Report Date: November 26, 2015  
Contact: Paul Mochrie  
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RTS No.: 11221  
VanRIMS No.: 08-2000-20  
Meeting Date: December 10, 2015

TO: Standing Committee on Planning, Transportation and Environment  
FROM: Paul Mochrie, Acting Deputy City Manager  
SUBJECT: Elected Officials' Compensation Review

### **RECOMMENDATION**

THAT Council receive the following for INFORMATION.

### **REPORT SUMMARY**

On Council's direction, the City of Vancouver convened a committee comprising four independent and qualified individuals to review and provide recommendations on the compensation framework for Council members and Park Board Commissioners, as well as the staff support and other resources provided to Councillors in the execution of their official duties. The independent committee has now completed its review and delivered a set of recommendations for consideration by Council (Appendix A).

This report sets out a number of issues and implications associated with implementation of the committee's recommendations, such as may be directed by Council.

### **COUNCIL AUTHORITY/PREVIOUS DECISIONS**

On February 3, 2015, Council passed the following motion calling for an independent review of compensation and resources provided to Council and Park Board.

THEREFORE BE IT RESOLVED THAT Council direct staff to recommend an independent, qualified individual and an appropriate budget, which includes the capacity for related research, to conduct a review of Council compensation and resources, with a goal of reporting back to Council by June 30, 2015, including recommendations for:

1. Changes to the current formula for calculating wages and benefits for Councillors and Park Board Commissioners, if appropriate, taking into account best practices in other jurisdictions of similar size as well as well as relevant benchmarks for compensation;
2. Appropriate additional compensation for the Deputy Mayor and Acting Mayor in view of the change in duties contemplated by Council, as well as for the duty Councillor on call; and
3. Changes, if required, to the resources available to Councillors, including staff, to ensure Councillors are able to respond to citizens' needs in an appropriate and timely way.

On March 24, 2015, Council accepted a recommendation from staff to convene a committee of independent individuals to conduct the above-referenced review.

## **REPORT**

### ***Background/Context***

Section 196 of the Vancouver Charter authorizes Council to provide, by by-law, for remuneration to Council members for discharge of the duties of office. The By-law may provide for greater remuneration for the Mayor, Deputy Mayor and Acting-Mayor than for other Council members. In addition, section 498B of the Vancouver Charter authorizes Council to provide for payments to Park Board members in the same manner as permitted for members of Council.

The current compensation framework for the Mayor and Councillors is established pursuant to By-law 7465, the By-law to Provide Remuneration for the Members of Council. The current compensation framework for the Park Board Chair and Park Board members is established pursuant to By-law 7015, the By-law to fix the amount to be paid annually to the Commissioners of the Board of Parks and Recreation.

The By-law stipulating the remuneration for Park Board Commissioners was enacted by Council in July 1992. It has not been subject to any revisions since that date.

The By-law stipulating the remuneration for Mayor and Council was enacted in September 1995 and reflects a set of recommendations provided to Council in July 1995 by an independent Councillors' Compensation Review Committee (the "1995 Committee").

The 1995 Committee was struck to advise Council on the compensation levels for the Mayor and Councillors, as well as a system to provide for ongoing adjustment of those compensation levels over time. In its report to Council, the 1995 Committee articulated a number of foundational assumptions and principles, including the recognition of that the service performed by Councillors and the Mayor is demanding and important. The 1995 Committee also found that members of Council commit to work hours that, while irregular, typically exceed 40 hours per week and are appropriately considered to constitute full-time employment.

In its recommendations, the 1995 Committee endorsed an explicit and ongoing relationship between the salary of a City Councillor and the average earnings of a Vancouver resident who is employed on a full-time basis. The Committee further called for a mechanism whereby Councillors' annual salary would be adjusted annually on the basis of an objective index derived from data compiled by Statistics Canada. With respect to compensation for the Mayor, the Committee recommended preservation of the ratio between the Mayor's and Councillors' salaries as existed at that time, calling for the Mayor's salary to be set at a multiple of 2.27 times the base salary of a Councillor.

The construct advanced by the 1995 Committee for Council compensation was implemented in September 1995 and has remained in effect since that time.

Pursuant to Council's direction to undertake a fresh review of compensation and resources for elected officials, staff identified a number of individuals who do not have any direct business or relationship with the City and who, taking into account their credentials and professional experience, are in a position to provide Council with considered and credible advice on such matters. Staff also endeavoured to identify candidates with diverse backgrounds who would bring to their mandate a range of perspectives. Four individuals accepted the invitation to serve as members of the Compensation Review Committee (the "2015 Committee"):

- Elaine Doyle, Labour Mediator/Arbitrator (Committee Chair)
- Steve Butz, President and CEO, YMCA of Greater Vancouver
- Ida Goodreau, Adjunct Faculty, UBC; Corporate Director; and Former CEO, Vancouver Coastal Health
- Jim Sinclair, Former President, BC Federation of Labour

The 2015 Committee held its initial meeting on August 11, 2015. In total, the 2015 Committee convened on 7 occasions, both in person and via conference call, to undertake its mandate. The Committee's deliberations were supported by staff through the provision of general background information as well as responses to specific inquiries from the Committee.

The materials considered by the 2015 Committee are referenced as Appendices to the Committee's report. Those documents include two surveys conducted on the City's behalf by Mercer, a global human resources and compensation consultancy.

The recommendations delivered by 2015 Committee represent the product of a very thoughtful consideration of the questions set out by Council in its motion of February 3, 2015, a comprehensive analysis of the relevant information and a diligent effort by the Committee in the production of its report. Staff are appreciative of the significant time commitment by Committee members to the process and the seriousness with which, individually and collectively, they approached their mandate.

### ***Strategic Analysis***

For the most part, the recommendations provided by the 2015 Committee for consideration by Council stand on their own and do not call for additional commentary from staff. However, there are a number of considerations related to the implementation of specific recommendations that warrant explanation or elaboration.

1. Effective date of remuneration changes

As referenced by the 2015 Committee in its report, changes to the construct and term of the Deputy Mayor and Acting Mayor appointments took effect at the beginning of 2015. Those changes were assessed by the 2015 Committee as a factor relevant to its recommendation regarding remuneration for Councillors, other than the Deputy Mayor.

Council does not have authority to enact a change to the by-laws governing remuneration for Council or Park Board with retroactive effect. However, it would be feasible to implement one or more one-time payments for members of Council and/or Park Board, as Council may deem appropriate in recognition of the timing of the above-referenced changes.

2. Health and welfare benefits

The 2015 Committee has recommended that the City provide members of Council with extended health, dental and group life insurance coverage equivalent to those benefits provided to exempt staff. At present, members of Council are eligible to access benefit coverage through the City, but at their own expense. Several members of Council have elected to purchase that coverage.

Pursuant to Section 195(6) of the Vancouver Charter, the City is presently precluded from making payment for medical, dental or insurance premiums for Council members and their dependents. Thus, as recognized by the 2015 Committee, implementation of its recommendation with respect to benefits would require a legislative amendment by the Province of BC.

At this time, staff are not able to provide Council with any indication or advice regarding the likelihood or timing of an amendment to Section 195 of the Charter.

Staff are seeking direction from Council regarding any interim adjustment to remuneration pending an amendment to the Vancouver Charter such as would enable implementation of the 2015 Committee's recommended approach regarding benefits.

3. Staffing and other resources for Council

The 2015 Committee acknowledges the advancement in communications technology since 1995 and the commensurate implications for elected officials related to the volume of contacts with constituents and expected level of responsiveness. The 2015 Committee also expresses the opinion that members of Council must be afforded an appropriate level of support to effectively fulfil their roles. However, given the level of detailed information that Committee members felt would be required to develop specific guidance regarding changes to staff support and/or other resources, the 2015 Committee declined to provide Council with a determinative recommendation in this regard and has referred the matter for assessment by staff.

Staff concur that the volume of communication with Mayor and Council, compounded by the City's current processes for managing correspondence and other contacts, represents a significant challenge. Staff are comfortable with the

2015 Committee's referral of this issue and propose to undertake a fulsome assessment of correspondence management, research support and other needs on the part of Council with a view to providing specific recommendations within the first quarter of 2016. Staff recommend that this assessment include one-on-one interviews with members of Council to better understand the nature of the demands and measures that might be of value.

To date, it has proven difficult to draw useful conclusions from a review of systems and practices in place in other cities given the absence of verifiable data regarding costs and outcomes. Nevertheless, staff will include an examination of like municipalities in their assessment.

#### 4. Remuneration adjustments for 2016

Under the existing by-law governing remuneration for members of Council, base salaries for Councillors and the Mayor are subject to an adjustment on January 1, 2016. That adjustment is based on the percentage increase in the average weekly wage for British Columbia in November 2015, as reported by BC Stats, as compared to the value of that indicator reported for November 2014.

For 2015, the above calculation resulted in a 0.82% increase to the base salaries for Councillors and the Mayor.

At this time, BC Stats has not yet released the average weekly wage data for November 2015. However, staff expects that data to be published shortly. As soon as the information is available, staff will undertake the calculation of the 2016 adjustment and will advise Council of the result.

Subject to alternate direction from Council, staff will prepare for the implementation of the 2016 adjustment to base salaries on January 1, 2016, as well as any other changes Council may determine as appropriate in the context of the recommendations provided by the 2015 Committee.

#### 5. Duty councillor supplement

The Committee recommendations include additional remuneration to reflect the added duties of the duty councillor. As the Vancouver Charter contemplates an equal remuneration to each councillor, it is recommended that such considerations be included in the calculation of the base Council salary or otherwise implemented in a manner that provides for equivalent treatment.

### ***Implications/Related Issues/Risk***

#### ***Financial***

The 2015 Committee's recommended changes to compensation for Council and Park Board would entail an incremental cost to the City. Using 2015 salaries as the basis for calculation, staff estimates the total annualized cost of the various recommended adjustments as follows:

- On-duty supplement for Councillors: \$34,236
- Health and welfare benefits for Mayor and Councillors: \$33,528
- Transition allowance for Mayor and Councillors: \$16,176<sup>^</sup>
- Base remuneration adjustment for Park Board: \$19,140

<sup>^</sup> Cost estimate does not take into account effect of 8 week cap for service in excess of 8 years.

The 2015 Committee also recommended that the City provide one year of income continuity following the completion of a Council member's term where that member becomes disabled due to illness or injury during her or his term in office. Given the relatively low probability of that cost materializing in any given year, staff have not attempted to produce an annualized cost estimate.

For reference, the total cost of base remuneration for Council and Park Board in 2015, including the stipend payable to the Deputy Mayor, is estimated at \$933,369.

### ***Human Resources/Labour Relations***

Amendment of the by-laws governing remuneration for Council and Park Board would have no direct implication in relation to the compensation provided to unionized or exempt staff. As the employer of City staff, Council establishes compensation for its employees through negotiated collective agreements and its employment contracts with exempt staff.

### ***Legal***

Should Council wish to adopt any of the changes to remuneration as discussed in this report, Council should instruct the Director of Legal Services to bring forward the necessary remuneration by-laws for consideration by Council. As well, should Council wish to seek amendments to the Vancouver Charter to authorize the payment of extended health, dental and group life insurance coverage premiums for the Mayor and Council, Council should instruct the Director of Legal Services to request such legislative amendments from the Province.

## ***CONCLUSION***

The independent committee established to review compensation and support for elected officials has now completed its work and delivered to Council a report setting out a series of recommended changes. Staff have identified a number of considerations, as set out above, in respect of which Council may wish to provide specific direction for purposes of implementing any changes to the existing regulatory regime governing remuneration for Council and Park Board.

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**REPORT TO COUNCIL**

**Prepared by the**

**Councillor and Park Board Compensation Review Committee**

**December 1, 2015**

**Summary**

Vancouver City Council appointed this Committee to review the compensation paid to Councillors, Park Board Commissioners, the Deputy Mayor, Acting Mayor and Duty Councillors, and to make recommendations for change, if appropriate. Council also sought a review of the resources available to Councillors. The Committee was supported in its work by City staff and we thank them for their very capable assistance.

Based on the information we reviewed, the Committee came to the following key conclusions:

- The issues and concerns that Councillors deal with are pressing and substantial to the operation of the City of Vancouver and their compensation should reflect the importance of their work.
- In addition to attending to regular Council business, Councillors put in many hours of preparation time, and attend to civic engagement commitments and other duties related to their office. We find that the Councillor role continues to be equivalent, at least, to full-time employment.
- We are of the view that the best method of determining the Councillor salary continues to be the method established in 1995, that is, to base it on the average salary

of a full-time employed person in Vancouver. We also find that the current method of determining the Mayor's salary continues to be sound.

- We are persuaded that the health and welfare benefits provided to Councillors and the Mayor significantly lag behind those provided to city council members in comparable jurisdictions and that they should be improved.
- We note that City Council members may face a period of transition upon leaving office and find that an allowance to address that gap should be provided.
- We believe that Councillors must have the staff and resources they require to fulfill their roles.
- We note that the stipend for Park Board Commissioners has not kept pace with inflation and find it should be adjusted to bring it up to date.

### **Recommendations**

1. That the Deputy Mayor continue to receive a supplement equal to 22% of the Mayor's monthly salary for performing in this role.
2. That those Councillors who are not the Deputy Mayor receive a supplement to base salary equal to one-ninth of the annual Deputy Mayor's supplement for performing in the Duty Councillor role.
3. That if Council is inclined to provide compensation for the Acting Mayor role, in addition to the Duty Councillor supplement a Councillor receives, that the Deputy Mayor stipend (i.e., 22% of the Mayor's monthly salary) be divided between the two roles based on the proportions Council deems appropriate.



4. That the City continue to use the BC average weekly earnings as the annual adjustment factor for the Councillor salary, as per the past practice between census years.
5. That should the mandatory long-form census be reinstated, it continue to be used to determine annual adjustments to adjust the base Councillor salary.
6. That Council member compensation be reviewed on a four-year cycle commencing 2019.
7. That the City take the necessary steps to seek the legislative change required to permit the provision of health and welfare benefits to members of Council and the Mayor.
8. That should a Councillor or the Mayor become disabled during their term of office, they be eligible for up to one year of income continuity beyond their term.
9. That Councillors and the Mayor be eligible for one week of transition allowance for every year of service on Council to a maximum of eight weeks' salary; and that to qualify for transitional assistance, Council members must complete their term on Council.
10. That within six months of this report, City staff assess the resources and support staff available to Councillors and increase them appropriately.
11. That Park Board Commissioner compensation be adjusted on a one-time only basis using the CPI – Vancouver (Stats Canada) for the period 1995 to 2015 to determine the increase.

12. That going forward, the compensation for Park Board Commissioners be adjusted on an annual basis using the same formula as that proposed for Councillors, and that their compensation be reviewed in four years (2019) as well.

### **Background**

On February 3, 2015, Council resolved to direct staff to engage an independent, qualified individual to conduct a review of Council compensation and resources to report back with recommendations for:

1. Changes to the current formula for calculating wages and benefits for Councillors and Park Board Commissioners, if appropriate, taking into account best practices in other jurisdictions of similar size, as well as relevant benchmarks for comparison;
2. Clarifying the duties and appropriate additional compensation for the Deputy Mayor and Acting Mayor in view of the change in duties contemplated by Council, as well as for the Duty Councillor on call; and
3. Changes, if required, to the resources available to Councillors, including staff, to ensure Councillors are able to respond to citizens' needs in an appropriate and timely way.

Council later endorsed the engagement of a review committee (rather than an individual). The members of the Committee engaged to undertake this review are: Elaine Doyle, Labour Arbitrator; Ida Goodreau, former CEO, Vancouver Coastal Health; Jim Sinclair, former President, BC Federation of Labour; and Steve Butz, President and CEO, YMCA. City of Vancouver staff provided resources and support to the Committee. [A listing of the materials provided to the Committee is attached as Appendix A.]

The Committee convened on August 11, August 25, September 9, September 21, October 13, November 5 and 23, 2015. Over the course of these sessions, the Committee reviewed

background materials provided by City staff, considered comparators, discussed various approaches to address the issues, and ultimately formulated recommendations.

## **Discussion**

We have considered the issues under the following categories:

1. Compensation
  - a. Salary
  - b. Benefits
2. Staff and Resources Available to Councillors
3. Park Board Commissioners

### ***1. Compensation***

#### ***a. Salary***

The system of compensation for City Council members was last reviewed in 1995 when a Compensation Review Committee was formed and a report issued (the 1995 Report). This Committee has had the benefit of the 1995 Report as part of our review process. Like that Committee, we seek to recommend a system of compensation that is fair and reasonable, that avoids financial barriers to those running for office and is also seen to be fair by taxpayers.

The 1995 Committee recommended that the salary for Councillors be comprised of a base salary amount, with an objective formula for annual increases. It recommended the base salary be an estimate of the average salary of a full-time employed person in Vancouver. To maintain the relationship between the average full-time employed Vancouver resident and Councillors, the 1995 Committee further recommended that Councillors' salaries be indexed to the census figures for the average earnings of full-time employed Vancouver residents. Between census years, the average employment earnings for all of BC would be used to index Councillors' salaries. The 1995 Committee also recommended that the Mayor receive 2.27x the Councillor salary and the Deputy Mayor receive additional salary in the amount of 22% of the Mayor's salary as compensation for

duties performed on behalf of the Mayor. City Council adopted these recommendations and this system of compensation continues to date.

This Committee thoroughly considered whether the Councillor salary continues to meet the objectives of the 1995 compensation review and, if not, how compensation could be adjusted objectively, in a fair and reasonable manner. The Committee reviewed information about compensation practices in comparable municipalities collected through a market survey conducted by Mercer.

The Committee also reviewed information provided by Councillors to Mercer about their duties and the time they spend on them. After reviewing that information, the Committee concluded, like the 1995 Committee, that the duties of Councillors continue to require a commitment equivalent to full-time employment.

### ***Councillors***

The Committee compared the Councillor base salary with the base salary for councillors in jurisdictions of comparable size using the Mercer market survey. The market comparison was complex and included consideration of a variety of factors such as size of budget and population, the range of services provided by the comparison cities and the fact that participation in regional governance for Metro Vancouver entails additional compensation for some Vancouver Councillors. Given the various elements that were not comparable in the comparison cities, we concluded that the best method of determining the Councillor salary continues to be the method established in 1995, that is, to base it on the average salary of a full-time employed person in Vancouver.

We also reviewed information about the Deputy Mayor, Acting Mayor and Duty Councillor roles. In particular, we heard that until 2015, the practice was that the Deputy Mayor role was rotated amongst the Councillors on a monthly basis. As well, the Councillor appointed Deputy Mayor was assigned the role of Acting Mayor. Pursuant to the 1995 Committee's recommendation, a Councillor acting as Deputy Mayor was paid a supplement equal to 22% of the Mayor's monthly salary for performing in these roles.

Recently, Council concluded that the City is better served by having one Councillor appointed as the Deputy Mayor. In Council's view, this change allows for better briefing and consistency in the services provided to citizens. Council also decided that a Councillor other than the Deputy Mayor ought to be Acting Mayor.

Despite the appointment of a full-time Deputy Mayor, we understand that the increase in duties required of the Mayor (and Deputy Mayor) is such that there continues to be a need for Councillors to act on the Mayor's behalf on a regular basis. Council recognized this need by establishing the role of Duty Councillor on call. Currently, Councillors are not compensated when acting in this role. The Committee concluded that Councillors should be compensated for the additional workload required of the Duty Councillor. The Committee is also of the view that, in principle, Councillors ought not to have their salaries reduced mid-term as a result of the appointment of one full-time Deputy Mayor. For these reasons, the Committee recommends that those Councillors who are not the Deputy Mayor receive a supplement to their base salary equal to one-ninth of the annual Deputy Mayor's supplement.

### ***Mayor***

The Committee reviewed the base compensation for the Mayor and the market data provided with respect to Mayors in other jurisdictions. As in the case of the Councillor salary, many elements were not directly comparable between jurisdictions. Upon consideration, we concluded that the current method of determining the Mayor's salary continues to be sound.

### ***Deputy Mayor and Acting Mayor***

The Committee considered the information provided to us on the duties of the Deputy Mayor and Acting Mayor. It is our recommendation that the Deputy Mayor continue to receive a supplement equal to 22% of the Mayor's monthly salary for performing in this role. Based on our understanding of the Acting Mayor role and the demands of it, the Committee was not persuaded that it ought to attract its own salary supplement. If Council is inclined to provide compensation for the Acting Mayor role, in addition to the

Duty Councillor supplement a Councillor receives, we recommend that the Deputy Mayor stipend (i.e., 22% of the Mayor's monthly salary) be divided between the two roles based on the proportions Council deems appropriate.

### ***Annual Adjustments***

The Committee supports a transparent and objective methodology for annual adjustments to the Councillor base compensation. As noted, in previous years, indexing was based on data gathered by Statistics Canada through the mandatory long-form census. With the discontinuation of mandatory census and implications for the reliability of the data, we considered alternative methodologies for annual adjustments, including reviewing methodologies used by comparable organizations. Like the 1995 Committee, we prefer a methodology that clearly separates Council increases from the results of any compensation decisions it may make for City employees and that connects the Councillor salary with the average salary of a full-time employed person in Vancouver. The Committee recommends that the City continue to use the BC average weekly earnings as the annual adjustment factor between census years. Further, should the mandatory long-form census be reinstated, we recommend that in years where a census is published, it continue to be used to adjust the base Councillor salary.

### ***Regular Review***

The Committee was concerned that the 1995 Committee did not establish a regular review of Councillor compensation to address changes like the elimination of the mandatory long-form census. We support a regular system of compensation review and recommend that compensation be reviewed on a four-year cycle commencing 2019.

## ***b. Benefits for Council Members***

### ***Health and Welfare Benefits***

Members of Council do not currently receive health and welfare benefits (e.g., extended health, dental and disability insurance) as part of their compensation package. Instead, the City provides access to its employee group benefit plans and Councillors who wish to

enrol must pay the cost of the premiums. The City's practice in this respect is constrained by Section 195(6) of the *Vancouver Charter*. The *Charter* does not allow the City to provide benefit premiums for Council members.

The Mercer market survey indicates that the City's practice with respect to these benefits significantly lags behind the practice in comparable jurisdictions. In the absence of a legislative barrier to providing these benefits, and in keeping with the standard for elected officials, the Committee would recommend that extended health, group life and dental benefits be provided to Councillors and the Mayor in a manner that is consistent with how those benefits are provided to the City's exempt staff. Instead, the Committee recommends that the City take the necessary steps to seek the legislative change required to permit the provision of these benefits to members of Council and the Mayor. We further recommend that should a Councillor or the Mayor become disabled during their term of office, they be eligible for up to one year of income continuity beyond their term.

#### ***Other Benefits – Transition Allowance***

Departing Council members do not currently receive a transition allowance upon conclusion of their terms. The Committee observed that the absence of a transition allowance is a material difference in the benefits provided by the City when compared to the market. The Mercer market survey indicates that the majority of comparable cities offer post retirement/transition payments to council members. The Committee has recognized that the role of a Council member is equivalent to full-time employment. The role is highly public in nature and at times requires Council members to make difficult decisions; decisions which may be unpopular. As in the case of other elected officials, service to the City may result in Council members experiencing a period of transition upon the conclusion of their terms. For these reasons, the Committee recommends that Councillors and the Mayor be eligible for one week of transition allowance for every year of service on Council to a maximum of eight weeks' salary. We further recommend that to qualify for transitional assistance, Council members must complete their term on Council. Council members who resign, forfeit their seat on Council, or die during their term would not be eligible for this assistance.

## ***2. Staff and Resources Available to Councillors***

The Committee understands that the level of administrative and other support provided to Councillors by City staff is an ongoing concern for them. We also heard that over time the staff dedicated to Councillors may have been reduced. It was clear to the Committee, that since the 1995 Review, advances in electronic communication and social media have increased the time demands on Councillors and the speed at which they are expected to respond to citizens. We are of the view that Councillors must have the staff and resources they require to adequately serve the City. Accordingly, the Committee recommends that within six months of this report, City staff assess the resources and support staff available to Councillors and increase them appropriately.

## ***3. Park Board Commissioners***

The Committee reviewed the compensation for Park Board Commissioners. We noted that compensation for Commissioners has not increased since 1991. We are of the view that the Commissioners' compensation should keep pace with inflation. Therefore, the Committee recommends that Park Board Commissioner compensation be adjusted on a one-time only basis using the CPI – Vancouver (Stats Canada) for the period 1995 to 2015 to determine the increase.

The Committee further recommends that going forward, the compensation for Park Board Commissioners be adjusted on an annual basis using the same formula as that proposed for Councillors, and that their compensation be reviewed in four years (2019) as well.

## **Conclusion**

The Committee believes that Council members provide a necessary and important service to the City of Vancouver and that this importance should be recognized in their compensation. We have been mindful to keep increases in total compensation to what we believe the citizens of Vancouver would find justifiable and reasonable. We are of the view that our recommendations will continue to keep Councillors both on par with the



average full-time working person in the City and in line with Councillors in comparable jurisdictions.

## **Appendix A - Information Review**

City Staff circulated background materials to the Committee and responded to requests for information throughout the review. Information provided included:

- By-Law No. 7015 Remuneration for Park Board Commissioners; By-Law No. 7465 – Remuneration of Council Members; By-Law No. 8904 – Mayor and Council Members Expenses
- 1995 Council Compensation Review Report
- BC Stats Population Estimates 2001-2014
- Mercer Report, COV Council Compensation, August 6, 2015
- Mercer Survey of Council and Park Board re Compensation, 2015
- Overview of City of Vancouver Benefits, August 14, 2015
- Park Board Remuneration – 1991 Council Decision
- City Council and Park Board Compensation Review, August 11, 2015
- City Council and Park Board Compensation Review, August 25, 2015
- City Council and Park Board Compensation Review, September 9, 2015,
- City Council and Park Board Compensation Review, September 21, 2015
- Tax exempt salary – estimate of value
- Parks Liaison to Advisory Committees 2015
- Mayor and Councillors Remuneration and Expenses 2012-2015
- Council Liaison to Advisory Committees 2015
- Council Compensation Review Committee Recommendations – Estimated Costs

BY-LAW NO. 7015

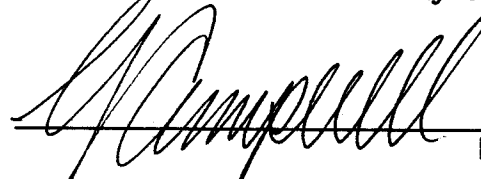
A By-law fix the amount to be paid  
annually to the Commissioners  
of the Board of Parks and Recreation

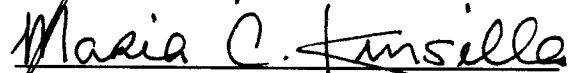
THE COUNCIL OF THE CITY OF VANCOUVER, in open meeting  
assembled, enacts as follows:

1. Except as provided for in section 2, each of the Commissioners of the Board of Parks and Recreation shall, during their term of office, be paid annually out of the revenue of the City:
  - (a) the sum of \$8,000.00 by way of remuneration as an elected officer of the Board; and
  - (b) the sum of \$4,000.00 by way of an allowance for expenses incidental to the discharge of the duties as an elected officer of the Board.
2. Notwithstanding section 1, the person elected as Chair of the Board of Parks and Recreation shall, while serving in that position, and in lieu of the provisions of section 1, be paid annually out of the revenue of the City:
  - (a) the sum of \$10,000.00 by way of remuneration as Chair of the Board; and
  - (b) the sum of \$5,000.00 by way of an allowance for expenses incidental to the discharge of the duties as Chair of the Board.
3. All sums payable hereunder shall be deemed to accrue from day to day and shall be paid by monthly instalments at the end of each month.
4. By-law No. 6785 is hereby repealed.

5. This By-law comes into force and takes effect on the date of its passing.

DONE AND PASSED in open Council this 28th day of  
July , 1992.

  
\_\_\_\_\_  
Mayor

  
\_\_\_\_\_  
City Clerk

## BY-LAW NO. 7465

A By-law to Provide  
Remuneration for the Members of Council

THE COUNCIL OF THE CITY OF VANCOUVER, in open meeting assembled, enacts as follows:

1. Members of Council shall be paid the sums calculated in accordance with this By-law as remuneration for the discharge of the duties of office.
2. In the month of September 1995, the Mayor, the Deputy Mayor and each Councillor shall receive a one time payment calculated by subtracting one-twelfth of the annual remuneration paid to them under By-laws No. 4444 and 7078 from one-twelfth of the annual equivalent of the amounts set out in paragraph 3 hereof. For the purpose of this paragraph the Councillor referred to as appointed to be Deputy Mayor shall be the person so appointed for the month of August.
3. In the year 1995 commencing on September 14th a bi-weekly payment as follows:
  - (a) Mayor \$3,429;
  - (b) A Councillor appointed to be Deputy Mayor \$1,510.69 plus a monthly increment of \$1,634.49; and
  - (c) A Councillor \$1,510.69.
4. On January 1, 1996 and on January 1st of each following year the remuneration paid to members of Council shall be adjusted as follows:
  - (a) The remuneration paid to Councillors shall be multiplied by a factor, the numerator of which is the most recent month's figure published by Statistics Canada as being the average weekly earnings for all British Columbia, and the denominator of which is the figure published by Statistics Canada in the same month of the previous year as being the average weekly earnings for all British Columbia.
  - (b) The remuneration paid to the Mayor shall be calculated by multiplying the remuneration paid to a Councillor, as calculated in sub-paragraph (a), by 2.27.
  - (c) The remuneration paid to a Councillor appointed to be a Deputy Mayor, as an increment, shall be the equivalent to 22% of one-twelfth of the remuneration paid to the Mayor as calculated pursuant to sub-paragraph (b).

The remuneration, as adjusted, shall, with the exception of the increment referred to in (c), be paid bi-weekly commencing with the first full remuneration period following the adjustment. The increment referred to in (c) shall be paid monthly.

Provided that if, in the future, Statistics Canada commences publishing figures of the average weekly or monthly earnings for Vancouver, commencing in the year following the first publishing of such figures, and in all subsequent years the remuneration shall be adjusted by using those figures, rather than those being the average weekly earnings for all British Columbia.

5. In the year a census is published, the remuneration paid to the Mayor, Deputy Mayor and Councillors shall be adjusted as follows:

- (a) The remuneration paid to a Councillor shall be the amount shown in the census as being the average earnings from employment for Vancouver residents who work fulltime, full year, multiplied by a factor the numerator of which is the most recent month's figure published by Statistics Canada as being the average weekly earnings for all British Columbia in the current year, and the denominator of which is the figure published by Statistics Canada as being the average weekly earnings for all British Columbia for the same month of the year immediately preceding the census year.
- (b) The remuneration paid to the Mayor shall be calculated by multiplying the remuneration paid to a Councillor, as calculated in sub-paragraph (a), by 2.27.
- (c) The remuneration paid to a Councillor appointed to be a Deputy Mayor, as an increment, shall be an amount equivalent to 22% of one-twelfth of the remuneration paid to the Mayor as calculated pursuant to sub-paragraph (b).

The remuneration, as adjusted, shall, with the exception of the increment referred to in (c), be paid bi-weekly commencing with the first full remuneration period following the adjustment. The increment referred to in (c) shall be paid monthly.

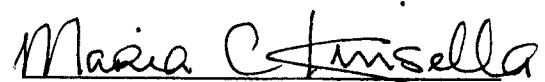
Provided that, if at the time of the adjustment, Statistics Canada publishes figures of the average weekly or monthly earnings for Vancouver, those figures shall be used rather than the figures published as being the average weekly earnings for all British Columbia.

6. In the event that Statistics Canada or the Census publishes figures under different headings than those used herein or makes an alteration in the indexes in the basis or the area for which the figures are published the index or figures most closely corresponding to those referred to above, as determined by the Director of Finance shall be used in making the calculations contemplated by the By-law.

7. This By-law comes into force and takes effect on the date of its passing.

DONE AND PASSED in open Council this 12th day of September, 1995.

  
Mayor

  
City Clerk

# CITY OF VANCOUVER BRITISH COLUMBIA



## MAYOR AND COUNCIL MEMBERS' EXPENSES BY-LAW NO. 8904

This By-law is printed under and  
by authority of the Council of  
the City of Vancouver

(Consolidated for convenience only  
to March 1, 2005)



CITY OF VANCOUVER

MAYOR AND COUNCIL MEMBERS' EXPENSES BY-LAW

# **MAYOR AND COUNCIL MEMBERS' EXPENSES BY-LAW**

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**BY-LAW NO. 8904**

**A By-law to regulate expenses of  
the Mayor and Council members**

**(Consolidated for convenience only,  
amended to include By-law No. 8999  
effective March 1, 2005)**

---

THE COUNCIL OF THE CITY OF VANCOUVER, in public meeting, enacts as follows:

**PART 1  
INTERPRETATION**

**Name of By-law**

1.1 The name of this By-law, for citation, is the “Mayor and Council Members’ Expenses By-law”.

**Definitions**

1.2 In this By-law:

- (a) “council member” does not include the Mayor;
- (b) “council member’s local expenses fund” means the lesser of an amount equal to:
  - (i) 10% of a council member’s remuneration under By-law No. 7465 for a calendar year, and
  - (ii) the difference between 10% of that council member’s remuneration under By-law No. 7465 for a calendar year, and that council member’s transportation allowance under section 4.2 of this By-law;
- (c) “eligible activity” means representing the city, engaging in city business, or attending a course, meeting, or convention;
- (d) “eligible expense” means any expense listed in section 3.1;
- (e) “GVRD” means Greater Vancouver Regional District;
- (f) “Mayor’s budgeted fund” means the fund Council approves in each annual budget for use by the Mayor under this By-law;

- (g) “Mayor’s local expenses fund” means an amount equal to 10% of the Mayor’s remuneration under By-law No. 7465 for a calendar year; and
- (h) “pooled budgeted fund” means the fund Council approves in each annual budget for pooled use by council members under this By-law.

## **Table of contents**

1.3 The table of contents is for convenience of reference only, and is not for use in interpreting or enforcing this By-law.

## **Severability**

1.4 If a court having jurisdiction decides that any part of this By-law is void or unenforceable, such a decision is not to affect the balance of the By-law.

## **PART 2 APPROVAL OF ELIGIBLE ACTIVITY**

### **UBCM and FCM annual conferences**

2.1 Council approves attendance by the Mayor and council members at each annual convention of the Union of British Columbia Municipalities and Federation of Canadian Municipalities.

### **Request for approval of eligible activity by Council**

2.2 If a council member wishes to engage in an eligible activity:

- (a) within British Columbia, the council member may request Council’s prior approval;  
or
- (b) outside British Columbia, the council member must request Council’s prior approval.

### **Submission of request for approval of eligible activity**

2.3 A council member must submit a request for approval to engage in an eligible event in writing to the City Clerk in sufficient time for Council to consider the request before the occurrence of that eligible event.

## **Request for approval of eligible activity on agenda**

2.4 If the City Clerk receives a written request for approval of an eligible activity from a council member, the City Clerk must include that request on the next Council meeting agenda the City Clerk prepares.

## **Approval of eligible activity by Council**

2.5 If a Council agenda includes a written request for approval of an eligible activity from a council member or if Council resolves to consider a written request that is not on the agenda, Council may approve or refuse to approve the request.

## **PART 3 ELIGIBLE EXPENSES**

### **Eligible expenses for Mayor and council members**

3.1 If the Mayor or a council member engages in an eligible activity then, subject to this By-law, the Mayor or council member may claim reimbursement:

- (a) for an eligible activity outside the GVRD, of a daily allowance of \$60.00 for an eligible event in Canada, \$60.00 U.S. for an eligible event in North America outside Canada, and \$70.00 U.S. for an eligible event outside North America, and of expenses incurred for:
  - (i) transportation,
  - (ii) accommodation, and
  - (iii) attendance or registration at a course, meeting, or convention;
- (b) for an eligible activity within the GVRD that is a course, meeting, or convention, of expenses incurred for attendance fees or registration fees; and
- (c) for an eligible activity within the GVRD, of expenses incurred for:
  - (i) parking,
  - (ii) transportation except for a council member who has elected to receive a transportation allowance for the same calendar year in which he or she incurs the transportation expense,
  - (iii) meals related to attendance at meetings,

- (iv) entertainment in a hosting capacity,
- (v) admission to cultural and community events,
- (vi) membership in any organization that contributes to the ability of the Mayor or council member to fulfill the duties of office,
- (vii) educational purposes, for Council purposes,
- (viii) equipment used to produce documents or other business material, and
- (ix) communication.

### **Eligible expenses for Mayor's support staff**

3.2 If the Mayor engages in an eligible event then, subject to this By-law, the Mayor may claim reimbursement of each eligible expense incurred for such event on behalf of one or more staff members of the Mayor to the same extent the Mayor, under section 3.1, may claim reimbursement of each eligible expense incurred for the same event.

### **Mayor's claims for eligible expenses**

3.3 The Mayor may claim reimbursement of each eligible expense in a calendar year:

- (a) under subsections (a) and (b) of section 3.1, from the Mayor's budgeted fund or from the Mayor's local expenses fund, for that calendar year; and
- (b) under subsection (c) of section 3.1, only from the Mayor's local expenses fund for that calendar year;

but must not submit claims to be reimbursed from the Mayor's local expenses fund that exceed the Mayor's local expenses fund for that calendar year.

### **Council member's claims for eligible expenses**

3.4 A council member may claim reimbursement of each eligible expense in a calendar year:

- (a) under subsections (a) and (b) of section 3.1, from the pooled budgeted fund or from that council member's local expenses fund, for that calendar year; and
- (b) under subsection (c) of section 3.1, only from that council member's local expenses fund for that calendar year;

but must not submit claims that exceed that council member's local expenses fund, for that calendar year.

### **Submission of claim for eligible expenses**

3.5. The Mayor or a council member, under section 3.1, and the Mayor on behalf of a staff member, under section 3.2, must:

- (a) submit each claim for an expense to the Director of Finance;
- (b) support each claim with receipts or other evidence of payment satisfactory to the Director of Finance; and
- (c) satisfy the Director of Finance that the expense claimed is an eligible expense.

### **Referral to Council by Director of Finance**

3.6 The Director of Finance may refer to Council any decision about whether or not an expense claimed is an eligible expense.

### **Appeal to Council by Mayor or council member**

3.7 If the Mayor or a council member does not satisfy the Director of Finance that an expense claimed is an eligible expense, the Mayor or council member may appeal to Council.

### **Reimbursement of eligible expenses**

3.8 With respect to each claim for an eligible expense under section 3.5, if:

- (a) the Director of Finance, under section 3.5, or Council, under section 3.6 or 3.7, has approved the eligible expense; or
- (b) Council has approved any quarterly financial report or annual financial report that includes an eligible expense claimed under section 3.5;

and:

- (c) the eligible activity to which the eligible expense relates is an annual conference under section 3.1;
- (d) the eligible activity does not require Council's approval;
- (e) Council, under section 2.5, has approved the eligible activity; or
- (f) Council has approved any quarterly financial report or annual financial report that includes an eligible activity to which the eligible expense relates;



and:

- (g) the Mayor, with respect to the Mayor's claim for an eligible expense, has complied with section 3.3; or
- (h) a council member, with respect to a council member's claim for an eligible expense, has complied with section 3.4;

then the Director of Finance must reimburse the Mayor or council member who claimed the eligible expense.

#### **Repayment by Mayor or council member**

3.9 If the Director of Finance reimburses the Mayor or a council member for an expense to which the Mayor or council member was not entitled under this By-law, the Mayor or council member, on demand by the city, but subject to an appeal to Council, must repay to the city an amount equal to that expense.

### **PART 4 TRANSPORTATION ALLOWANCES**

#### **Mayor's transportation allowance**

4.1 Before the beginning of a calendar year, the Mayor may elect to receive for that calendar year:

- (a) a motor vehicle for the conduct of city business; or
- (b) a transportation allowance, in the conduct of city business, of \$600.00 each month.

#### **Council member's transportation allowance**

4.2 A council member may elect to receive for a calendar year, or portion of it, a transportation allowance, in the conduct of city business, in an amount each month equal to 5% of an amount equal to 10% of that council member's remuneration for the same calendar year.

**PART 5**  
**MISCELLANEOUS**

**Repeal of by-laws**

5.1 Council repeals By-law No. 7466 and By-law No. 7254.

**Force and effect**

5.2 This By-law is to come into force and take effect on the date of its enactment.

ENACTED by Council this 20<sup>th</sup> day of July, 2004

\_\_\_\_\_  
"Larry Campbell"  
Mayor

\_\_\_\_\_  
"Syd Baxter"  
City Clerk

Councillors' Compensation Review Committee  
Report dated July 20, 1995

Objective: to propose a system of compensation which would be fair and reasonable, avoiding financial barriers to those running office, but also seen to be fair by taxpayers.

Key considerations and recommendations:

1. Members of Council typically work more than 40 hours per week and should be compensated on the basis of a full-time position. Compensation should be based on the average earnings of Vancouver residents, employed full-time. Annual adjustments based on an objective index.
2. The system of tax-free allowances leads to public cynicism about compensation for elected officials as it is perceived as a special benefit by members of the public. Expenses should be reimbursed up to a fixed amount (10%).
3. Using a Statistics Canada index as it was an identifiable amount developed by a neutral body and clearly separates Council from the results of any compensation decision it may make specifically for City employees.
4. It was recognized that eliminating the tax free component increased costs to the City (\$48,000 in 1995) and increases tax revenue to federal and provincial governments, however, it was viewed as Vancouver taking leadership in the area of Council remuneration.

Committee Members;

Sue Adams, President, Western Businesswomen's Association :

John Fryer, Professor, University of Victoria

Gerald Haslam, Freelance Writer and Consultant

Lois Hollstedt, Executive Director, YWCA

Judi Korbin, Labour Arbitrator

Jack Munro, Chair, Forest Alliance of B.C.

Michael Walker, Executive Director, The Fraser Institute

Brian Salvador, Assistant Vice-President, Compensation & Benefits, Hongkong Bank of Canada

REPORT TO COUNCIL

Prepared by the  
COUNCILLORS' COMPENSATION REVIEW PANEL

July 20, 1995

SUMMARY

The Council of the City of Vancouver appointed a Committee to advise it on the compensation for members of Council, and to recommend a system to maintain that compensation in an appropriate relationship with the community. We reviewed material provided to us by staff and met as a Committee on five occasions.

We reached a number of important conclusions:

- We believe that the work of Councillors and the Mayor is demanding and important, and that they should be appropriately compensated.
- While the hours of work are not regular and do include evening and weekend obligations, the information we received indicates that members of Council typically work more than forty hours per week, and, as such, should be compensated on the basis of a full time position.
- We believe that the system of tax-free allowances used throughout the political system is inappropriate, and leads to public cynicism about compensation for elected officials. We are recommending that appropriate compensation be paid without a tax free component, and that expenses be reimbursed up to a fixed amount.
- We believe that Councillor compensation should be based on the average earnings of Vancouver residents who are employed full-time, and adjusted on an annual basis according to an objective index, as reported by StatsCan.
- We believe that the present ratio between the Councillors' and the Mayor's salaries should be maintained.

We have set out in the body of this report a recommended base level for 1995 salaries for Councillors and the Mayor, and a formula for their adjustment each year.

RECOMMENDATIONS

- A. That Councillors should be compensated at the same rate as an average full time employee in the Vancouver area, and that this compensation should be adjusted annually, as set out in this report, to track the changes in wages as reported by Statistics Canada (\$39,278 for 1995).

In order to meet the schedule requested by Council, the Committee met on five occasions: May 23rd, June 6th, June 19th, June 26th, and July 17th 1995, to discuss research materials submitted by City staff; to request and review additional information; to discuss issues related to the level and structure of Council compensation and benefits; to formulate our recommendations, and to review the final report.

## DISCUSSION

### Information Review

Prior to our first meeting, City staff circulated background information to us. This included the history of Council compensation in Vancouver over the past five years; comparative information to other cities in the region and across Canada; and a general description of Councillor duties, responsibilities, and workload. We requested additional information on the number of Councillors relative to budget and population for the City and other municipalities, and more specific information on typical hours of work for a Councillor. We also asked for information on the general level of compensation in the Vancouver area. This information is summarized in Attachments 3 - 7. We were concerned to propose a system of compensation which would be fair and reasonable, avoiding financial barriers to those running for office, but also be seen to be fair by taxpayers.

The reasons for the tax free component of Council salaries, and the lack of fringe benefits provided to Councillors were considered. We learned that one third of Councillors' salaries can be deemed tax free to cover expenses, without the requirement that expenses be receipted or described, and that this practice is general across Canada for municipal, provincial and federal elected officials. We also learned that Provincial legislation does not allow the payment of benefits to Councillors beyond a modest contribution to the Municipal Superannuation Plan.

### Compensation Levels

We spent considerable time discussing how compensation levels could be set rationally and we considered a range of options towards achieving this. We reviewed information on hours of work for a number of Councillors, and concluded that the job clearly called for a commitment of time at least equivalent to a normal full time job. We noted that members of Council were not well-compensated relative to other Councils in the region and across the country when the size of the City and the nature of the responsibility was considered. We noted that Councillor compensation has decreased by 5% over the last five years.

The detailed calculation is set out in Attachment 8. We have not attempted to provide comparative data on the benefit to individual Councillors, since the elimination of the tax-free component and allowance for modest expenses will affect individuals differently.

Implementation of our recommendations will increase the cost of Council compensation by approximately \$75,000 in 1995, (\$178,000 on a full-year basis). In a total City budget of \$546 million, we believe this is an acceptable cost to provide a sensible compensation system for elected officials.

#### Expenses

Since we have recommended the elimination of a tax free component in Councillor's compensation, we examined the question of expenses. We acknowledge that Councillors are required to provide their own transportation and meet many expenses out of their own pockets. We were advised that so long as there was no tax free component in the Councillor's salaries, the City could pass a bylaw to enable the payment of receipted expenses. Accordingly, we have recommended that the City compensate Councillors and the Mayor for receipted expenses incurred within the City up to a maximum of 10% of base salary. The Mayor's car allowance should be maintained in addition to the 10% expense allowance. (We understand that "out of City" expenses are presently paid directly by the City, and that this will continue.)

We set this amount at a maximum of 10% to assure that expenses will be controlled, and to avoid creating a situation where the benefit to a Councillor could exceed the impact of a tax free allowance. After one year of experience, the percentage should be reviewed to determine its relative accuracy.

#### Benefits

We noted that the average employee in the Vancouver area would also receive at least some benefits. We were advised, however, that the Vancouver Charter did not allow the City to pay for benefits beyond participation in the Municipal Superannuation Plan, although Councillors are allowed to participate in other City benefit plans if they pay the full cost.

However, under these circumstances we could not consider benefits further.

## CONCLUSIONS

We believe that Councillors and the Mayor do an important job, which should be adequately compensated. We believe the methodology set out in this report produces a sensible, defensible basis for Council compensation. We acknowledge that there will be an increased cost to the City arising out of our recommendations. Insofar as these increase the net compensation to Councillors, we believe they do so reasonably and appropriately. To the extent these increases relate to elimination of the tax free expense allowance under the present system we believe they are well justified by the clarity achieved and the consistency with how citizens in Vancouver are paid and taxed.

### **Council Compensation Review Panel**

On February 10, 1995 Vancouver City Council approved the creation of a Panel to review the compensation for members of Council. The Panel is to review all compensation -- wage, tax free allowance, and benefits -- and make recommendations to Council on:

- a) compensation levels for the Mayor and Councillors for 1995
- b) a system for ongoing adjustment of Council compensation.

The Panel report should be available not later than the end of June, after not more than four Panel Meetings.

### **Panel Membership**

The Panel is to consist of 8 members, representing a broad cross section of corporate and community interests.

### **Information and Staff Support to be Provided**

City of Vancouver staff will carry out research and provide information as required by the Panel. Initial information for the Panel will include available material from:

- a) the Union of BC Municipalities;
- b) the Federation of Canadian Municipalities;
- c) the Greater Vancouver Regional District;
- d) the Public Sector Employer's Council;
- e) other municipalities of similar size;
- f) Crown Corporations; and
- g) questionnaires from and interviews with Councillors, as appropriate.

### **Proposed Work Program**

We propose that the Panel meet every two weeks over two months. The Panel will set its own agenda as it sees fit; the following possible schedule is offered to assist Panel members in arriving at its schedule and agenda.



# **FACT SHEET**

**CITY OF VANCOUVER**

## **GENERAL INFORMATION**

- Average Weekly Earnings as at February 1995 for persons employed in both Union and Non-Union positions in British Columbia is:  
\$587.56/week, \$30,553.12/year gross salary, not including benefits.

- **SUGGESTIONS OF POSSIBLE INDICES FOR FUTURE ADJUSTMENTS**

### **City of Winnipeg**

Adjusted by a % on January 1st each year. % is lesser of 7% or annual % change in the industrial composite of average weekly wages and salaries for Statistics Canada.

### **City of Ottawa**

Adjusted annually according to Statistics Canada index for the Ottawa-Hull area.

### **City of Regina**

Mayors' salary to be 90% of MLA's; Alderman's salary go be 30% of Mayor's salary

- **SUPERANNUATION FOR MEMBERS OF COUNCIL**

Members of council may choose to participate in the Municipal Superannuation Plan.

The Plan provides for a pension after at least ten years of contributions, at age 60, based on 2% X numbers of years of contribution X average income over best 5 years.

A Councillor must elect to contribute prior to the expiration of 10 accumulated years of service.

A Councillor may elect to make contributions in respect of past service.

The contribution rate is 6% on earnings up to \$34,900 and 7.5% on earnings above that figure. The City contributes 150% of what the Councillor contributes.

Provincial Pension Benefits Standards legislation now allows for a pension after at least five years of contribution and it is anticipated that this will be furthered reduced to two years after 1998.

At present the Superannuation By-Law which provides Members of Council with access to the Municipal Pension Plan does not comply with the Provincial Benefits Standards Act. In order to bring the By-Law into compliance with the Provincial Legislation, an amendment to the Vancouver Charter must be made.



# FACT SHEET

## CITY OF VANCOUVER

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### Council

Vancouver City Council comprises 10 Councillors and the Mayor, who are elected by the public. Members of Council are paid as follows:

Mayor	\$66,107 per year (\$44,071 salary + \$22,036 expense allowance)
Councillors	\$29,086 per year (\$19,391 salary + \$ 9,695 expense allowance)
Deputy Mayor	\$1,211 per month (\$807 salary + \$404 expense allowance)
Every Councillor serves as Deputy Mayor on a monthly, rotating basis.	

These remunerations were approved by Council on February 2, 1993. They represent a five per cent reduction from figures approved by the previous Council on February 20, 1990. Expense allowances are tax-free and cover every day City-related business expenses within the Lower Mainland, such as parking, mileage, event expenses and meals.

The following is a list of regularly convened meetings that Members of Council are required to attend. The average length of time indicated only includes actual meeting times. Preparation time for meetings would be additional.

### Regular Council Meetings:

1995 27 Council Meetings are scheduled, average length: 4.5 hours each  
Public Hearings once per month, average length: 3 hours each  
Plus additional meetings when required

### Council Workshops:

In 1994, 21 workshops were held on a variety of significant issues with City staff, average length: 2 hours each

### Standing Committees:

Standing Committees on City Services and Budgets  
Standing Committees on Planning and Environment

These Committees meet during the same week that Council meets. The average length of meeting is 2.5 hours.

## Other Committees, Boards and Commissions

The following Commission, Committees or Boards meet once per month and one of the Councillors is appointed to represent the City.

- Special Advisory Committee on Seniors, average length of meeting: 3.5 hours
- Special Advisory Committee on Disability Issues
- Bicycle Advisory Committee
- Safer City Commission
- Lower Mainland Municipal Association
- Metropolitan Board of Health
- Vancouver Heritage Advisory Commission
- Vancouver Public Library Board, average length of meeting: 2 hours per meeting
  
- Vancouver Regional Transit Commission Mayor and 1 Councillor  
 Meets monthly, average length of meeting: 3.5 hours. Its' members receive \$100.00 per day and \$17.50 per diem for expenses, paid by BC Transit.
  
- Vancouver Police Board Mayor of Vancouver (chair)  
 The Vancouver Police Board meets monthly. The Chair receives no remuneration.
  
- Special Advisory Committees on Cultural Communities 2 Councillors  
 Meet two times per month, average length of meetings: 2.5 hours
  
- Vancouver City Planning Commission 2 Councillors  
 Meet two times per month, average length of meetings: 2.5 hours.
  
- Vancouver Liquor Licensing Commission 4 Councillors  
 Meets 1 evening per month, average length of meetings: 3 hours
  
- Vancouver Traffic Commission 4 Councillors  
 Meet 1 evening per month, average length of meetings: 1.5 hours.
  
- BC Transit Board Mayor  
 Meets once per month, average length of meetings: 2 hours.
  
- Remembrance Day 1 Councillor  
 Meets six times per year, average length of meetings: 2.5 hours.



# FACT SHEET

CITY OF VANCOUVER

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## SUMMARY

Vancouver City Council comprises ten Councillors and the Mayor. They are all required to attend regularly convened Council meetings, workshops, public hearings and standing committees throughout the year. In addition, they are appointed to a variety of other committees boards and commissions which hold regularly convened meetings.

In 1995, there are 27 scheduled Council meetings, 15 public hearings are anticipated and each of the two standing committees meet during the same week that Council meets. In 1994, 21 Council workshops were held on a variety of significant issues. In addition, four Councillors sit on the GVRD board as Directors and one Councillor is assigned to 11 of the 12 GVRD committees. The information outlined on other committees, boards and commissions contained in the attached report indicate only the assigned responsibilities of Councillors. Many Councillors attend other meetings and functions as requested by their constituents.

In an average week, Councillors spend 24.5 hours preparing for and attending meetings. They spend 15 hours per week providing information and corresponding with constituents. Councillors spend 4.5 hours per week attending meetings and functions as representatives of the City of Vancouver. An average of five hours weekly is spent attending to other responsibilities such as additional committee work. Eight hours is normally spent reading, researching and corresponding on a variety of issues that relate to their responsibilities as Councillors.

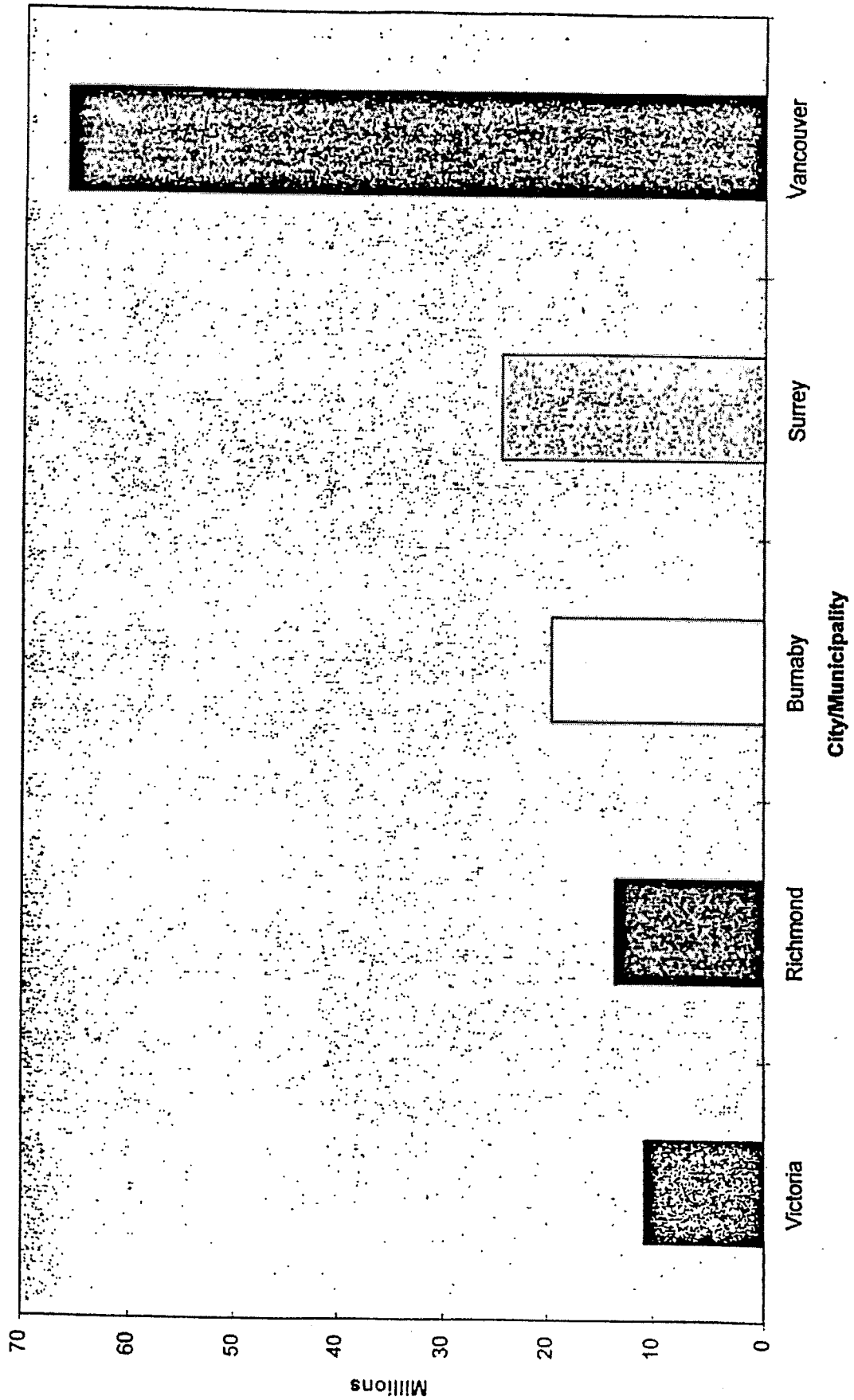
## Comparative Municipal Information

City/Province	Population	Councillors	Population/ Councillor	1993 Assessed Market Value (Market Value System) (\$)*	Total Municipal Expenditures (1993)**(\$)	Expenditure/ Councillor (\$)
Burnaby	165,500	8	20,686	17.794 Billion	157.1 Million	19.6 Million
Calgary	738,184	14	52,727			
Edmonton	626,999	12	52,250			
Ottawa	314,000	10	31,400			
Richmond	140,000	8	17,500	16.433 Billion	108.3 Million	13.5 Million
Surrey	280,000	8	35,000	21.927 Billion	196.7 Million	24.5 Million
Toronto	600,000	16	37,500			
Vancouver	485,000	10	48,500	60.266 Billion	658.9 Million	65.8 Million
Victoria	71,300	8	8,912	6.475 Billion	86.6 Million	10.8 Million
Winnipeg	628,900	15	41,927			
British Columbia	3,668,400	75 MLA's	48,912			

\*BC Assessment Authority

\*\*Ministry of Municipal Affairs, Municipal Statistics 1993

**General Municipal Expenditure\* to Councillor Ratio (1993)**



# Mayor/Councillor Salary Comparison

City/Prov.	Population	No. of Employees	Mayor's Salary (Annual) (all are full-time)	No. of Councillors	Councillors' Salary (Annual)	Acting Mayor (and compensation)	Pension Plan	Pa
Victoria	71,300	1,317	\$48,865 (1/3 tax free)	8	15,764 (1/3 tax free)	No		N
Burnaby	165,500	2,500	\$70,455 (1/3 tax free)	8	\$24,089 (1/3 tax free)	Yes None		N
Calgary	738,184	9,000	\$91,736 (1/3 tax free)	14	\$45,873 (1/3 tax free)	Yes - monthly rotating schedule None	Individual 9% of taxable income (City match)	N
Edmonton	626,999	10,343	\$88,644 (1/3 tax free)	12	\$44,372 (1/3 tax free)	Yes - rotating schedule \$300 (1/3 tax free)		N
Ottawa	314,000	6,796	\$78,412 (1/3 tax free)	10	\$45,357 (1/3 tax free)	Yes - rotating schedule \$5,000 per year	OME up to 65 - 6% of taxable income (City match) over 65 - 7 1/2 % of taxable income (City match)	N
Richmond	140,000	1,543	\$64,946 (1/3 tax free)	8	\$24,534 (1/3 tax free)	Yes - rotating schedule None		N
Surrey	280,000	1,400	\$72,362 (1/3 tax free)	8	\$26,384 (1/3 tax free)	Yes - rotating schedule None		N
Toronto	600,000	6,481	\$67,612 (1/3 tax free)	16	\$63,856 (1/3 tax free)	Yes - Head of Council None	OME first \$34,400, 6% of taxable income (City match) balance, 7.5% of taxable income (City match) (6% additional taxable pay)	N
Vancouver	485,000	9,559	\$66,107 (1/3 tax free)	10	\$29,086 (1/3 tax free)	Yes \$1,211.92/month (1/3 tax free)	optional - first \$34,400, 6% of taxable income balance, 7.5% of taxable income (City pays 150% of Council contribution)	N
Winnipeg	628,900	10,000	\$78,000 (1/3 tax free)	15	\$42,000 (1/3 tax free)	Deputy Mayor \$9,600 per year		N

(see over for additional information)

(Replacement for previous table) May 30/95

City	Government Medical Plan (monthly premiums)	Extended Health (monthly premiums)	Dental Plan (monthly premiums)	Life Insurance (monthly premiums)	Additional Remuneration
Victoria	Not Available to Councilors	Not Available to Councilors	Not Available to Councilors	Not Available to Councilors	Reimbursed for Fringe Benefits (for incidentals) for Mayor \$620 Fringe Benefits (for incidentals) for Councilors \$200 City provides car to Mayor for City
Burnaby	100% Councilor paid	100% Councilor paid	100% Councilor paid	**100% Councilor paid Limit \$50,000	\$60/day when travel
Calgary	50/50 premium split \$7.39 single, \$14.77 family*	50/50 premium split \$7.39 single, \$14.77 family*	50/50 premium split \$7.47 single, \$14.94 family*	**100% City paid 1x annual salary	Aldermatic Assistance \$27,560/year (office needs, staff) Aldermatic Allowance \$2,100/year (misc. expenses) Travel Allowance \$1,950/year (inside City in)
Edmonton	50/50 premium split \$12 single, \$64 family	50/50 premium split \$82.16 single, \$164.33 family	65% City paid premium \$18.15 single, \$45.37 family	100% Councilor paid Units of \$25,000 (up to \$250,000) AD&D - 100% City paid \$50 for each \$1000 (\$100,000 Councilor, \$200,000 Mayor)	Research Fund \$32 Mayor car allowance \$191/m City Clerk car allowance \$127/m Travel Insurance 100% City paid prior
Ottawa	100% City paid payroll tax: \$98 - \$1.95 of gross payroll	100% City paid \$35 single, \$108 family	75% City paid premium \$23 single, \$61 family	**75% City paid premium 3x annual salary (approx \$30 of \$1000)	Termination Allowance: 1 month for each month se (up to 6 months for retired or defected council) Car Allowance \$550 plus gas, & insurance (up to \$1800) City provides car to Mayor for City
Richmond	100% Councilor paid premium	100% Councilor paid prem.	100% Councilor paid premium	**100% City paid 3x annual salary	Councillor Car Allowance - mil Travel Expenses - covered, but must travel economic \$750.00 travel allowance for city business outside
Surrey	100% Councilor paid premium	100% Councilor paid prem.	100% Councilor paid premium	AD & D Total disability \$100/week for 52 weeks Partial disability \$150/week for 8 weeks	City provides car to Mayor for City Hospitality Expense \$3,500/ Meal allowance \$12.00 no car allowance, but can use pool of
Toronto	100% City paid premium	100% City paid prem.	100% City paid premium	**100% City paid premium 2x annual salary (add'l option: 1x ann. salary, 50/50 split)	
Vancouver	100% Councilor paid premium	100% Councilor paid prem.	100% Councilor paid premium	AD&D - 100% City paid \$100,000 accidental Death Total Disability - \$200/wk up to 104 weeks	Mayor Car Allowance \$600/ Councilors get parking Travel Expenses - outside GVRD must have approval Mayor gets car allowance Councilors get parking pass, 100% City
Winnipeg	100% Councilor paid premium	100% City paid vision care 100% Councilor paid for other coverage	100% City paid premium	**50/50 premium split 2x annual salary	

\*BI-Weekly

\*\*AD and D included in Life Insurance Premium

(Replacement for previous table)

May 30/95



## DETAILED METHODOLOGY OF ANNUAL SALARY CALCULATION

The following contains the details of the calculation of the salaries recommended in this report, as well as all information required to adjust salaries annually. The aim of this methodology is to approximate as closely as possible the average earnings from employment of all Vancouver residents.

### STEP 1: Establish average earnings from employment for Vancouver residents who work full-time/full-year, across all industries

This information is not collected annually, so average earnings from the last census are used. Note that this figure is for all earnings generated from full-time/full-year employment, for all industries; this includes earnings derived from unionized and non-unionized labour, public and private sector work, and self-employment earnings.

Weighted average of 1990 earnings for males and females = \$33,881

#### Source:

StatsCan Catalogue no. 95-385 *Profiles of Census Divisions & Subdivisions in British Columbia — Part B*

Table 1. "Selected Characteristics for Census Divisions and Subdivisions, 1991 Census — 20% Sample"

Detail: Employment income by sex and work activity: calculate weighted average for males and females, "Average employment income, worked full-time, full-year"

### STEP 2: Inflate this 1990 figure to an earnings figure applicable to 1995

It was decided that the annual percent increase of average earnings from employment is a better indicator of growth than is percent increase in the consumer price index. At the time of this report, this information is available only for the entire province. Although average earnings may be different for Vancouver versus all of British Columbia, the trends in growth are likely comparable.

If StatsCan makes available average earnings figures for Vancouver, this should be used as the index, rather than the provincial average.

TABLE A. CALCULATING THE ANNUAL INDEX

	average weekly earnings for all B.C.*	index: percent change
1989/90	\$501.50	-
1990/91	\$516.43	3.0%
1991/92	\$536.27	3.8%
1992/93	\$547.14	2.0%
1993/94	\$570.50	4.3%
1994/95	\$581.39	1.9%

\*These figures are for the entire province, available monthly from StatsCan.  
Weekly averages based on 12 months from April to March of the following year.



Inter-Office Correspondence

125-99

**RECEIVED**

MAY 5 1995

MAYOR'S OFFICE

**CITY MANAGER'S OFFICE**

**DATE:** May 4, 1995

**MEMO TO:** Mayor and Members of Council

**COPY TO:** Eileen Stewart, General Manager, Human Resources  
Maria Kinsella, City Clerk

**FROM:** Ken Dobell, City Manager

**SUBJECT:** Compensation Review Panel

---

To bring you up to date, we have now confirmed the participation of all the panel members, and arranged the first meeting for May 23rd. A package of information for their review will be sent out shortly, and we expect to meet at least three more times as soon as reasonably possible, to complete the review and report by mid-July.

For your information, the panel members are:

Sue Adams, President, Western Businesswomen's Association  
John Fryer, Professor, University of Victoria  
Gerald Haslam, Freelance Writer and Consultant  
Lois Hollstedt, Executive Director, YWCA  
Judi Korbin, Labour Arbitrator  
Jack Munro, Chair, Forest Alliance of B.C.  
Brian Salvador, Assistant Vice-President, Compensation & Benefits,  
Hongkong Bank of Canada  
Michael Walker, Executive Director, The Fraser Institute

Ken Dobell  
City Manager

## British Columbia Regional District and Municipal Population Estimates

SGC	Name	Area Type												10 year % change
			2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
<b>15000</b>	<b>Greater Vancouver</b>	<b>RD</b>	<b>2,147,959</b>	<b>2,173,374</b>	<b>2,198,235</b>	<b>2,232,067</b>	<b>2,262,062</b>	<b>2,303,653</b>	<b>2,351,205</b>	<b>2,373,037</b>	<b>2,410,000</b>	<b>2,442,604</b>	<b>2,474,123</b>	<b>15%</b>
15038	Anmore	VL	1,679	1,812	1,893	2,010	2,080	2,099	2,117	2,159	2,222	2,231	2,272	35%
15036	Belcarra	VL	694	692	688	670	671	655	653	645	644	633	637	-8%
15062	Bowen Island	IM	3,333	3,392	3,460	3,460	3,457	3,424	3,426	3,405	3,453	3,468	3,479	4%
<b>15025</b>	<b>Burnaby</b>	<b>C</b>	<b>206,598</b>	<b>208,518</b>	<b>210,375</b>	<b>214,806</b>	<b>218,332</b>	<b>223,063</b>	<b>227,417</b>	<b>229,228</b>	<b>232,345</b>	<b>233,833</b>	<b>233,734</b>	<b>13%</b>
15034	Coquitlam	C	120,131	119,940	119,602	120,873	122,737	125,049	128,778	130,438	133,536	137,823	141,132	17%
15011	Delta	DM	100,028	99,767	99,444	99,639	100,142	100,867	101,129	101,368	101,592	101,349	101,000	1%
15002	Langley (City)	C	24,613	25,054	24,848	25,140	25,315	25,436	25,683	25,845	26,503	26,584	26,652	8%
15001	Langley (District)	DM	93,132	94,814	96,763	99,203	101,746	103,813	105,203	106,234	108,568	111,595	114,647	23%
15065	Lions Bay	VL	1,422	1,415	1,408	1,391	1,375	1,365	1,348	1,353	1,349	1,352	1,349	-5%
15075	Maple Ridge	DM	68,589	70,282	71,430	72,634	74,200	75,427	76,758	77,730	78,586	79,015	80,434	17%
15029	New Westminster	C	59,644	59,827	60,489	61,696	63,654	64,946	66,707	67,545	68,342	68,956	69,860	17%
15051	North Vancouver (City)	C	45,519	46,161	46,849	46,983	47,162	47,989	49,432	49,396	50,130	50,845	52,346	15%
15046	North Vancouver (District)	DM	85,833	85,439	85,417	85,491	85,102	85,274	86,250	86,063	86,594	86,587	86,623	1%
15070	Pitt Meadows	C	15,484	15,815	16,300	16,572	17,401	17,879	18,050	18,224	18,457	18,640	18,673	21%
15039	Port Coquitlam	C	54,909	54,710	54,576	54,944	55,481	56,349	57,181	57,262	58,462	58,912	59,813	9%
15043	Port Moody	C	26,169	27,582	28,740	29,882	31,365	32,805	33,603	34,027	33,899	34,359	34,709	33%
<b>15015</b>	<b>Richmond</b>	<b>C</b>	<b>179,355</b>	<b>181,118</b>	<b>182,616</b>	<b>185,982</b>	<b>188,375</b>	<b>192,582</b>	<b>195,684</b>	<b>196,001</b>	<b>198,044</b>	<b>200,768</b>	<b>205,262</b>	<b>14%</b>
<b>15004</b>	<b>Surrey</b>	<b>C</b>	<b>395,358</b>	<b>404,602</b>	<b>412,654</b>	<b>425,153</b>	<b>438,832</b>	<b>453,252</b>	<b>470,307</b>	<b>482,659</b>	<b>493,377</b>	<b>504,331</b>	<b>513,322</b>	<b>30%</b>
<b>15022</b>	<b>Vancouver</b>	<b>C</b>	<b>586,747</b>	<b>592,009</b>	<b>599,510</b>	<b>604,169</b>	<b>603,943</b>	<b>610,389</b>	<b>618,219</b>	<b>619,366</b>	<b>629,128</b>	<b>635,660</b>	<b>640,469</b>	<b>9%</b>
15055	West Vancouver	DM	42,121	42,775	42,791	42,758	42,453	42,648	43,088	42,923	42,652	42,210	42,119	0%
15007	White Rock	C	18,749	19,052	18,864	19,005	18,904	19,121	19,263	19,327	18,998	19,211	19,197	2%
15999	Unincorporated Areas	RDR	17,852	18,598	19,518	19,606	19,335	19,221	20,909	21,839	23,119	24,242	26,394	48%

		#REF!	#REF!	#REF!	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	10 year Δ	10 year %Δ	% of Selected 10 year Δ	% of GVRD 10 year Δ
Port Moody	Port Mc C	#REF!	#REF!	#REF!	26,169	27,582	28,740	29,882	31,365	32,805	33,603	34,027	33,899	34,359	34,709	8,540	32.6%	1081.0%	2.6%
Surrey	Surrey C	#REF!	#REF!	#REF!	395,358	404,602	412,654	425,153	438,832	453,252	470,307	482,659	493,377	504,331	513,322	117,964	29.8%	14932.2%	36.2%
Coquitlam	Coquitl C	#REF!	#REF!	#REF!	120,131	119,940	119,602	120,873	122,737	125,049	128,778	130,438	133,536	137,823	141,132	21,001	17.5%	2658.4%	6.4%
<b>Subtotal selected</b>					<b>543,662</b>	<b>554,129</b>	<b>563,002</b>	<b>577,915</b>	<b>594,942</b>	<b>613,115</b>	<b>634,698</b>	<b>649,135</b>	<b>662,824</b>	<b>678,526</b>	<b>691,177</b>	<b>147,515</b>	<b>27.1%</b>	<b>18672.8%</b>	<b>45.2%</b>
North Vancouver (City)	North V C	#REF!	#REF!	#REF!	45,519	46,161	46,949	46,983	47,162	47,989	49,432	49,396	50,130	50,845	52,346	6,827	15.0%	864.2%	2.1%
Rest of GVRD					133,836	134,957	135,767	138,999	141,213	144,593	146,252	146,605	147,914	149,923	152,916	19,080	14.3%	n/a	5.8%
Richmond	Richmc C	#REF!	#REF!	#REF!	179,355	181,118	182,616	185,982	188,375	192,582	195,684	198,001	198,044	200,768	205,262	25,907	14.4%	3279.4%	7.9%
Burnaby	Burnab C	#REF!	#REF!	#REF!	206,598	208,518	210,375	214,806	218,332	223,063	227,417	229,228	232,345	233,833	233,734	27,136	13.1%	3434.9%	8.3%
Vancouver	Vancou C	#REF!	#REF!	#REF!	586,747	592,009	599,510	604,169	603,943	610,389	618,219	619,366	629,128	635,660	640,469	53,722	9.2%	6800.3%	16.5%
Port Coquitlam	Port Cc C	#REF!	#REF!	#REF!	54,909	54,710	54,576	54,944	55,481	56,349	57,181	57,262	58,462	58,912	59,813	4,904	8.9%	620.8%	1.5%
North Vancouver (District)	North V DM	#REF!	#REF!	#REF!	85,833	85,439	85,417	85,491	85,102	85,274	86,250	86,063	86,594	86,587	86,623	790	0.9%	100.0%	0.2%
West Vancouver	West V DM	#REF!	#REF!	#REF!	42,121	42,775	42,791	42,758	42,453	42,648	43,088	42,923	42,652	42,210	42,119	(2)	0.0%	-0.3%	0.0%
<b>Total GVRD</b>					<b>2,147,959</b>	<b>2,173,374</b>	<b>2,198,235</b>	<b>2,232,067</b>	<b>2,262,062</b>	<b>2,303,653</b>	<b>2,351,205</b>	<b>2,373,037</b>	<b>2,410,000</b>	<b>2,442,604</b>	<b>2,474,123</b>	<b>326,164</b>	<b>15.2%</b>	<b>n/a</b>	<b>100.0%</b>
Vancouver % of selected					64.0%	64.0%	63.9%	64.3%	65.2%	66.1%	66.3%	66.5%	67.5%	68.0%	69.0%	620.8%			
Vancouver % of GVRD					2.6%	2.5%	2.5%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	1.5%			

Source:  
BC Stats Population estimates: Municipalities, Regional Districts and Development Regions  
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

# COUNCIL COMPENSATION REVIEW CITY OF VANCOUVER

06 AUGUST 2015

## **STRICTLY PRIVATE & CONFIDENTIAL**

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# Introduction

- The City of Vancouver (“the City”) engaged Mercer (Canada) Limited to conduct a Council Compensation Review within other similar municipalities and the Province of BC.
- This report presents the methodology utilized in the review as well as the results for all of the data elements that were included.
- We look forward to any further comments or questions on this report.

# METHODOLOGY



## Methodology

### Comparator Group / Scope of Services

- The City identified 13 organizations that were of interest as comparators for this review. The comparator group includes similar municipalities in Western Canada and Ontario, as well as the Province of British Columbia.
- A listing of the 12 municipalities is shown below, along with information on ancillary services that they are accountable for:

Organization	Scope of Services				
	Public Transit	Emergency Medical Services / Ambulance	Electrical Utility	Social Housing	Child and Family Services
City of Brampton	✓				
City of Burnaby					
City of Calgary	✓		✓	✓	✓
City of Edmonton	✓		✓	✓	✓
City of Kelowna					
City of Mississauga	✓				
City of Ottawa	✓	✓		✓	✓
City of Richmond					
City of Surrey					
City of Toronto	✓	✓		✓	✓
City of Victoria					
City of Winnipeg	✓	✓			
City of Vancouver				✓	

## Methodology

### Data Collection Process

- General information on the comparators' Council compensation is disclosed on their websites. To obtain information on the full range of elements that the City was interested in, additional data collection was necessary.
- To collect the additional data, Mercer prepared a data collection template. The publicly-available information was populated into the template and sent to each comparator for verification along with fields to capture any additional information that the City was interested in.
- Eleven of the 13 organizations verified the completed templates and provided the additional information that was requested.
  - Information for the City of Kelowna and the Province of BC is based solely on the publicly-available information.

## Methodology

### Data Elements and Analysis

- The review included compensation provided to City Council Members and the Mayor for the following elements:
  - **Compensation Arrangements** – base salary, additional salaries for functional roles, and tax-free allowances.
  - **Perquisites** – prevalence and details regarding the amounts payable.
  - **Health and Welfare Benefits** – eligibility and plan design details of health and benefits programs.
  - **Other Benefits and Allowances** – eligibility and amounts paid for other allowances.
  - **Retirement Plan** – eligibility and plan type, benefit formula and indexing, and employee contributions.
  - **Retirement Allowance / Transition Payments** – amounts paid following the end of employment.
- In addition, information on key scope metrics including most recently reported municipal population, 2015 annual operating budget, 2015 annual capital budget, and most recently reported number of permanent full-time employees was also collected.

# MARKET RESULTS

## Market Results

### Organization Scope Statistics

- To provide additional context on how the City compares to the comparators beyond the scope of services information presented earlier, the table below shows market percentiles for some key scope metrics:

Organization Scope	Market					City of Vancouver
	# of Orgs	25th Percentile	50th Percentile	75th Percentile	Average	
Municipal Population	12	219,748	616,582	872,169	739,285	603,502
Annual Operating Budget (millions)	12	\$390.1	\$634.7	\$2,541.9	\$2,026.0	\$1,223.4
Annual Capital Budget (millions)	9	\$107.1	\$270.6	\$1,069.0	\$765.1	\$306.0
Total Number of Full-Time Employees	10	1,713	3,513	12,594	10,239	7,700
Number of Councillors	12	8	11	14	14	10

- As shown above, the City's population, capital budget, and number of councillors are close to the 50th percentile while the operating budget and FTE count are between the 50th and 75th percentiles.

# Market Results

## Staff Support for Councillors

- The table below provides the staff support that is provided to Councillors:

Organization	Scope of Services					
	Municipal Population	Staff Support for Councillors? (Y/N)	Nature of Staff (City Staff / Councillor Appointees)	Number of Councillors	Number of Staff	Budget Allocation
City of Toronto	2,800,000	Yes	City Staff	44	-	\$229,307
City of Calgary	1,195,194	Yes	Councillor Appointees	14	3	\$281,103
City of Edmonton	877,926	Yes	City Staff	12	37	\$2,600,000
City of Ottawa	870,250	Yes	Councillor Appointees	23	-	\$241,508
City of Mississauga <sup>1</sup>	757,000	Yes	City Staff	11	2 per Councillor	\$2,120,733
City of Winnipeg	709,253	Yes	City Staff	15	2	-
City of Brampton	523,911	Yes	City Staff	10	9	\$2,555,000
City of Surrey <sup>2</sup>	508,000	Yes	City Staff	8	3	\$665,000
City of Burnaby	223,218	Yes	City Staff	8	6	-
City of Richmond	209,338	Yes	City Staff	8	1	\$67,309
City of Victoria	80,017	No	-	8	-	-
City of Vancouver	603,502	Yes	City Staff		5	\$1,641,744

<sup>1</sup> City of Mississauga – Budget allocations represents 2015 Net Budget. Support staff labour costs are \$2,062,533 and Other Operating Expenses are \$58,200.

<sup>2</sup> City of Surrey – An additional \$255,000 is provided for Council initiatives. The Mayor has their own staff and budget that was not disclosed.

# Market Results

## Mayoral Compensation

- The table below provides the organization information for each comparator, along with the key compensation elements (base salary, supplemental salary for additional roles, and any tax-free allowances) for the Mayor:

Organization	Municipal Population	Operating Budget (millions)	Capital Budget (millions)	FTEs	Number of Councillors	Council Structure	Annual Base Salary	Supplemental Salary	Tax Free Allowance
City of Toronto	2,800,000	\$11,500	\$2,825	50,759	44	Ward	\$181,937	-	-
City of Calgary	1,195,194	\$3,500	\$1,520	-	14	Ward	\$216,402	-	-
City of Edmonton	877,926	\$2,364	\$1,069	13,438	12	Ward	\$176,145	-	33%
City of Ottawa	870,250	\$3,075	\$727	15,087	23	Ward	\$168,102	-	-
City of Mississauga	757,000	\$695	\$195	3,977	11	Ward	\$139,374	-	-
City of Winnipeg	709,253	\$994	-	10,059	15	Ward	\$166,304	-	-
City of Brampton	523,911	\$571	\$107	3,049	10	Ward	\$112,307	\$53,543 <sup>1</sup>	33%
City of Surrey	508,000	\$575	\$271	2,650	8	At-Large	\$125,225	-	33%
City of Burnaby	223,218	\$424	-	1,400	8	At-large	\$126,824	-	33%
City of Richmond	209,338	\$288	\$93	1,191	8	At-large	\$128,091	-	33%
City of Kelowna	117,312	\$113	-	-	8	At-large	\$89,610	-	33%
City of Victoria	80,017	\$213	\$80	783	8	At-Large	\$100,912	-	-
<b>Summary Statistics</b>									
<b>75th Percentile</b>	872,169	\$2,542	\$1,069	12,594	14		\$170,113		
<b>50th Percentile</b>	616,582	\$635	\$271	3,513	11		\$133,733		
<b>25th Percentile</b>	219,748	\$390	\$107	1,713	8		\$121,996		
<b>Average</b>	739,285	\$2,026	\$765	10,239	14		\$144,269		
City of Vancouver	603,502	\$1,223	\$306	7,700	10	At-large	\$155,612	-	-

<sup>1</sup> Remuneration paid as a member of the Regional Municipality of Peel Council.

- As shown above, the salary for the City's Mayor is between the 50th and 75th percentiles. A tax-free allowance (amounts paid that are not subject to tax) is not offered by the City, whereas six of the 12 municipalities offer this arrangement.

# Market Results

## Councillor Compensation

- The table below provides the organization information for each comparator, along with the key compensation elements (base salary, supplemental salary for additional roles, and any tax-free allowances) for the Councillors (see explanation of footnoted items on next page):

Organization	Municipal Population	Operating Budget (millions)	Capital Budget (millions)	FTEs	Number of Councillors	Council Structure	Annual Base Salary	Supplemental Salary	Tax Free Allowance
Province of BC	-	-	-	-	-	-	\$102,878	\$91,673 <sup>1</sup>	-
City of Toronto	2,800,000	\$11,500	\$2,825	50,759	44	Ward	\$108,032	- <sup>2</sup>	-
City of Calgary	1,195,194	\$3,500	\$1,520	-	14	Ward	\$115,298	-	-
City of Edmonton	877,926	\$2,364	\$1,069	13,438	12	Ward	\$99,994	-	33%
City of Ottawa	870,250	\$3,075	\$727	15,087	23	Ward	\$93,999	-	-
City of Mississauga	757,000	\$695	\$195	3,977	11	Ward	\$84,495	\$28,200 <sup>3</sup>	-
City of Winnipeg	709,253	\$994	-	10,059	15	Ward	\$89,346	\$52,936 <sup>4</sup>	-
City of Brampton	523,911	\$571	\$107	3,049	10	Ward	\$78,713	\$53,543 <sup>5</sup>	33%
City of Surrey	508,000	\$575	\$271	2,650	8	At-Large	\$63,359	\$32,542 <sup>6</sup>	33%
City of Burnaby	223,218	\$424	-	1,400	8	At-large	\$57,070	-	33%
City of Richmond	209,338	\$288	\$93	1,191	8	At-large	\$58,138	-	33%
City of Kelowna	117,312	\$113	-	-	8	At-large	\$31,364	\$4,200 <sup>7</sup>	33%
City of Victoria	80,017	\$213	\$80	783	8	At-Large	\$40,365	-	-
<b>Summary Statistics</b>									
<b>75th Percentile</b>	872,169	\$2,542	\$1,069	12,594	14		\$99,994		
<b>50th Percentile</b>	616,582	\$635	\$271	3,513	11		\$84,495		
<b>25th Percentile</b>	219,748	\$390	\$107	1,713	8		\$58,138		
<b>Average</b>	739,285	\$2,026	\$765	10,239	14		\$78,696		
City of Vancouver	603,502	\$1,223	\$306	7,700	10	At-large	\$68,552	\$34,236	-

- As shown above, the City's base salary for Councillors is between the 25th and 50th percentiles. Six other municipalities reported information for supplemental salaries for additional roles (see next page) and six offer a tax-free allowance.



# Market Results

## Councillor Compensation

- Footnotes to the table on the previous page:

<sup>1</sup> Province of BC – MLAs are paid a supplementary salary for a variety of additional functional roles, ranging from \$10,186 to \$91,673. Roles include Ministerial or Parliamentary Office Members (\$91,673), Premier (\$50,930), Minister (\$385,651), Speaker (\$35,651), Deputy Speaker (\$35,651), Assistant Deputy Speaker (\$50,930), Leader of the Official Opposition (\$20,372), Government Whip (\$20,372), Government Caucus Chair (\$15,279), Deputy Government Whip (\$20,372), Deputy Chair, Committee of the Whole (\$20,372), Official Opposition House Leader (\$20,372), Official Opposition Whip (\$20,372), Official Opposition Caucus Chair (\$15,279), Leader – Third Party (\$25,465), Third Party House Leader (\$10,186), Third Party Whip (\$10,186), Third Party Caucus Leader (\$10,186), Parliamentary Secretaries (\$15,279), Chair of Select Standing or Special Committee (\$15,279), Deputy Chair, Select Standing or Special Committee (\$10,186).

<sup>2</sup> City of Toronto – Paid \$86.62 per meeting as a member of the Toronto and Region Conservation Authority.

<sup>3</sup> City of Mississauga – Remuneration paid as members of the 2014-Enersource Board; one member is paid \$11,400 and another is paid \$16,800.

<sup>4</sup> City of Winnipeg – \$11,811 is paid to the Deputy Mayor, Acting Deputy Mayor, Committee Chairmen and Speaker. \$5,694 is paid to the Deputy Speaker.

<sup>5</sup> City of Brampton – Remuneration paid as a member of the Regional Municipality of Peel Council.

<sup>6</sup> City of Surrey – Represents the annualized value of \$91.41 per day as Acting Mayor.

<sup>7</sup> City of Kelowna – Represents the annualized value of \$350 per month as Deputy Mayor.

# Market Results

## Deputy / Acting Mayor Compensation

- The table below provides the organization information for each comparator that identified a Deputy and / or Acting Mayor, along with the key compensation elements (base salary, supplemental salary as Deputy / Acting Mayor, and any tax-free allowances) for the Deputy / Acting Mayor:

Organization	Municipal Population	Operating Budget (millions)	Capital Budget (millions)	FTEs	Number of Councillors	Council Structure	Annual Base Salary	Supplemental Salary as Deputy / Acting Mayor	Total Salary as Deputy / Acting Mayor	Tax Free Allowance
City of Toronto	2,800,000	\$11,500	\$2,825	50,759	44	Ward	\$108,032	-	\$108,032	-
City of Calgary	1,195,194	\$3,500	\$1,520	-	14	Ward	\$115,298	-	\$115,298	-
City of Edmonton	877,926	\$2,364	\$1,069	13,438	12	Ward	\$99,994	-	\$99,994	33%
City of Ottawa	870,250	\$3,075	\$727	15,087	23	Ward	\$93,999	-	\$93,999	-
City of Winnipeg	709,253	\$994	-	10,059	15	Ward	\$89,346	\$11,811 <sup>1</sup>	\$101,156	-
City of Brampton	523,911	\$571	\$107	3,049	10	Ward	\$78,713	-	\$78,713	33%
City of Surrey	508,000	\$575	\$271	2,650	8	At-Large	\$63,359	\$32,542 <sup>2</sup>	\$95,901	33%
City of Kelowna	117,312	\$113	-	-	8	At-large	\$31,364	\$4,200 <sup>3</sup>	\$35,564	33%
City of Victoria	80,017	\$213	\$80	783	8	At-Large	\$40,365	-	\$40,365	-
<b>Summary Statistics</b>										
<b>75th Percentile</b>	877,926	\$3,075	\$1,295	14,263	15		\$99,994		\$101,156	
<b>50th Percentile</b>	709,253	\$994	\$727	10,059	12		\$89,346		\$95,901	
<b>25th Percentile</b>	508,000	\$571	\$189	2,850	8		\$63,359		\$78,713	
<b>Average</b>	853,540	\$2,545	\$943	13,689	16		\$80,052		\$85,447	
City of Vancouver	603,502	\$1,223	\$306	7,700	10	At-large	\$68,552	\$34,236	\$102,788	-

<sup>1</sup> City of Winnipeg – \$11,811 is paid separately to the Deputy Mayor and Acting Mayor.

<sup>2</sup> City of Surrey – Represents the annualized value of \$91.41 per day as Acting Mayor.

<sup>3</sup> City of Kelowna – Represents the annualized value of \$350 per month as Deputy Mayor.

- As shown above, of the participating organizations that identified having a Deputy / Acting Mayor, the City is between the 25th and 50th percentiles of annual base salary, however the supplemental salary positions the City near the 75th percentile on total salary, as only three organizations offer a supplemental salary for the Deputy / Acting Mayor role.

# Market Results

## Compensation Review Methodology

- The table below and on the following page provides the methodology that the comparators use to review their council compensation (information for the Province of BC is not available):

Organization	Methodology for Determination and / or adjustment of Council compensation	Frequency for Determination and / or adjustment of Council compensation
City of Brampton	As recommended by a citizen-based Council Compensation Committee.	Each term of Council (4-year term)
City of Burnaby	Finance Dept surveys municipal peer groups.	Annually
City of Calgary	Council Compensation Review Committee every four years. Current policy as recommended by past CCRCs adjusts base salary by the same percentage increase or decrease as the Average Weekly Earnings of Alberta as reported by the Statistics Canada survey of Employment Payroll and Hours; this adjustment is based on the immediate preceding year's September to September Statistics Canada report information.	Annually
City of Edmonton	Adjusts base salary by the same percentage change as the Average Weekly Earnings of Alberta as reported by the Statistics Canada; this adjustment is based on the immediate preceding year's September to September Statistics Canada report information.	Annually
City of Kelowna	Adjustment based on the Consumer Price Index (CPI) published by Statistics Canada for Vancouver for the 12-month period January to December of the previous year.	Annually
City of Mississauga	Mayor and Councillor's Remuneration and Benefits By-Law. "By-Law was enacted to provide for the remuneration, economic adjustments and benefits of the Mayor and Members of Council in light of the recommendations of the Citizens Task Force".	Annually As per the By-Law: "If an economic increase is awarded in any year to full time non-union staff of the Corporation of the City of Mississauga, the salaries for the Mayor and for the members of Council shall be paid by the Corporation of the City of Mississauga".

# Market Results

## Compensation Review Methodology

Organization	Methodology for Determination and / or adjustment of Council compensation	Frequency for Determination and / or adjustment of Council compensation
City of Ottawa	Originally a Citizen's Task Force in 2006 established a methodology for compensating Councillors, however, in 2010 this was rejected and Council froze their salaries. Increases have been linked to Mgt and Exempt since 2013.	Currently an annual increment but rate is linked to MPE which in turn is linked to a Union increase so nothing is provided until the Union has a signed collective agreement. There has been no increase determined since January 1, 2013.
City of Richmond	Base salaries or remuneration established through an automatic review process; Annual adjustment is made to reflect changes to the Vancouver Consumer Price Index; A market survey is conducted every three years and base rates are adjusted accordingly.	Annually; Market review conducted every 3 years
City of Surrey	Average of CPI (Vancouver), exempt increase and Union staff increase (total # divided by 3).	Annually
City of Toronto	Municipal Code C. 223 – The remuneration paid to the Mayor and to other Members of Council shall be increased annually on January 1 of the year by the increase in Statistics Canada's Toronto Consumer Price Index, as calculated by the Deputy City Manager and Chief Financial Officer and based on the previous year's average.	Annually
City of Victoria	It varies, it is unknown what the new Council will do in future. Last time they used a third party process. Historically compensation has been reviewed every few years.	Undetermined; previously every few years
City of Winnipeg	Third Party Report	Last reviewed Sept 28, 2011

## Market Results

### Benefits, Allowances, and Retirement Plans

- Detailed results from the market analysis for health and welfare benefits, other benefits / allowances, and retirement plans are provided on the slides that follow.
- Areas where the City's current practices differ from the market practices are as follows:
  - Providing basic life benefits is consistent with the market. Most organizations pay 100% of the premium for these benefits while the City does not.
  - The majority of the organizations offer dependent/spousal life benefits and require the Councillors to pay 100% of the premium. The City does not offer this benefit.
  - Offering extended health and dental benefits is consistent with the market. Almost all organizations pay some portion of the premiums (ranging from 65% up to 100%) while the City does not.
  - The Mayor's vehicle allowance of \$7,200 lags the market median allowance of \$9,400. Most organizations offer a vehicle allowance to Councillors whereas the City does not.
  - Most municipalities provide a retirement allowance or transition payments. While this a majority practice, this can be a sensitive policy from a stakeholder perspective, based on our experience.
- All other items in these areas are generally consistent with market practices.

## Market Results

### Health and Welfare Benefits

- The table below and on the following page provides market prevalence and high-level details on the health and welfare benefits provided to council members:

Benefit	Market	City of Vancouver / Commentary
<b>Provincial Health</b>	<ul style="list-style-type: none"> <li>Where provincial health insurance requires payment of a premium, four of eight organizations pay 100% of the premium.</li> </ul>	<ul style="list-style-type: none"> <li>The City does not pay the premium for provincial health insurance coverage.</li> </ul>
<b>Basic Life</b>	<ul style="list-style-type: none"> <li>11 of 12 organizations provide basic life insurance. <ul style="list-style-type: none"> <li>Nine of the 11 organizations pay 100% of the premium.</li> <li>One organizations pays 50% of the premium.</li> <li>One organization does not pay any portion of the premium.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Although the City offers basic life insurance, the benefit is below market as no portion of the premium is paid.</li> </ul>
<b>Dependent/ Spousal Life</b>	<ul style="list-style-type: none"> <li>Eight of 12 organizations provide dependent/spousal life insurance. <ul style="list-style-type: none"> <li>One organization pays 100% of the premium.</li> <li>Seven of the eight organizations do not cover any portion of the premium.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The City does not provide dependent/spousal life insurance while most of the comparators do offer this benefit without paying any portion of the premium.</li> </ul>
<b>Accidental Death &amp; Dismemberment</b>	<ul style="list-style-type: none"> <li>10 of 12 organizations provide accidental death &amp; dismemberment coverage. <ul style="list-style-type: none"> <li>Nine of 10 organizations pay 100% of the premium.</li> <li>One organization does not pay for any portion of the premium.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consistent with the market, the City provides accidental death &amp; dismemberment coverage and pays 100% of the premium.</li> </ul>

# Market Results

## Health and Welfare Benefits

Benefit	Market	City of Vancouver / Commentary
<b>Short Term Disability</b>	<ul style="list-style-type: none"> <li>Five of 12 organizations provide short-term disability coverage.               <ul style="list-style-type: none"> <li>Four of the five organizations pay 100% of the premium.</li> <li>One organization does not pay any portion of the premium.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consistent with the majority, the City does not offer short-term disability benefits.</li> </ul>
<b>Long Term Disability</b>	<ul style="list-style-type: none"> <li>Seven of 12 organizations provide long-term disability coverage.               <ul style="list-style-type: none"> <li>Three of the seven organizations pay 100% of the premium.</li> <li>Four of the seven organizations does not pay any portion of the premium.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consistent with the majority, the City does not offer long-term disability benefits.</li> </ul>
<b>Extended Health</b>	<ul style="list-style-type: none"> <li>10 of 12 organizations provide extended health coverage.               <ul style="list-style-type: none"> <li>Seven of the 10 organizations pay 100% of the premium.</li> <li>One organization pays 92% of the premium.</li> <li>One organization pays 70% of the premium.</li> <li>One organization does not pay any portion of the premium.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The City offers extended health coverage but because no portion of the premium is covered, this benefit is below market.</li> </ul>
<b>Dental</b>	<ul style="list-style-type: none"> <li>11 of 12 organizations provide dental coverage.               <ul style="list-style-type: none"> <li>Six of 11 organizations pay 100% of the premium.</li> <li>Four of 11 organizations pay a portion of the premium ranging from 65% to 92%.</li> <li>One organization does not pay for any portion of the premium.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The City does provide dental coverage but because no portion of the premium is covered, this benefit is below market.</li> </ul>

## Market Results

### Other Benefits / Allowances

- The table below and on the following page provides market prevalence and high-level details on other benefits / allowances provided to council members:

Benefit	Market	City of Vancouver / Commentary
<b>Vehicle Allowance</b>	<ul style="list-style-type: none"> <li>Nine of 11 organizations reported a vehicle allowance is offered to council members, at a median value of \$9,400. <ul style="list-style-type: none"> <li>One organization offers \$0.54 per kilometer up to 5,000 kilometers and \$0.48 afterwards.</li> <li>One organization offers \$0.55 per kilometer.</li> <li>One organization offers an annual transit pass valued at \$1,068 in addition to a vehicle allowance.</li> </ul> </li> <li>Seven of 11 organizations reported that a different allowance is provided to the Mayor, at a median value of \$14,174. <ul style="list-style-type: none"> <li>One organization did not report a maximum allowance value.</li> <li>One organization provides the Mayor with a chauffeur.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The City offers the Mayor an allowance of \$7,200. This amount is lower than the market.</li> <li>The majority of the organizations also offer a vehicle allowance to Councillors while the City does not.</li> </ul>
<b>Parking Allowance</b>	<ul style="list-style-type: none"> <li>Four of 11 organizations reported a parking benefit. <ul style="list-style-type: none"> <li>Two organizations provide parking.</li> <li>One organization offers a parking allowance of \$3,660.</li> <li>One organization provides reimbursement for private/public parking fees.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Parking expenses are included in the City's local expense budget.</li> </ul>



# Market Results

## Other Benefits / Allowances

Benefit	Market	City of Vancouver / Commentary
<b>Annual Meal Allowance</b>	<ul style="list-style-type: none"> <li>Three of 11 organizations provided an allowance specific to meals.               <ul style="list-style-type: none"> <li>One organization offers an allowance of \$91.60 per day.</li> <li>One organization offers \$61 per day that includes meals and incidental expenses.</li> <li>One organization offers a meal allowance of \$500.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Meal expenses are covered in the City's local expense budget.</li> </ul>
<b>Travel</b>	<ul style="list-style-type: none"> <li>Two of 11 organizations provided an allowance specific to travel.               <ul style="list-style-type: none"> <li>One organization offers a travel allowance of \$14,000.</li> <li>One organization provides a travel allowance up to a maximum of \$10,000.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The City manages a travel and training expense budget of \$85,000 for all council members and the Mayor combined.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>One organization offers a miscellaneous allowance of \$14,000 and a \$3,000 flexible spending account for non-taxable expenses or cash.</li> <li>One organization offers \$79,924 to cover operations of the office.</li> <li>One organization offers a miscellaneous budget of up to \$32,000 for councillors and \$104,000 for the Mayor.</li> <li>One organization offers an allowance for anything relevant to council member roles / duties for \$15,000.</li> <li>One organization offers a miscellaneous allowance of \$15,000.</li> <li>One organization offers a miscellaneous allowance of \$45,000 over a 4-year council term.</li> </ul>	<ul style="list-style-type: none"> <li>The City offers a local expense budget at 10% of council member's salary. This budget is \$6,855 for councillors and \$15,561 for the Mayor.</li> </ul>

# Market Results

## Retirement Plans

- The table below provides market prevalence and high-level details on the pension benefits offered by the comparator group:

Retirement Plan	Market	City of Vancouver
<b>Plan Type</b>	<ul style="list-style-type: none"> <li>Plan types offered in the comparator group include:               <ul style="list-style-type: none"> <li>7 organizations offer a Defined Benefit ('DB') Plan</li> <li>3 organizations offer a Group RRSP</li> <li>1 organization offers a Defined Contribution ('DC') Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consistent with the majority, the City offers a DB plan. This form of plan typically provides a more generous benefit than Group RRSP or DC plans.</li> </ul>
<b>Plan Details - DB</b> <i>Employer is responsible for a specified benefit on retirement that is predetermined through a formula based on historical employee earnings, tenure and age.</i>	<ul style="list-style-type: none"> <li>In the comparators' plans, accrual rates are either a flat percentage or scaled for earnings below and above the Years Maximum Pensionable Earnings (YMPE).               <ul style="list-style-type: none"> <li>For flat percentage plans, accrual rates range from 2.0% to 3.5%, with 2.0% as the most common accrual rate.</li> <li>For scaled plans, the accrual rates are 1.325% up to the YMPE and 2.0% above the YMPE.</li> </ul> </li> <li>The final average earnings calculation ranges from 36 months to 60 months in the comparators' plans with 60 months as the most common.</li> </ul>	<ul style="list-style-type: none"> <li>The City's accrual rate of 2.0% and 60 months as the basis for final average earnings calculation are consistent with the majority of the DB plans.</li> </ul>
<b>Plan Details - Group RRSP</b> <i>Contributions are made by payroll deductions, on a pre-tax basis.</i>	<ul style="list-style-type: none"> <li>Employer contribution rates range from 0% to 11% of base salary.</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>

# Market Results

## Retirement Plans

Retirement Plan	Market	City of Vancouver
<b>Plan Details - DC</b> <i>Employer is responsible for regular contributions of a specified amount. Future benefit fluctuates based on investment earnings.</i>	<ul style="list-style-type: none"> <li>Only one organization offers a defined contribution plan, with an employer contribution rate of 12%, and 0% employee contribution rate.</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>
<b>Retirement Allowance / Transition Payments</b> <i>A lump sum payment received upon retirement.</i>	<ul style="list-style-type: none"> <li>Eight organizations offer post-retirement / transition payments to council members.</li> <li>Most plans provide payouts using a formula based on years of service (i.e., a number of weeks or months of pay per year of service) up to a certain cap.</li> <li>Payout formulas range from two weeks up to one month per year of service.</li> <li>The cap amounts range from 6 months salary up to 18 months of salary.</li> </ul>	<ul style="list-style-type: none"> <li>The City does not provide a retirement allowance or transition payments.</li> </ul>



# VANCOUVER PARK BOARD AND CITY COUNCIL SURVEY CITY OF VANCOUVER

August 24, 2015

## DISCUSSION DRAFT STRICTLY PRIVATE & CONFIDENTIAL

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# INTRODUCTION

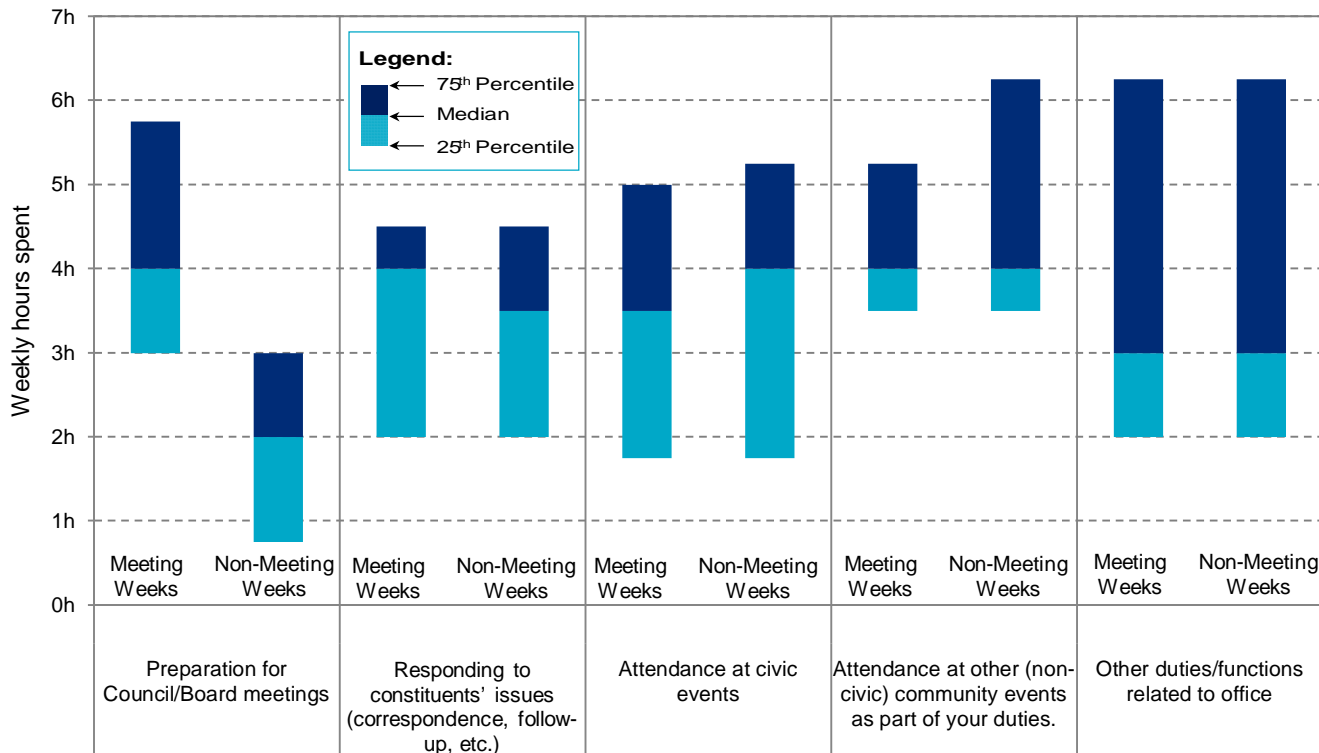
- Mercer (Canada) Limited (“Mercer”) has been engaged by City of Vancouver (“the City”) to gather feedback from Park Board Commissioners and City Councillors. Responses were requested on the following questions:
  1. Provide an estimate of your average weekly time commitment associated with each of the activities associated with your elected role (estimated time commitment for five activities was collected).
  2. Provide your perspective regarding the adequacy of the current base salary for your elected role.
  3. Provide your perspective regarding the adequacy of the current non-salary benefit package.
  4. Provide your perspective regarding the current policy governing reimbursement of expenses.
  5. Provide your perspective regarding the current level of administrative support available to support your elected role
  6. Do you currently receive income from employment other than your elected role, including self-employment?
- Seven Park Board Commissioners and eleven City Councillors were invited to participated in the survey.
  - Six Park Board Commissioners (86%) and eight City Councillors (73%) responded.
- This report summarizes the feedback collected from each group.

# RESULTS - QUESTION 1 – PARK BOARD

## TIME SPENT ON ACTIVITIES RELATED TO ROLE

- The median time spent on activities associated with the Park Board role is **21 hours** per week during both meeting and non-meeting weeks.
- The graph below compares time spent on specific role-related activities during meeting and non-meeting weeks for Park Board Commissioners.

— The median represents the “typical” time spent and the 25<sup>th</sup> -75<sup>th</sup> percentiles show the broader range.



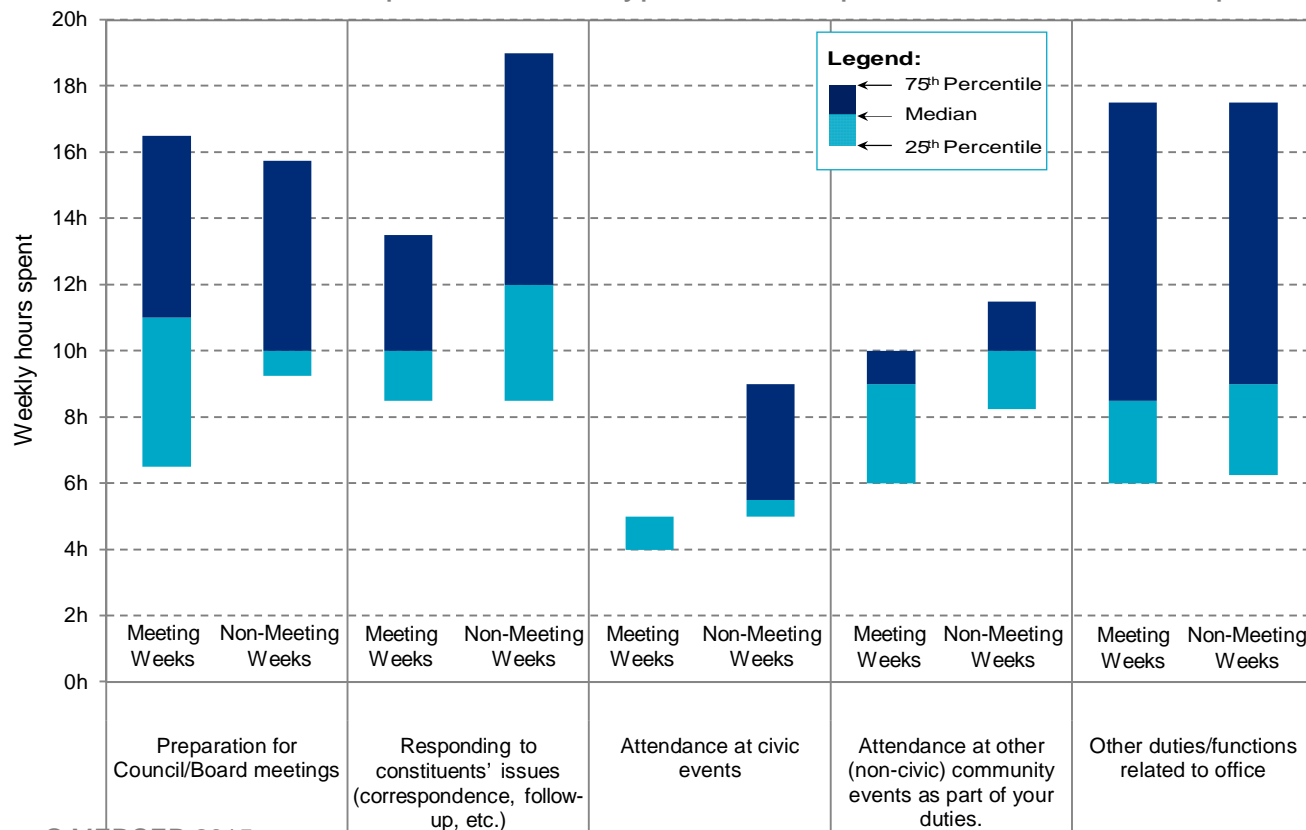
- Median time spent by Park Board Commissioners on each activity is between 2 and 4 hours per week.
- There is a broad range of hours spent on each activity.
- There is no significant difference between meeting and non-meeting weeks, with the exception of preparing for Board meetings (higher on meeting weeks).



# RESULTS - QUESTION 1 – CITY COUNCIL

## TIME SPENT ON ACTIVITIES RELATED TO ROLE

- The median time spent on activities associated with the Vancouver City Council role is **47 hours** and **51 hours** per week during meeting and non-meeting weeks, respectively.
- The graph below compares time spent on specific role related activities during meeting and non-meeting weeks for City Councillors.
  - The median represents the “typical” time spent and the 25<sup>th</sup> -75<sup>th</sup> percentiles show the broader range.



- Median time spent by City Councillors on each activity is between 6 and 12 hours per week.
- There is a broad range of time spent on most activities.
- As time commitments increase for meeting preparation, there is a decrease in time spent on all other activities during Council meeting weeks.

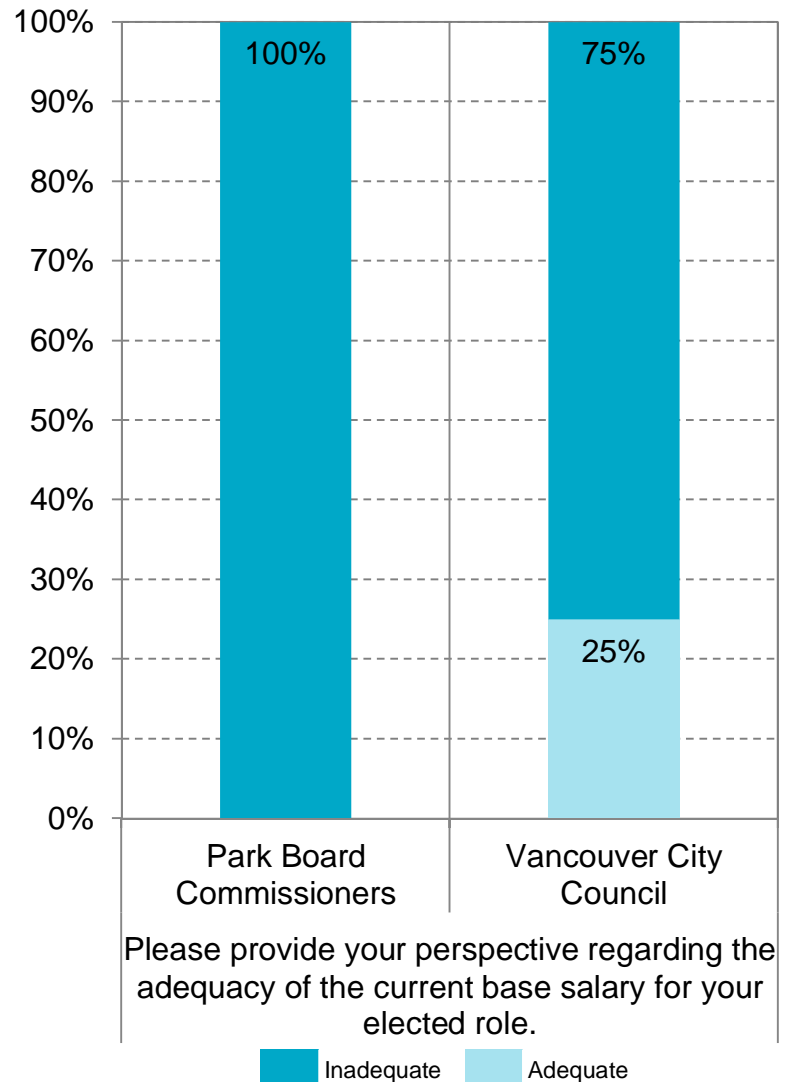
## RESULTS - QUESTION 2

### ADEQUACY OF CURRENT BASE SALARY

- The participants were asked to provide their perspective on the adequacy of their current base salary.
  - All Park Board Commissioners and six of eight (75%) City Councillors report that the base salary provided is inadequate.

#### Commentary

- General feedback is that the salary is not commensurate with the duties of the elected role and does not reflect time spent on all work-related activities.
- Survey respondents report that an increasing amount of time is spent on communicating with constituents/residents with little administrative support.
- Uneven distribution of time spent on the elected role activities and long hours make it hard to balance other job and family commitments.
- City Councillors do not consider their salaries to be competitive compared to other large municipalities.



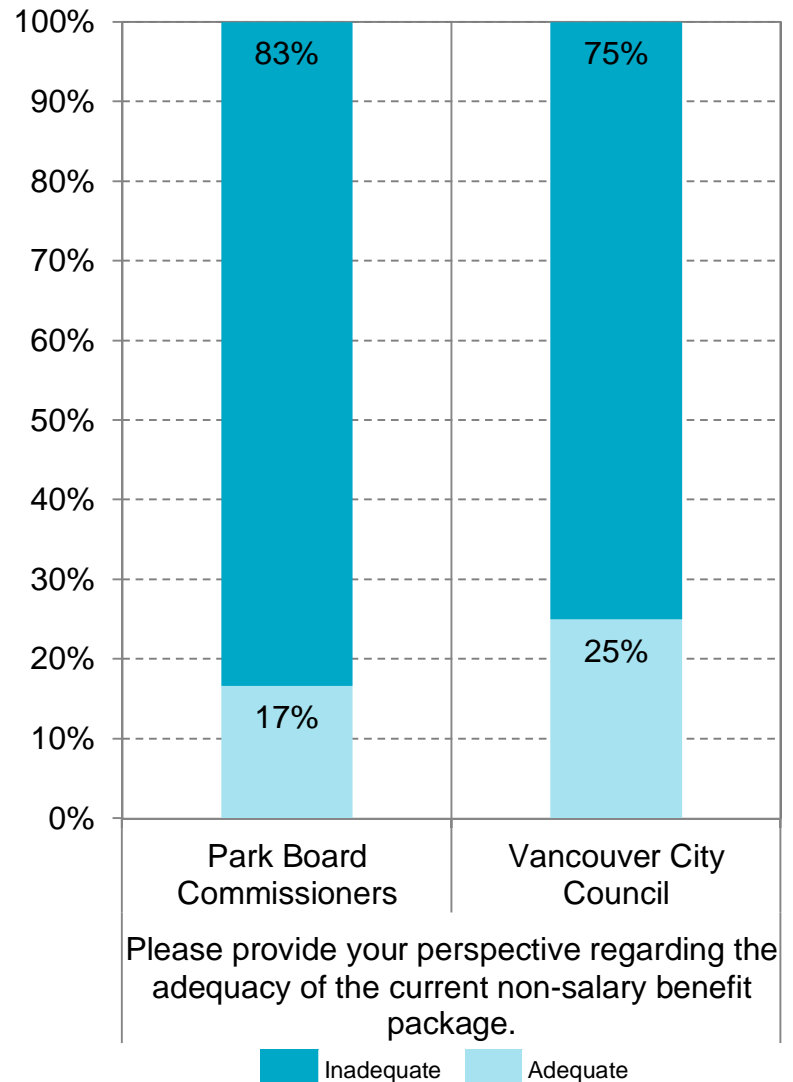
## RESULTS - QUESTION 3

### ADEQUACY OF CURRENT NON-SALARY BENEFITS

- The participants were asked to provide their perspective on the adequacy of their current non-salary benefit package.
  - Five of six Park Board Commissioners (83%) and six of eight City Councillors (75%) think their non-salary benefit package is inadequate.

#### Commentary

- Three Park Board Commissioners report that life insurance and/or parking pass as the only benefits provided; however, two representatives report that they are not aware of any benefits provided.
- City Councillors would like their benefits package to resemble the City Staff program.



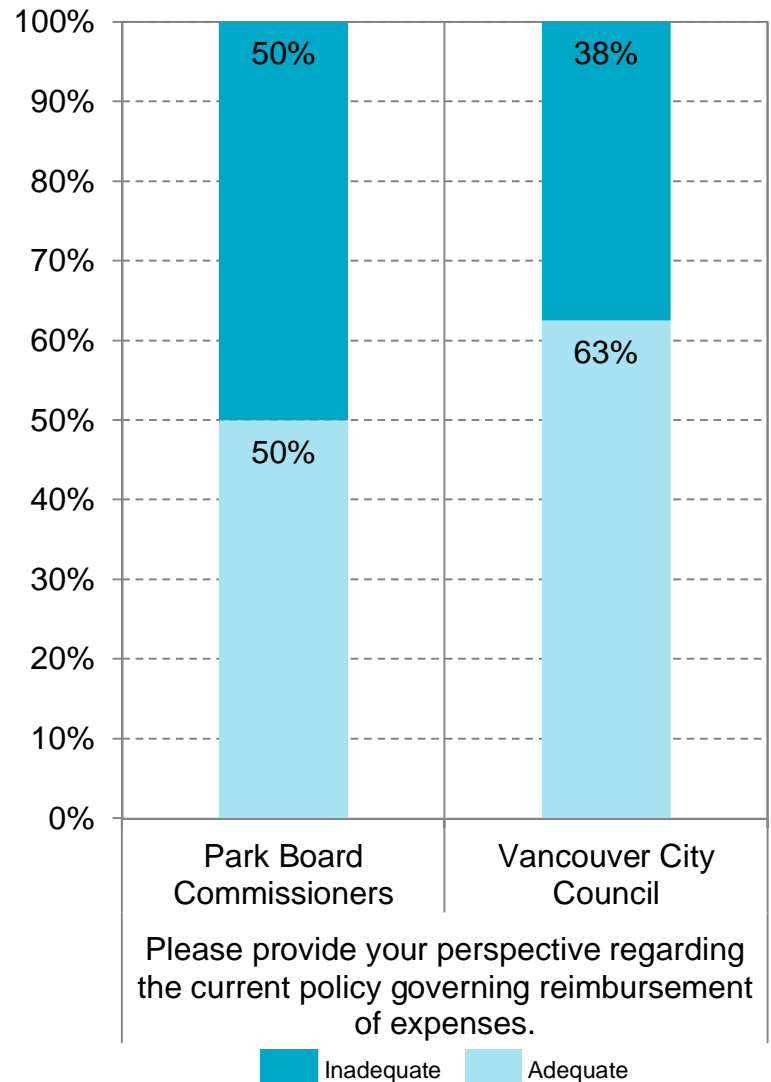
## RESULTS - QUESTION 4

### ADEQUACY OF REIMBURSEMENT POLICY

- The participants were asked to provide their perspective on the adequacy of the current policy governing reimbursement of expenses.
  - Three of six Park Board Commissioners (50%) and five of eight City Councillors (63%) consider the reimbursement policy to be adequate.

#### Commentary

- Feedback provided is mixed; some representatives report that the reimbursement policy is adequate, others report that it does not cover job-related expenses such as training, conferences, travel and tickets to community events.
- One City Councillor expressed concern over the fairness of the reimbursement policy administration, where certain Councillors are able to claim more in travel expenses than others.



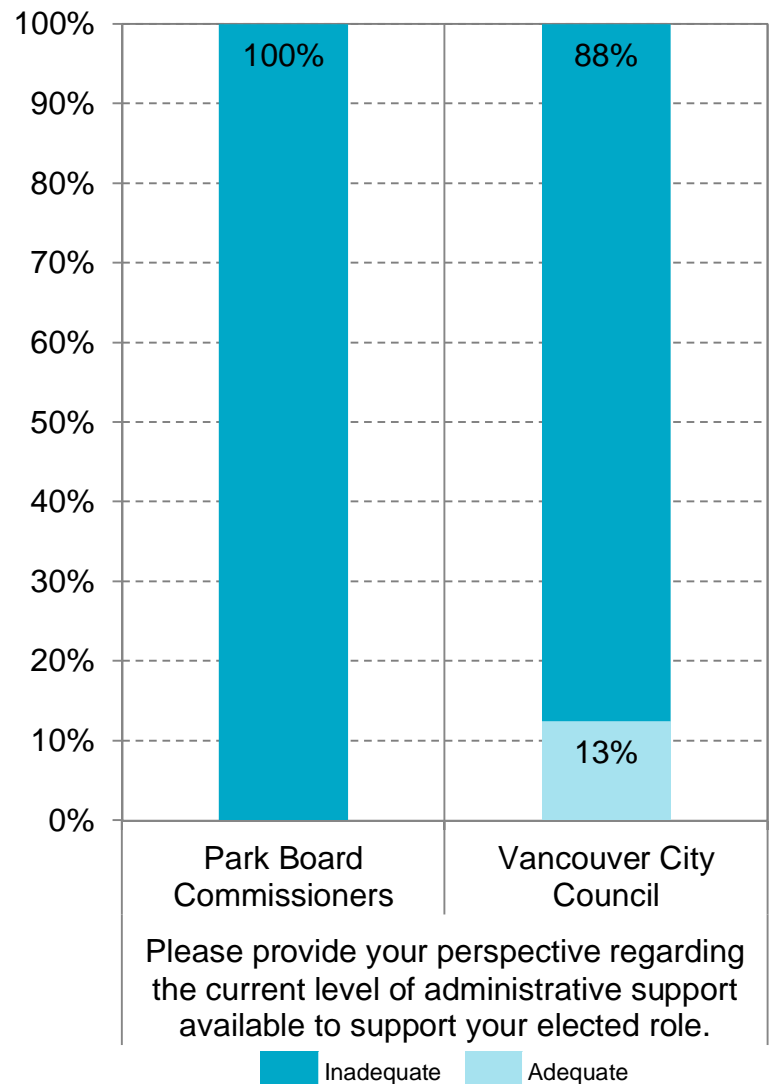
## RESULTS - QUESTION 5

### ADEQUACY OF ADMINISTRATIVE SUPPORT LEVELS

- The participants were asked to provide their perspective on the current level of administrative support available to their elected role.
  - All Park Board Commissioners (100%) and seven of eight City Councillors (88%) consider the current level of administrative support inadequate.

#### Commentary

- Park Board Commissioners report that there is no dedicated support staff.
- City Councillors report that minimal administrative support is available and that the level of support provided is basic scheduling.



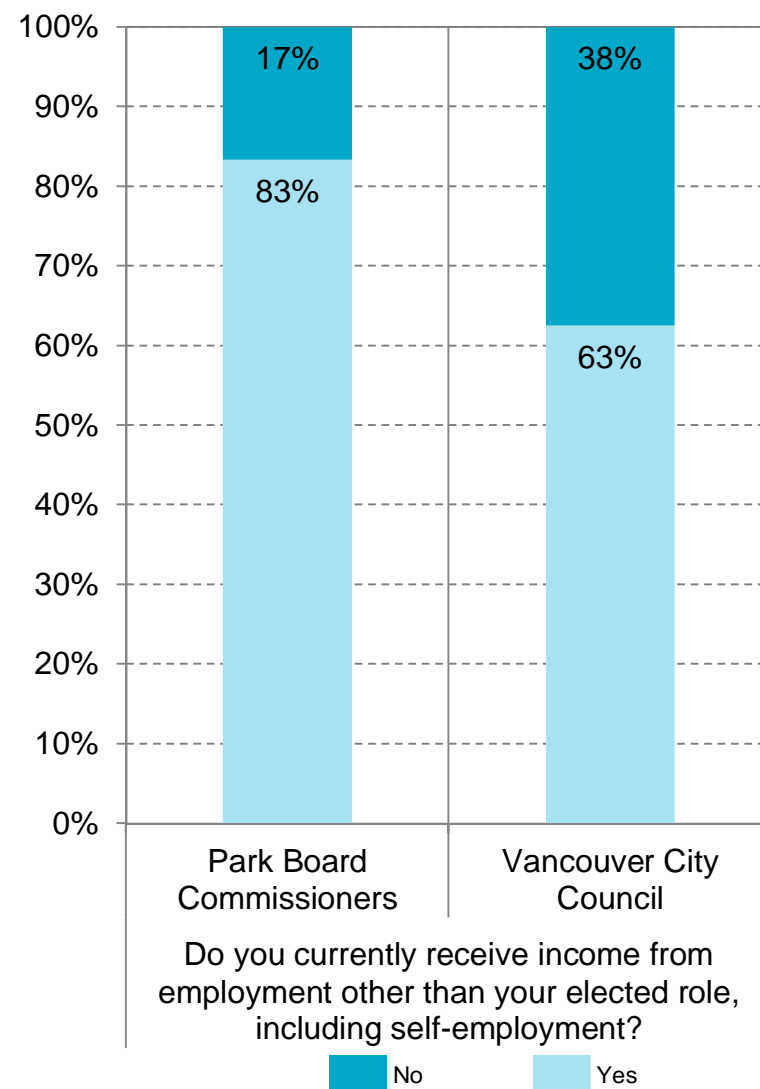
## RESULTS - QUESTION 6

### INCOME FROM OTHER EMPLOYMENT

- The participants were asked if they received income from employment other than their elected role, including self-employment.
  - Five of six Park Board Commissioners (83%) and five of eight City Councillors (63%) responded they receive income from other employment.

#### Commentary

- The general feedback across all participants is that it is challenging to balance their elected role and other job commitments. This results either in decreased income from other sources or difficulty fulfilling elected role duties.



## NEXT STEPS

We recommend the following next steps for the City of Vancouver:

- Review and discuss feedback summarized in this report.
- Assess identified gaps in salary and benefits packages, reimbursement policy and administrative support levels and develop recommendations to address gaps, as necessary.

**MAKE**



**TOMORROW,**  
**TODAY**



# Overview of COV Benefits

August 14, 2015



# COV Benefits by Employee Group

Benefit	Exempt	CUPE 1004	CUPE 15	Firefighters	Elected Officials
<b>Medical Services Plan</b>	<b>x</b>	ER pays 100%	ER pays 75%	ER pays 100%	<b>x</b>
<b>Extended Health</b>	ER pays 100%	ER pays 100%	ER pays 100%	ER pays 100%	ER pays <b>0%</b>
<b>Dental</b>	ER pays 100%	ER pays 85%	ER pays 75%	ER pays 100%	ER pays <b>0%</b>
<b>Municipal Pension Plan</b>	ER pays 9.79% of salary	ER pays 9.79% of salary	ER pays 9.79% of salary	ER pays 16.09% of salary	ER pays 9.79% of salary
<b>Savings Plan (VESP)</b>	<b>x</b>	<b>x</b>	ER pays 1.5% of salary	<b>x</b>	<b>x</b>
<b>Gratuity</b>	Up to 5 days/yr	Up to 3 days/yr	Up to 3 days/yr	Up to 3 days/yr	<b>x</b>
<b>Employee &amp; Family Assistance</b>	ER pays 100%	ER pays 100%	ER pays 100%	ER pays 100%	ER pays 100%

# COV Benefits by Employee Group (continued)

Benefit	Exempt	CUPE 1004	CUPE 15	Firefighters	Elected Officials
Life insurance	\$75,000 <b>ER pays 100%</b>	1.5 x salary <b>ER pays 100%</b>	1.5 x salary <b>ER pays 75%</b>	2 x salary <b>ER pays 100%</b>	<b>Accidental Death &amp; Dismemberment policy – ER pays 100%</b>  <b>Includes \$150,000 for loss of life due to accident, \$500/week salary replacement for up to 2 years</b>
Critical Illness	\$25,000	<b>X</b>	<b>X</b>	<b>X</b>	
Sick Leave	100% of salary up to 17 weeks <b>ER pays 100%</b>	<ul style="list-style-type: none"> <li>➤ 70% of salary first 12 days; 80% after up to 26 weeks.</li> <li>➤ 65% of salary after 26 weeks;</li> </ul>	Credit of 20 days/year; max 261 days	Credit of 20 shifts/year; max 261 shifts	
Long Term Disability	67% of salary to age 65 <b>ER pays 100%</b>	<ul style="list-style-type: none"> <li>➤ EE pays \$1.20 /\$100 of pay; ER pays balance (\$4.80/\$100)</li> </ul>	<b>X</b>	<b>X</b>	

Benefit	Exempt/CUPE Groups*	Firefighters	Elected Officials
Extended Health	<ul style="list-style-type: none"> <li>80% reimbursement of eligible expenses</li> <li>\$100 annual deductible</li> <li>\$1,000,000 lifetime maximum</li> <li>\$450 Vision Care/24 months</li> </ul>	<ul style="list-style-type: none"> <li>80% reimbursement of eligible expenses**</li> <li>\$100 annual deductible</li> <li>\$1,000,000 lifetime maximum</li> <li>\$400 Vision Care/24 months</li> </ul>	<ul style="list-style-type: none"> <li>80% reimbursement of eligible expenses</li> <li>\$100 annual deductible</li> <li>\$500,000 lifetime maximum</li> <li>\$300 Vision Care/24 months</li> </ul>
Dental	<ul style="list-style-type: none"> <li>Reimburses basic/preventative @ 80%</li> <li>Reimburses major restorative @ 50%</li> <li>Reimburses orthodontics @ 50% (max \$3,000)</li> </ul>	<ul style="list-style-type: none"> <li>Reimburses basic/preventative @ 100%</li> <li>Reimburses major restorative @ 60%</li> <li>Reimburses orthodontics @ 60% (max \$5,000)</li> </ul>	<ul style="list-style-type: none"> <li>Reimburses basic/preventative @ 90%</li> <li>Reimburses major restorative @ 75%</li> <li>Reimburses orthodontics @ 75% (max \$3,000)</li> </ul>

\* Some slight variations in benefits among Exempt/CUPE 15/CUPE 1004

\*\* Firefighters plan has higher maximums for certain expenses

UNFINISHED BUSINESS

1. Transportation Priorities

Council agreed to vary the order of the agenda and place this item at the end of the agenda.

COMMUNICATIONS OR PETITIONS

1. Labour Relations Bureau of the GVRD

In a memorandum dated January 14, 1991, Mayor Campbell advised that given his newly acquired responsibilities as Chairman of the Greater Vancouver Regional District, he would recommend that Alderman Pui be appointed as the City's representative on the Greater Vancouver Regional District Labour Relations Bureau.

MOVED by Ald. Bellamy,  
THAT the foregoing recommendation of the Mayor be approved.

- CARRIED

(Aldermen Davies, Eriksen, Rankin, Wilson and Yorke opposed)

2. Interim Remuneration Package  
for Park Commissioners

The Mayor, in a memorandum dated January 15, 1991, noted the Park Board Commissioners have been included in the Aldermanic salary and benefits review, and recommended the Commissioners receive an interim salary of \$1,000 per month pending the completion of the review.

In a letter dated January 15, 1991, the General Manager, Parks & Recreation, advised that the Park Board, at its meeting on January 14, 1991, approved the following motion:

THAT City Council consider an interim adjustment to the stipends of Park Commissioners effective January 1, 1991 until such time as the recommendations of the remuneration study are officially dealt with by Council, and also that those recommendations when they are dealt with by Council be retroactive to January 1, 1991.

MOVED by Ald. Eriksen,  
THAT the foregoing recommendation of the Mayor be approved.

- CARRIED UNANIMOUSLY

Regular Council, July 28, 1992 . . . . . 4

## COMMUNICATIONS AND PETITIONS

### 1. Port Planning Initiatives

In a letter dated July 24, 1992, Ms. Marion Olivieri, Hastings Community Association, requested that the Policy Report dated July 16, 1992 entitled "Vancouver Port Planning Initiatives" which is on the Planning and Environment Committee Agenda for July 30, 1992 be deferred. The Association is very interested in Port planning and its effect on the Hastings area. However, it would be very difficult for any Board member to attend the meeting on July 30.

In a note from the Director of Planning, Council was advised the Vancouver Port Corporation is anxious to resolve the Ballantyne Pier issue, and it would be the intent of City staff to work with the Port to establish a City position on this project.

MOVED by Cllr. Puil,

THAT recommendation D as contained in the Policy Report dated July 16, 1992, be considered by the Planning and Environment Committee at its meeting on July 30, 1992, and the balance of the recommendations as contained in that report be deferred to a meeting in September.

- CARRIED UNANIMOUSLY

### 2. Annual Remuneration - Park Board Commissioners

Mayor Campbell, in a memorandum dated July 27, 1992, reviewed the Park Board request to establish a differential rate for the Chairperson of the Park Board. The minor Charter Amendment required to permit the differential rate has now been approved, and therefore, the Mayor recommended:

THAT Council approve a differential rate be established for the Chairperson of the Board of Parks and Recreation of 25%;

AND FURTHER THAT the Chairperson of the Park Board be remunerated \$15,000 for 1992 and that any necessary monthly adjustments be made.

MOVED by Cllr. Davies,

THAT the foregoing recommendation of the Mayor be approved.

- CARRIED UNANIMOUSLY

## COMM. - 2



OFFICE OF THE MAYOR

CITY HALL  
VANCOUVER

July 27th, 1992

MEMO TO: Members of Council  
FROM: Mayor Gordon Campbell

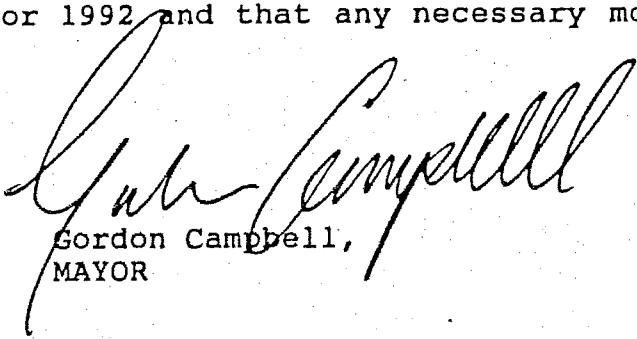
On February 3rd, 1992, the Park Board resolved to rectify the lack of a differential rate for the Chairperson of the Park Board.

The resolution was passed unanimously by the Board. When the Bylaw was prepared for Council a technical difficulty was covered which could only be rectified with a minor Charter Amendment.

That Charter Amendment has now been approved. In keeping with the Park Board's earlier request and with Council's evident intent, I RECOMMEND

THAT Council approve a differential rate be established for the Chairperson of the Board of Parks and Recreation of 25%;

AND FURTHER THAT the Chairperson of the Park Board be remunerated \$15,000 for 1992 and that any necessary monthly adjustments be made.

  
Gordon Campbell,  
MAYOR

COUNCIL ACTION SEE PAGE(S) 5453

January 14, 1991

017

**NEW BUSINESS**

Commissioner Chiavario referred to the Manager's Report dated January 10, 1991 with regard to Management Issues Arising Out of the 1991-1993 Operating Budget Projections and requested Commissioner Louis to attend the City Services and Budgets Committee meeting as she would be engaged in another Park Board related meeting.

Commissioner Ashford stated that he understood City Council will be dealing with the remuneration for Park Board Commissioners.

Moved by Commissioner Ashford,

THAT City Council consider an interim adjustment to the stipends of Park Commissioners effective January 1, 1991 until such time as the recommendations of the remuneration study are officially dealt with by Council and also that those recommendations when they are dealt with by Council be retroactive to January 1, 1991.

Moved by Commissioner Louis,

THAT City Council implement the recommendation as moved by Commissioner Ashford subject to the commission\* not being funded or technically after the commission has come to an end.

-DEFEATED.

(Commissioners Ashford, Chiavario, Cowie and Porteous contrary)

\* commission means Stanley Park Task Force

**THE MOTION WAS PUT AND IT WAS CARRIED.**  
(Commissioner Louis contrary)

Commissioner Chiavario referred to the article on Vancouver's "Street Tree" published in the Turf and Recreation magazine and commended staff, particularly Greg Paris, Arborist.



BY-LAW NO. 7015

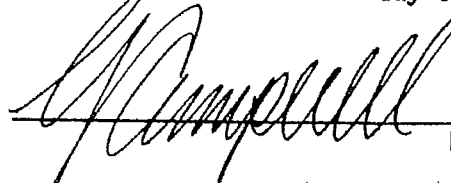
A By-law fix the amount to be paid  
annually to the Commissioners  
of the Board of Parks and Recreation

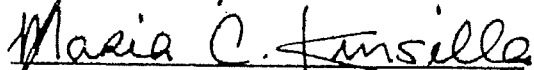
THE COUNCIL OF THE CITY OF VANCOUVER, in open meeting  
assembled, enacts as follows:

1. Except as provided for in section 2, each of the Commissioners of the Board of Parks and Recreation shall, during their term of office, be paid annually out of the revenue of the City:
  - (a) the sum of \$8,000.00 by way of remuneration as an elected officer of the Board; and
  - (b) the sum of \$4,000.00 by way of an allowance for expenses incidental to the discharge of the duties as an elected officer of the Board.
2. Notwithstanding section 1, the person elected as Chair of the Board of Parks and Recreation shall, while serving in that position, and in lieu of the provisions of section 1, be paid annually out of the revenue of the City:
  - (a) the sum of \$10,000.00 by way of remuneration as Chair of the Board; and
  - (b) the sum of \$5,000.00 by way of an allowance for expenses incidental to the discharge of the duties as Chair of the Board.
3. All sums payable hereunder shall be deemed to accrue from day to day and shall be paid by monthly instalments at the end of each month.
4. By-law No. 6785 is hereby repealed.

5. This By-law comes into force and takes effect on the date of its passing.

DONE AND PASSED in open Council this 28th day of  
July , 1992.

  
\_\_\_\_\_  
Mayor

  
\_\_\_\_\_  
City Clerk

September 12, 1994

Park Board Commissioners Expense By-Law

Board members received copies of a staff report dated August 29, 1994 recommending that the Board request Council approval of Park Board Commissioners Expenses By-Law as attached.

Moved by Commissioner Wilson,

THAT the Board request Council approval of Park Board Commissioners Expenses By-Law as attached to the report.

-Carried Unanimously.

MARKETING/PUBLIC AFFAIRS/INNOVATION COMMITTEEClock Donation for Queen Elizabeth Park

Board members received copies of a staff report dated September 8, 1994 recommending that the Board amend its resolution of June 13, 1994 to include the Lions Club of South Kowloon Hong Kong as one of the donors.

Moved by Commissioner Fetherstonhaugh,

THAT the Board amend its resolution of June 13, 1994 to include the Lions Club of South Kowloon Hong Kong as one of the donors.

-Carried.

(Commissioners Louis and Morgan contrary)

ENQUIRIES

Commissioner Morgan enquired whether there could be more comprehensive explanation and more up to date information for the Financial Statements. Doug Holden, Director of Finance, advised the Board that the revenue includes the Labour Day weekend. There will be another formal budget projection which will be provided to the Board in about a month.

AUG-29-1994 14:48

UCR BRD OF PARKS & REC

604 257-8427 P-001/003

Facsimile  
BOARD OF PARKS AND RECREATION  
CITY OF VANCOUVER  
2099 BEACH AVENUE, VANCOUVER BC V6G 1Z4

AUG 29 1994

BP ✓

To: LAW DEPT  
Name: BRIAN PORTER

Facsimile No: 873-7445

Date: AUG 27/94

From: Doug Holden

Telephone No: (604) 257-8453

Department: FINANCE

Facsimile No: (604) 257-8426

SUBJECT: AS DISCUSSED ATTACHED IS SEPT 12/94  
BOARD REPORT.

Original to follow? Yes ☐ No ☒ By Mail ☐ Courier ☐ Other ☐

Total number of pages including this cover sheet: 3

Transmitted by: LULIAN

Time:

Date: August 29, 1994

SUBJECT: Park Board Commissioners Expense By-Law

**RECOMMENDATION**

*THAT the Board request Council approval of Park Board Commissioners Expenses By-Law as attached.*

**COUNCIL POLICY**

Past policy has been to fund certain expenses directly related to the discharge of duties of Board Commissioners, over and above the one third tax free expense allowance provided in the Board remuneration by-law.

**BACKGROUND**

In 1993, the Provincial Government approved a number of amendments to the Vancouver Charter relating to council expenses and requiring that certain expenses be approved by by-law. When these changes were made the Province inadvertently omitted the inclusion of Park Board Commissioners.

The City Law Department subsequently requested a further change to the charter to provide for Park Commissioners expenses. Bill 25 which came into effect on July 8, 1994, included an amendment to the Vancouver Charter which made the Park Board Commissioners subject to the same rules regarding remuneration and reimbursement, and the public reporting of these as presently applies to members of Council. Like Council, a by-law is required to provide for payment of expenses incurred and expenditures made in the course of their duties.

**DISCUSSION**

The Director of Legal Services has prepared the attached Park Board Commissioners Expenses By-Law for approval by ~~the Board and~~ City Council. This by-law provides for the same entitlements as those outlined in the Council Members Expenses By-Law and is authorized by Section 489B of the Charter which reads as follows:

Cont.....2/

- 2 -

"The Council may, by by-law provide for payments to members of the Board in the same manner as permitted for members of Council and for these purposes, sections 196 and 196A apply."

## CONCLUSION

Council can approve certain Park Board Commissioner expense items directly related to Board business. This report recommends approval of the requisite by-law for that purpose, but the by-law is not intended to override the existing Council policies in this area.

B- It would if it did.  
J

Prepared by:  
Finance Department  
Board of Parks and Recreation  
City of Vancouver  
DH/lw  
Attachments.

BY-LAWS (CONT'D)

5. A By-law to amend By-law No. 4837,  
being the Heritage By-law (Designation  
of a hotel at 177-179 East Hastings Street)

MOVED by Cllr. Price,

SECONDED by Cllr. Kennedy,

THAT the By-law be introduced and read a first time.

- CARRIED UNANIMOUSLY

The By-law was read a first time and the Presiding Officer declared the By-law open for discussion and amendment.

MOVED by Cllr. Price,

SECONDED by Cllr. Kennedy,

THAT the By-law be given second and third readings and the Mayor and City Clerk be authorized to sign and seal the By-law.

- CARRIED UNANIMOUSLY

6. A By-law to provide for payment to the  
Commissioners of the Park Board of  
expenses incurred and expenditures  
made in the course of their duties

MOVED by Cllr. Puil,

SECONDED by Cllr. Bellamy,

THAT the By-law be introduced and read a first time.

- CARRIED UNANIMOUSLY

The By-law was read a first time and the Presiding Officer declared the By-law open for discussion and amendment.

MOVED by Cllr. Puil,

SECONDED by Cllr. Bellamy,

THAT the By-law be given second and third readings and the Mayor and City Clerk be authorized to sign and seal the By-law.

- CARRIED UNANIMOUSLY

## EXPLANATION

### Park Board Commissioners Expenses By-law

Bill 25, which came into effect on July 8, 1994, included an amendment to the Vancouver Charter which made the Park Board Commissioners subject to the same rules regarding remuneration and reimbursement, and the public reporting of these, as presently apply to members of Council. The Board has requested implementation of the payment procedures via enactment of the attached by-law which is based on the by-law providing for payment to Councillors.

Director of Legal Services  
13 September 1994



## BY-LAW NO. 7336

*for*

A By-law to provide for payment to the  
Commissioners of the Park Board of expenses incurred  
and expenditures made in the course of their duties

THE COUNCIL OF THE CITY OF VANCOUVER, in open meeting assembled,  
enacts as follows:

1. This By-law may be cited as the "Park Board Commissioners Expenses By-law".

2. Where a Commissioner of the Park Board makes expenditures or incurs expenses while:

- (a) representing the Park Board,
- (b) engaging in Park Board business, or
- (c) attending a course, meeting or convention

and where the activity specified in clause (a), (b) or (c) is approved by the Park Board, the Director of Finance, Parks may provide payment to the Commissioner for those expenditures or expenses in accordance with the provisions of this By-law.

3. Where the expenditures or expenses relate to activities inside the boundaries of the Greater Vancouver Regional District, the Director of Finance, Parks shall only provide payment for the attendance fees or the cost of the course, meeting or convention registration.

4. Where the expenditures or expenses relate to activities outside the boundaries of the Greater Vancouver Regional District, the Director of Finance, Parks shall provide for

- (a) payment of the cost of transportation and accommodation,
- (b) payment of the attendance fees or the cost of the course, meeting or convention registration, and
- (c) an allowance of \$50.00 per day where the travel is within North America (to be paid in United States currency where the travel is outside of Canada) and \$65.00 per day, in United States currency, where the travel is outside of North America.

5. All payments of expenditures or expenses pursuant to this By-law shall be in accordance with existing policies and procedures approved by Council.


*Added  
from CAV  
Travel  
Policy*

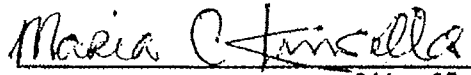
6.  
passing.

This By-law comes into force and takes effect on the date of its

1994.

DONE AND PASSED in open Council this 13th day of September ,

  
"(signed) Philip W. Owen"  
Mayor

  
City Clerk



# City Council & Park Board Compensation Review

INTRODUCTORY OVERVIEW  
August 11, 2015

- Council Motion & Terms of Reference
- City Council
  - Statutory authority and functions
  - Council structure, proceedings and staff support
  - Compensation history and comparative analysis
- Park Board
  - Statutory authority and functions
  - Board structure and proceedings
  - Compensation history

THEREFORE BE IT RESOLVED THAT Council direct staff to recommend an independent, qualified individual and an appropriate budget, which includes the capacity for related research, to conduct a review of Council compensation and resources, with a goal of reporting back to Council by June 30, 2015, including recommendations for:

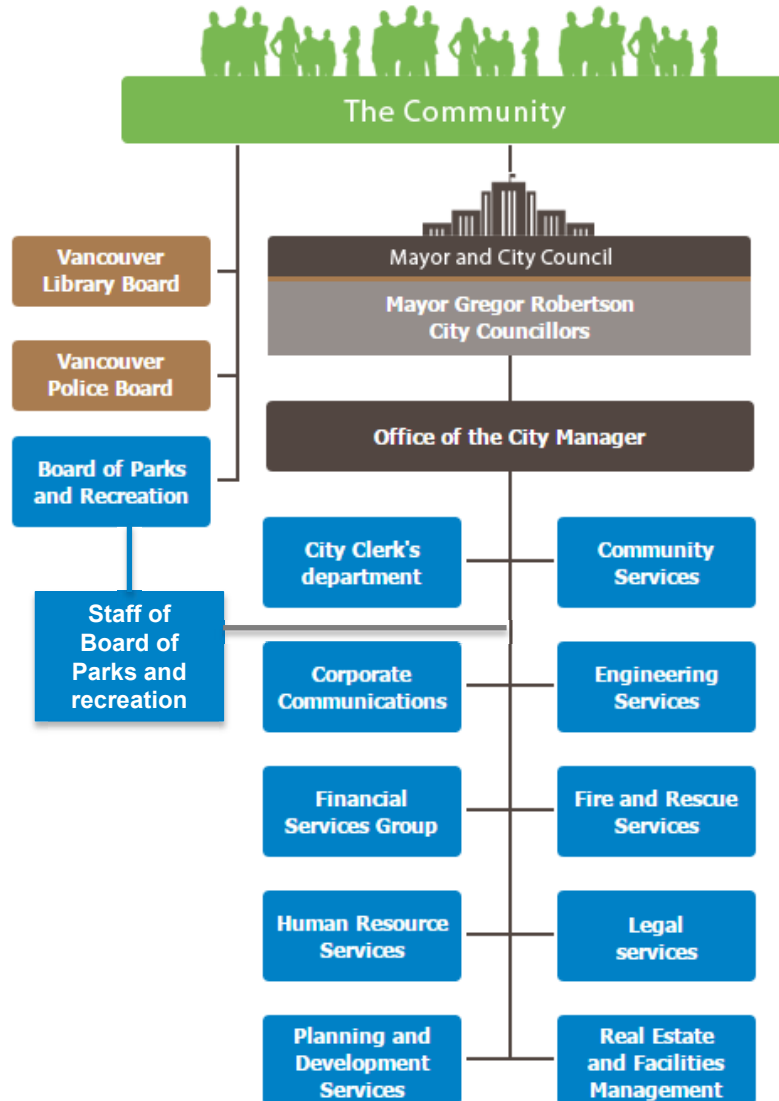
1. Changes to the current formula for calculating wages and benefits for Councillors and Park Board Commissioners, if appropriate, taking into account best practices in other jurisdictions of similar size as well as relevant benchmarks for comparison;
2. Clarifying the duties and appropriate additional compensation for the Deputy Mayor and Acting Mayor in view of the change in duties contemplated by Council, as well as for the duty Councillor on call; and
3. Changes, if required, to the resources available to Councillors, including staff, to ensure Councillors are able to respond to citizens' needs in an appropriate and timely way.

- Council endorsed staff recommendation to engage a review committee (as opposed to a single individual)
- Otherwise, Feb 3, 2015 motion represents entire direction as to terms of reference
- Other procedural matters or assumptions to be determined by Committee:
  - Process for developing recommendations (consensus or otherwise)
  - Format of recommendations





# City Council - Background



## Employment:

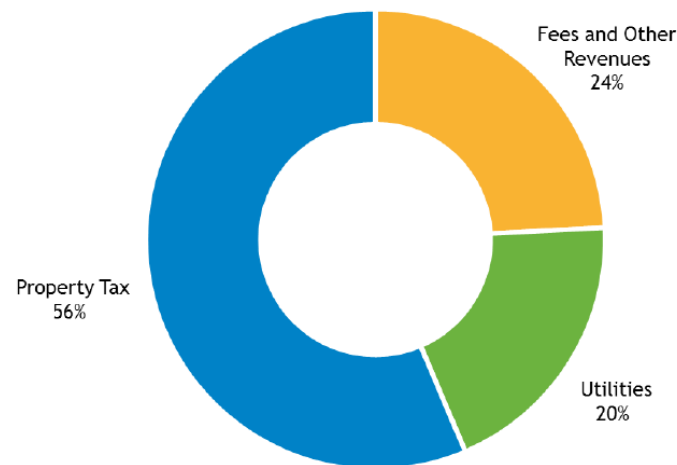
- 7180 employees / 5375 FTE (City staff only)
- 10,290 employees / 7690 FTE (City including VPD and VPL)

## Other Civic Agencies:

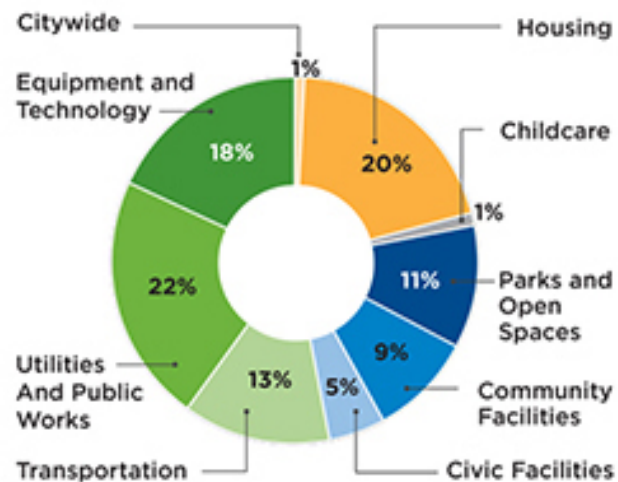
- Vancouver Economic Commission
- Pacific National Exhibition
- Vancouver Affordable Housing Agency
- Vancouver Housing Corporation
- Vancouver Parking Corporation (EasyPark)
- Vancouver Economic Commission



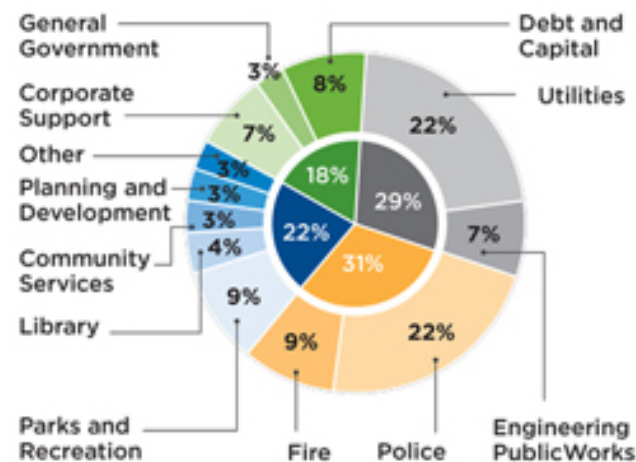
2015 OPERATING REVENUES - \$1,223.4 million



2015 Capital Budget Expenditures  
\$306.0 million



2015 Operating Expenditures  
\$1,223.4 million



- All local government authority is delegated by the Province; municipalities have no constitutional jurisdiction
- Vancouver is the only BC municipality for which incorporation and delegated authorities established under a specific statute
- *Vancouver Charter* establishes the following:
  - Conduct of general local elections
  - Council structure and authority
  - Statutory appointments (staff)
  - Taxation power
  - Expropriation power
  - Creation of publicly-elected Park Board with delegated (by Council) jurisdiction over designated park space
    - Note: other responsibilities taken on over time

- Policing: overseen by the Vancouver Police Board pursuant to the *Police Act*
  - Mayor services as Chair under the *Police Act*
- Libraries: overseen by the Vancouver Public Library Board pursuant to the *Library Act*
  - Councillor and Park Commissioner liaisons appointed to Board
- Parks and recreation: overseen by the Park Board pursuant in part to the *Vancouver Charter*; other parts of scope are historical in nature
- Fire and Rescue Services: part of City organization
- Engineering:
  - Solid waste collection and disposal
  - Waterworks, sanitary and storm sewers
  - Local roads, sidewalks, bridges, street lighting, transportation policy
- Community Services:
  - Housing policy, development (through VAHA) and operations (1000 units SROs); homeless outreach; 3 DTES community centres
  - Social planning and grants; Healthy City strategy
  - Cultural programs, grants and Civic theatres
- Mountain View Cemetery

- City Clerk's Office
  - Oversight of elections and Council function and related processes
- Land use planning, zoning and development
  - All permits related to above
  - Preservation of heritage
  - Community planning
- Municipal finance, including budgeting, expenditures, taxation and debt, treasury function
- Business licensing, taxi licensing, liquor sales licensing
- Domestic animal control and animal shelter
- By-laws pertaining to diverse services provided by the City

## Administration of the City delegated to City Manager under the Charter

- Standard corporate services:
  - Finance, Risk Management, Property Endowment Fund management
  - Legal Services
  - Human Resources
  - IT/Digital Services
  - Real Estate and Facilities Management
- Other public service and regulatory functions as listed in preceding slides

- Mayor Gregor Robertson
- Councillors
  - Andrea Reimer, Deputy Mayor (Council appointment)
  - Raymond Louie, Acting Mayor (Council appointment)
  - George Affleck
  - Elizabeth Ball
  - Adriane Carr
  - Heather Deal
  - Melissa de Genova
  - Kerry Jang
  - Geoff Meggs
  - Tim Stevenson
- “Duty councillor” assigned on a monthly rotation

- 20 Council meetings annually (Tuesdays)
  - Administrative and Policy Reports
  - By-laws
  - Motions
- Standing committees (Wednesdays)
  - City Finance and Services
  - Planning, Transportation & Environment
- In camera meetings
  - Mandatory and discretionary grounds for in camera meetings set out in *Vancouver Charter*
- Public hearings
- Business license hearings
- Chauffeur permit hearings

Meeting type	2012	2013	2014	2015(f)
Council (public)	20	20	20 (55 hours)	20 (74 hours)
Council (in camera)	20	20	28 (35 hours)	24 (48 hours)
Standing committees	26	22	20 (120 hours)	22 (110 hours)
Public hearings	11	16	17 (68 hours)	22 (74 hours)
Business license/ chauffeur permit hearings	4	4	9 (14 hours)	7 (11 hours)
<b>TOTAL MEETINGS</b>	<b>81 meetings</b>	<b>82 meetings</b>	<b>94 meetings 292 hours</b>	<b>95 meetings 316 hours</b>
Formal briefings from staff			18 hours	18 hours



- Preparation for meetings
- Attendance at civic and community events
- Communication with constituents
- Participation in Metro Vancouver governance (i.e. Board, committees)
  - Compensated by Metro (see next slide)
- Appointment to other Boards – VPL, VPD, Easy Park, PNE, VEC, VPH

***Note:***

- Council survey results re time spent on other official duties forthcoming

- Remuneration and expenses for attendance at Metro meetings (for year ending December 31, 2014)

Name	Position	Base Salary	Total Metro Expenses
Affleck, George	Board Member (Alternate)	\$355	\$5
Ball, Elizabeth	Board Member (Alternate)	\$1,420	\$15
Carr, Adriane	Board Member (Alternate)	\$1,065	\$10
Deal, Heather	Board Member	\$22,006	\$215
Jang, Kerry	Board Member	\$7,100	-
Louie, Raymond	Board Vice Chair	\$35,466	\$13,527
Meggs, Geoffrey	Board Member	\$7,100	\$95
Reimer, Andrea	Board Member	\$10,295	-
Robertson, Gregor	Board Member	\$3,905	-
Stevenson, Tim	Board Member	\$7,455	\$100
Tang, Tony	Board Member (Alternate)	\$1,065	\$10

- Council support
  - 4 administrative staff + one manager
  - Scheduling, correspondence
  - Research (non-partisan)
- Mayor's Office
  - 3 City staff (admin support)
  - Additional staff appointed by Mayor (4 + 1 intern)
  - Budget (salaries and expenses):
    - 2015      \$1.219M
    - 2013      \$0.972M



An aerial photograph of a modern waterfront city. In the foreground, a curved promenade with a white railing separates a marina from a residential area. The marina contains several white sailboats and yachts. To the right, a large, modern apartment building with a green roof and many balconies is visible. In the background, more high-rise buildings are visible against a blue sky with some clouds. A semi-transparent blue banner is overlaid across the middle of the image, containing the text "City Council - Compensation".

# City Council - Compensation

- 8-member external panel appointed by Council to review compensation
- Recommendations:
  - Base salary for councillors = average compensation for full-time worker in Vancouver (with annual adjustment)
  - Mayor's salary =  $2.27 \times$  Councillor salary
  - Deputy Mayor (rotating) to receive monthly supplement equivalent to 22% of Mayor's salary
  - Elimination of tax-free component of salary for elected officials
  - Expenses reimbursed for Mayor and Councillors, based on receipts, to maximum of 10% of salary

- Base salaries set September 14, 1995

	Sept 1995 Rate	Jan 2015 Rate
Mayor	\$89,154 /year	\$155,613 /year
Councillor	\$39,278 /year	\$68,552 /year
Deputy Mayor	\$1635 /month	\$2,853 /month

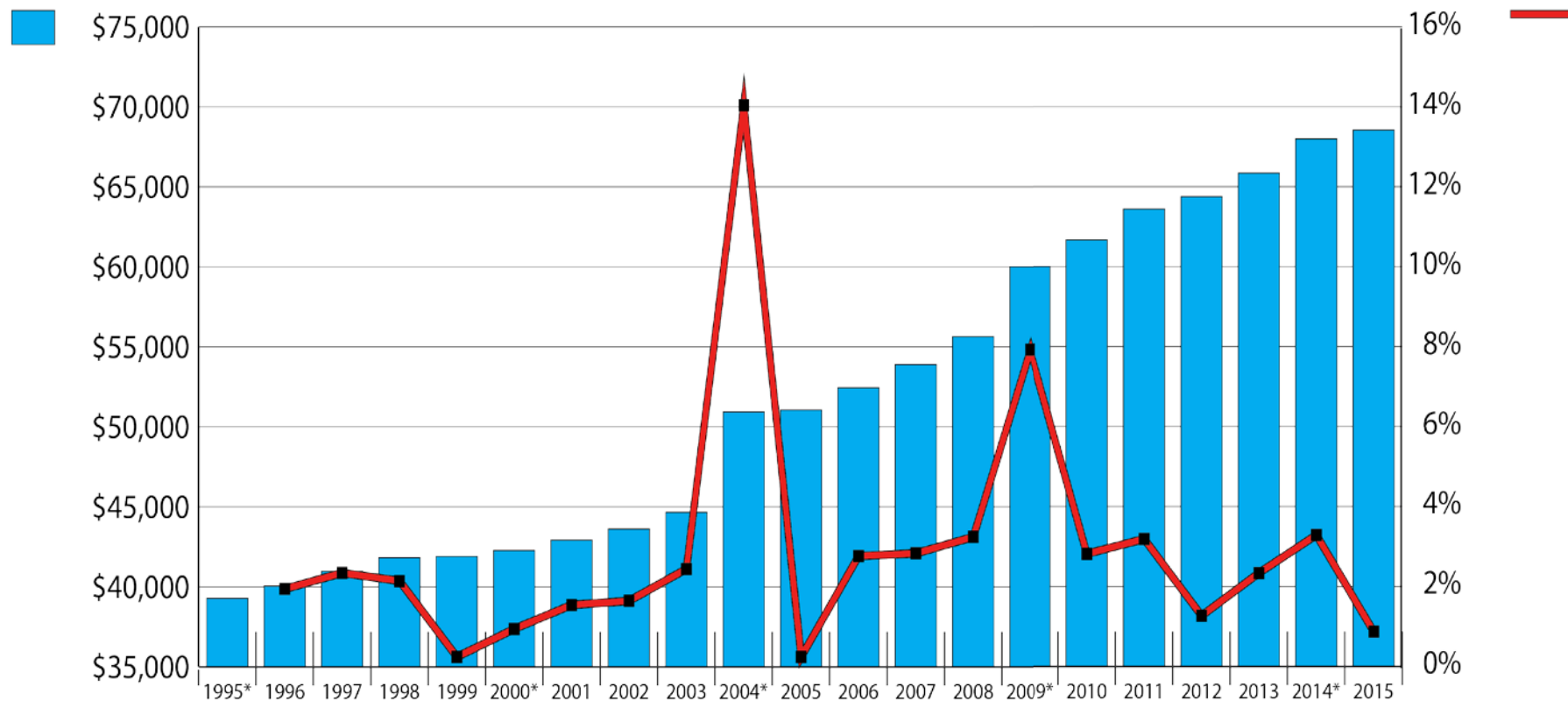
- Annual adjustment (first pay-period in January)
  - % increase in average weekly earnings for BC vs. same month in prior year (as published by Stats Canada)
  - In the year that a census is published, the Councillor salary is re-set to reflect the reported average full-time earnings for Vancouver residents, plus the % increase in average weekly earnings for BC as set out above



# Councillors Salary - History

Annual Salary (\$)

Annual Wage Increase (%)



	1995*	1996	1997	1998	1999	2000*	2001	2002	2003	2004*	2005	2006	2007	2008	2009*	2010	2011	2012	2013	2014*	2015		
Annual Salary	\$39,278	\$40,043	\$40,964	\$41,824	\$41,895	\$42,271	\$42,912	\$43,612	\$44,663	\$50,932	\$51,053	\$52,442	\$53,902	\$55,629	\$60,014	\$61,675	\$63,610	\$64,386	\$65,860	\$67,994	\$68,552		
Annual Rate Increase	-	1.9%	2.3%	2.1%	0.2%	0.9%	1.5%	1.6%	2.4%	14.0%	0.2%	2.7%	2.8%	3.2%	7.9%	2.8%	3.1%	1.2%	2.3%	3.2%	0.8%		
1991 CENSUS			1996 CENSUS			2001 CENSUS			2006 CENSUS			2011 CENSUS											

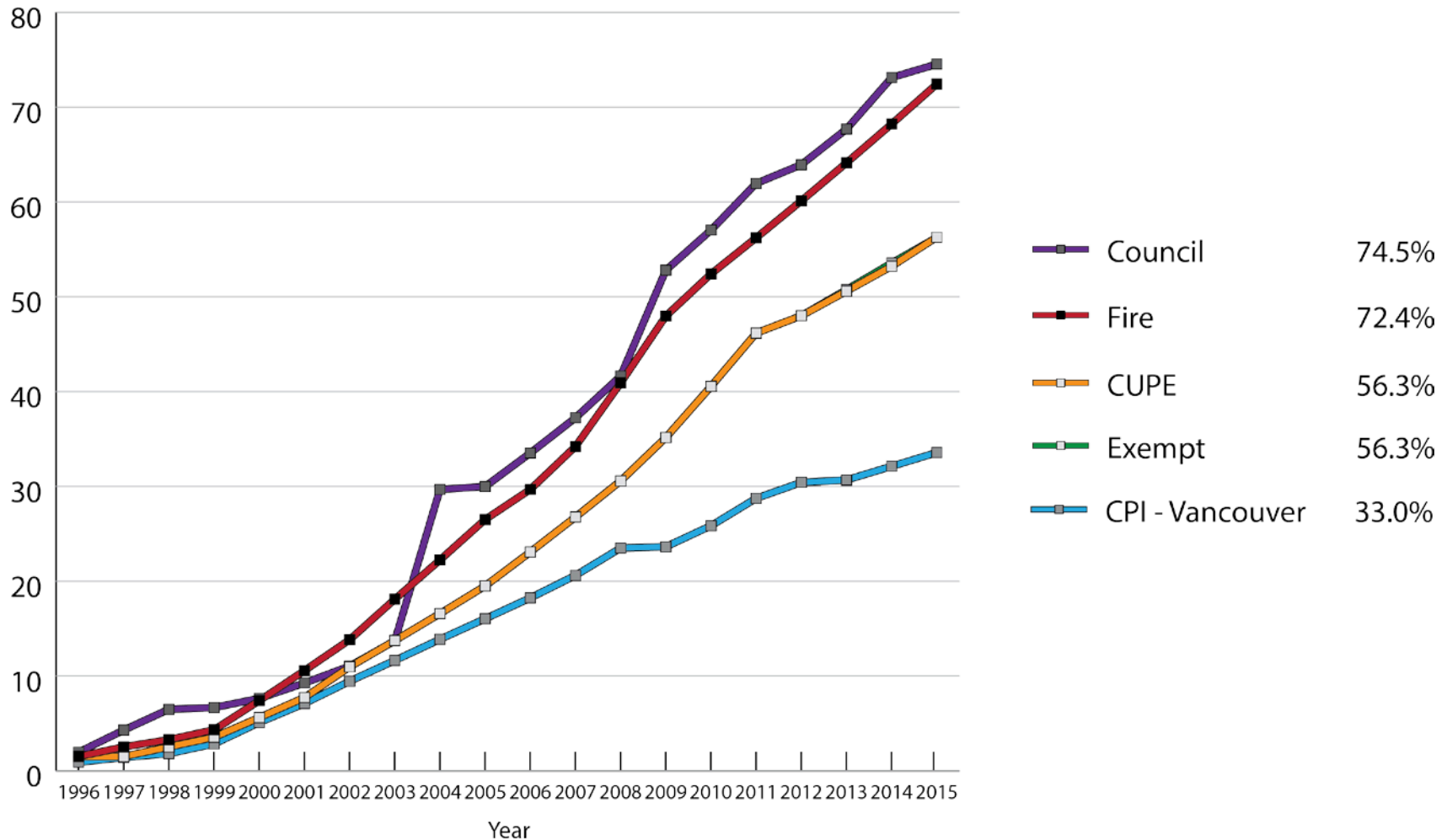
Notes:

\* Adjustments for salaries in 2009 reflect the actual 2006 Census results that were not available until 2009.

Source: 2006 Census Average Earnings (worked full year, fulltime) for the City of Vancouver  
2011 Census applied to 2014 calculations.

# Council Salary Increases v. CoV Staff

Compounded Wage Increases (1995-2015)  
in %



Notes:

\* Adjustments for salaries in 2009 reflect the actual 2006 Census results that were not available until 2009.

Source: 2006 Census Average Earnings (worked full year, fulltime) for the City of Vancouver

2011 Census applied to 2014 calculations

2015 CPI: 1 = 0.7% - Conference Board of Canada

Exempt Increases (2013-2015) weighted average of wage adjustments by Pay Band (end left)



- Accidental Death & Dismembership insurance paid by City
- Municipal Pension Plan (optional participation, individual/City contributions)
- Coverage available (full cost paid by Councillor)
  - Medical Services Plan
  - Extended health care
  - Dental care
  - Group life insurance

- Reimbursement capped at 10% of annual salary (\$6,855 for 2015)
- Transportation
  - Option to submit receipts OR receive portion of annual expense limit (\$4,111 for 2015) as a taxable transportation allowance
- City-related business within Metro Vancouver
  - Parking
  - Meals, entertainment/hosting
  - Admission to events
  - Membership in organizations
  - Education
  - Equipment
  - Communication
- Travel outside Metro Vancouver and courses/conferences – reimbursed from pooled fund

- Reimbursement for incidental expenses within Metro Vancouver capped at 10% of salary (\$15,561 for 2015)
- Mayor's fund – budgeted amount for travel/attendance at events outside Metro Vancouver (\$128,400 for 2015)
  - Mayor's staff expenses also covered
- Transportation = \$7,200/year allowance or City-provided vehicle (taxable benefit)

- Review Mercer comparative analysis

# Park Board - Background



- Only elected Park Board in Canada
  - 7 Commissioners elected at-large
- Vancouver Charter establishes Park Board jurisdiction over 230 designated parks
- Park Board also oversees network of 24 community centres
- Specific authorities are enumerated in the Vancouver Charter (e.g. regulation of certain activities in parks, fees for use of assets, leasing within parks)
- Park Board can pass by-laws within its parks' jurisdiction, so long as there is no inconsistency with a by-law passed by Council

- Operating and capital budgets are allocated by City Council

## **2015 Budget**

Revenue \$41.7M

Operating expenditures \$113.4M

Capital expenditures \$31.7M

- Park Board is not an employer; all staff are employed by the City of Vancouver and subject to City policy
- Park Board operates as a business unit within the City organization; supported by Corporate service functions (e.g. IT, Finance, HR, Risk Management, Law, etc)

- Commissioners
  - John Coupar, Chair (Board election, 1 year term)
  - Sarah Kirby-Yung, Vice-Chair (Board election, 1 year term)
  - Casey Crawford
  - Catherine Evans
  - Stuart Mackinnon
  - Erin Shum
  - Michael Wiebe



Meeting type	2012	2013	2014	2015(f)
Board/Committee (public)	18	18	18	19
Board (in camera)			11	19
Committee	18	18	18	19
Special meetings	2	2	1	0
<b>TOTAL MEETINGS</b>			<b>50 meetings (86 hours)</b>	<b>57 meetings (106 hours)</b>
Formal briefings/ orientations			9 hours	



# Park Board - Compensation

- Salaries and expense limits established July 1992:

	<i>Salary</i>	<i>Expense limit</i>
Chair	\$10,000	\$5,000
Commissioner	\$8,000	\$4,000

- Accidental Death & Dismemberment insurance paid by City
- No other benefit or pension coverage

# Park Board Remuneration v. City Council

		1995	2015
<b>Salary</b>	City Councillor	\$39,278	\$68,552
	Park Board Commissioner	\$8,000	\$8,000
	<b><i>PB v. Council</i></b>	<b><i>20.4%</i></b>	<b><i>11.7%</i></b>
<b>Expense Limit</b>	City Councillor	\$3,928	\$6,855
	Park Board Commissioner	\$4,000	\$4,000
	<b><i>PB v. Council</i></b>	<b><i>101.8%</i></b>	<b><i>58.4%</i></b>

## Annual Salary (2013/14)

— Chair	\$27,672
— Vice-Chair/Trustees	\$25,539

## Expenses (2013/14)

— Average expense reimbursement	\$1,699
— Range (for individual trustees)	\$494 - \$5,111





# City Council & Park Board Compensation Review

Summary for August 25 Call



- Base salaries set September 14, 1995

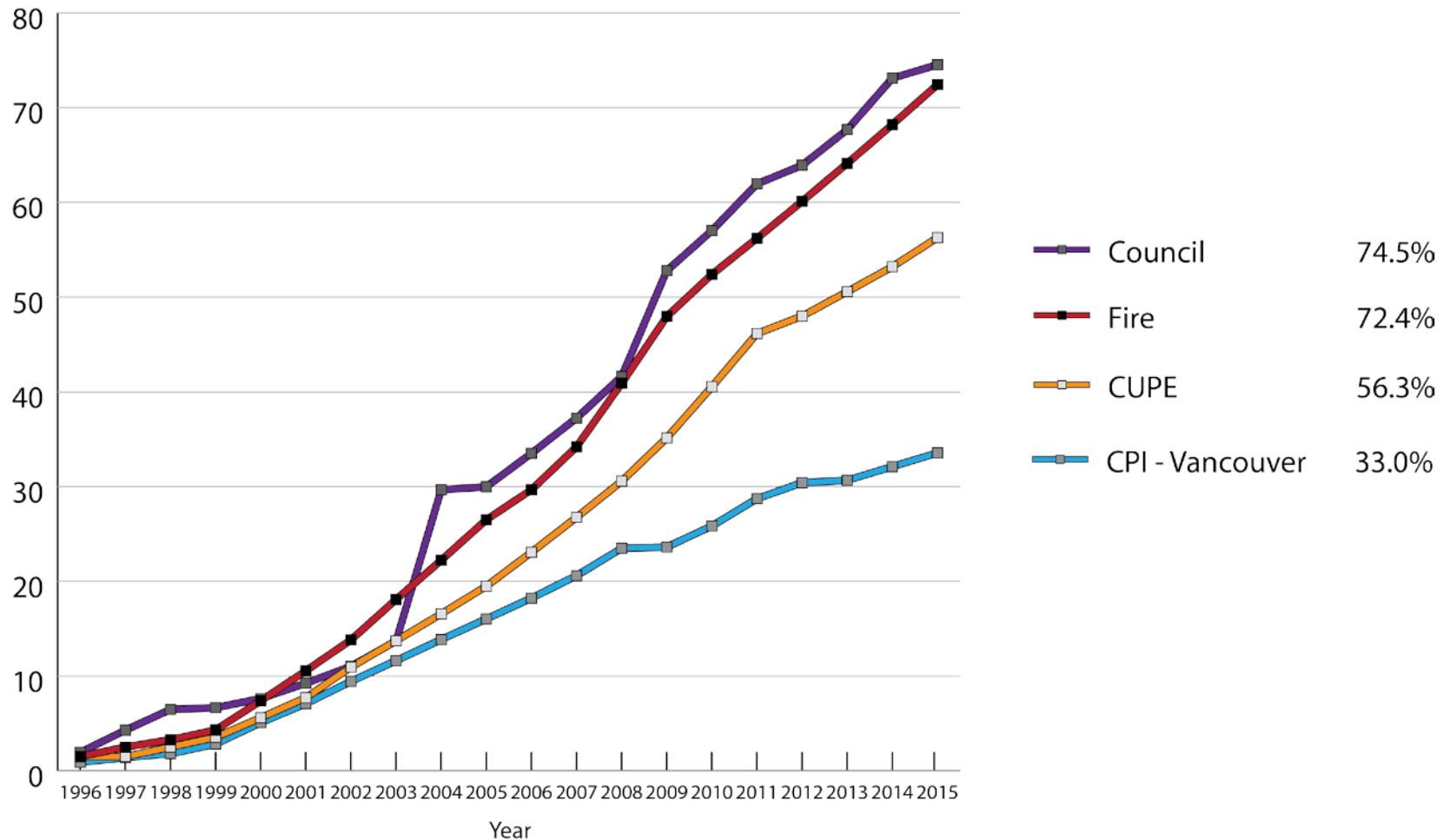
	Sept 1995 Rate	Jan 2015 Rate
Mayor	\$89,154 /year	\$155,613 /year
Councillor	\$39,278 /year	\$68,552 /year
Deputy Mayor	\$1635 /month	\$2,853 /month

- Note: deputy mayor stipend ranges from \$2853 per year to \$5706 – a small number of councillors (3 per year) get 2 months of responsibilities and added stipend
- Annual adjustment (first pay-period in January)
  - % increase in average weekly earnings for BC vs. same month in prior year (as published by Stats Canada)
  - In the year that a census is published, the Councillor salary is re-set to reflect the reported average full-time earnings for Vancouver residents, plus the % increase in average weekly earnings for BC as set out above – **NOTE: this data is no longer available to the City due to changes in the Long Form Census**

# Council Salary – Comparison v. CoV Staff

Compounded Wage Increases (1995-2015)

in %



Notes:

\* Adjustments for salaries in 2009 reflect the actual 2006 Census results that were not available until 2009.

Source: 2006 Census Average Earnings (worked full year, fulltime) for the City of Vancouver

2011 Census applied to 2014 calculations.

2015 CPI = 0.7% - Conference Board of Canada



# Council Proceedings cont.

Meeting type	2000	2005	2011	2012	2013	2014	2015(f)
Council (public)	30	28	25	20	20	20 (55 hours)	20 (74 hours)
Council (in camera)	31	25	24	20	20	28 (35 hours)	24 (48 hours)
Standing committees	55	49	30	26	22	20 (120 hours)	22 (110 hours)
Public hearings	13	12	13	11	16	17 (68 hours)	22 (74 hours)
Business license/ chauffeur permit hearings	10	28	3	4	4	9 (14 hours)	7 (11 hours)
<b>TOTAL MEETINGS</b>	<b>139 meetings</b>	<b>142 meetings</b>	<b>95 meetings</b>	<b>81 meetings</b>	<b>82 meetings</b>	<b>94 meetings 292 hours</b>	<b>95 meetings 316 hours</b>
Formal briefings from staff						18 hours	18 hours

- Remuneration and expenses for attendance at Metro meetings (for year ending December 31, 2014)

Name	Position	Base Salary	Total Expenses
Affleck, George	Board Member (Alternate)	\$355	\$5
Ball, Elizabeth	Board Member (Alternate)	\$1,420	\$15
Carr, Adriane	Board Member (Alternate)	\$1,065	\$10
Deal, Heather	Board Member	\$22,006	\$215
Jang, Kerry	Board Member	\$7,100	-
Louie, Raymond	Board Vice Chair	\$35,466	\$13,527
Meggs, Geoffrey	Board Member	\$7,100	\$95
Reimer, Andrea	Board Member	\$10,295	-
Robertson, Gregor	Board Member	\$3,905	-
Stevenson, Tim	Board Member	\$7,455	\$100
Tang, Tony	Board Member (Alternate)	\$1,065	\$10

# Summary points:

- Council compensation:
  - designed to be full time – base in 1995 set on benchmark of average salary for full time workers in city of Vancouver
  - Increases benchmarked against increases in average salary for fulltime workers in city of Vancouver (Stats Canada data)
    - Census based adjustment rises at a higher rate than average salary of BC workers which is used as interim adjustment between Census years – this suggests that salaries in city of Vancouver are rising faster than those across rest of province
    - base rate is aligned reasonably with BC munis but behind metropolitan cities in Ontario and Alberta – however latter have significantly broader scope of responsibilities
    - Impact of tax free element of compensation is material – increases based on tax bracket of individual councillor (equivalent to another month or 2 of deputy mayor's salary)
    - Impact of changes to Deputy Mayor's stipend will reduce the competitiveness of the salary since only one councillor will receive; however workload will be reduced for others
    - Impact of additional Metro income is wide-ranging, however, this is also a direct reflection of workload and responsibility and therefore likely a fair variability amongst councillors
  - Base rate Increases over years have kept pace with City collective agreement increases
  - At this time – compensation is still benchmarked against average salary for full time workers with mayor's salary being determined by a multiplier of that benchmark
  - Workload in council meetings, public hearings have decreased in last decade;
    - more advisory committees than before
    - Population being represented has grown
    - Impact of social media?? (see council support slide)

# COV Benefits by Group

Benefit	Exempt	CUPE 1004	CUPE 15	Firefighters	Elected Officials
Medical Services Plan	✖	ER pays 100%	ER pays 75%	ER pays 100%	✖
Extended Health	ER pays 100%	ER pays 100%	ER pays 100%	ER pays 100%	ER pays 0%
Dental	ER pays 100%	ER pays 85%	ER pays 75%	ER pays 100%	ER pays 0%
Municipal Pension Plan	ER pays 9.79% of salary	ER pays 9.79% of salary	ER pays 9.79% of salary	ER pays 16.09% of salary	ER pays 9.79% of salary
Savings Plan (VESP)	✖	✖	ER pays 1.5% of salary	✖	✖
Gratuity	Up to 5 days/yr	Up to 3 days/yr	Up to 3 days/yr	Up to 3 days/yr	✖
Employee & Family Assistance	ER pays 100%	ER pays 100%	ER pays 100%	ER pays 100%	ER pays 100%
Life insurance	\$75,000  ER pays 100%	1.5 x salary  ER pays 100%	1.5 x salary  ER pays 75%	2 x salary  ER pays 100%	Accidental Death & Dismemberment policy – ER pays 100%  Includes \$150,000 for loss of life due to accident, \$500/week salary replacement for up to 2 years
Critical Illness	\$25,000	✖	✖	✖	
Sick Leave	100% of salary up to 17 weeks  ER pays 100%	➤ 70% of salary first 12 days; 80% after up to 26 weeks.  ➤ 65% of salary after 26 weeks;	Credit of 20 days/year; max 261 days	Credit of 20 shifts/year; max 261 shifts	
Long Term Disability	67% of salary to age 65  ER pays 100%	➤ EE pays \$1.20 /\$100 of pay; ER pays balance (\$4.80/\$100)	✖	✖	7

- Council Benefits:
  - Significantly lag behind staff benefits
  - Also lag behind other peer municipalities (Mercer Report)
  - Value of difference with staff and other peer munis is being worked on
  - This is an area where easy justification to address compensation fairness for elected officials

## Council Expenses:

- COV behind on expenses for Councillors:
  - Transportation expense particularly
  - This will be sensitive given focus on sustainable transportation – but could be taken as cash versus km charge
- Mayor's expenses seem benchmarked and appropriate

## Council support:

- Benchmarking support for elected officials is unreliable and difficult
- Support in Mayor's office has grown significantly
  - Budget increased by 42% over last 6 years – 5 staff in 2015
- Disproportionate impact on councillors – depends on political affiliation
- Councillors direct support stable – (we are checking historical data)
- More work being done on whether correspondence or research needs are more demanding
  - Population being served has changed since 1995 but so has other municipalities (since 2004 pop COV growth 9%, Burnaby 13%, Surrey 30%, Richmond 14%, Metro 15%)
  - Social media has had an impact on demands
  - all governments are seeing same dynamics so all is relative and not unique to Vancouver



# Park Board - Background





# Park Board Remuneration v. City Council

		1995	2013/14	2015	2015*
<b>Salary</b>	City Councillor	\$39,278		\$68,552	
	Park Board Commissioner	\$8,000		\$8,000	\$13,960
	<b><i>PB v. Council</i></b>	<b><i>20.4%</i></b>		<b><i>11.7%</i></b>	<b><i>20.4%</i></b>
	VSBC Vice Chair/Trustees		\$25,539		
<b>Expense Limit</b>	City Councillor	\$3,928		\$6,855	
	Park Board Commissioner	\$4,000		\$4,000	
	<b><i>PB v. Council</i></b>	<b><i>101.8%</i></b>		<b><i>58.4%</i></b>	
	VSBC Average Expense		\$1,699		

Meeting type	2012	2013	2014	2015(f)
Board/Committee (public)	18	18	18 (22 hours)	19 (19 hours)
Board (in camera)			11 (11 hours)	TBC ( )
Committee	18	18	18 (37 hours)	19 (38 hours)
Special meetings	2	2	1 (16 hours)	0
<b>TOTAL MEETINGS</b>			<b>50 meetings 86 hours</b>	<b>106 hours</b>
Formal briefings/ orientations			9 hours	

## Compensation:

- No real peers
  - Local comparator – VSB (VSB budget (\$580M), risks and scope are significantly more extensive) and Metro Board member compensation
- No clear criteria for setting base rate (versus situation for Councillors)
- Definitely part time role
- Differential set for Chair versus other commissioners
- Compensation hasn't increased since 1995
  - Options: apply Council rate increase; apply increase provided to VSB Trustees or Metro Directors over last 20 years – data being collected

## Benefits:

- Part time role – likely not appropriate

## Expenses:

- Should align with comparators

## Support:

- Likely not appropriate to add support; relatively speaking for budget, Park Board has significant support at General Manager level compared to other Departments in the City



# City Council and Park Board Compensation Review

Information for September 9 Call



# Councillor Salary Increases - Comparators

	Compounded Increase 1995 - 2015
Councillor salaries	74.5%
Firefighter salaries	72.4%
CUPE salaries	56.3%
Exempt staff salaries	56.3%
BC average weekly earnings	50.6%
Consumer Price Index (Vancouver)	33.0%

- BC average weekly earnings (StatsCan)
- Personal income (StatsCan - Vancouver CMA):
  - Includes employment income as well as all other income merged together
  - Available to us but employment income not separated from total income
- Consumer Price Index – used for adjustments for
  - BC MLAs
  - Vancouver School Board
- City of Vancouver staff base salaries (average):
  - Members of Parliament and Surrey Council use input from average employee salaries to inform their increases
- Third party salary surveys (e.g. Hay, Mercer)

- Deputy Mayor stipend currently being paid to Clr. Reimer
  - \$2,853 per month / \$34,236 per year
- No stipend currently paid to Clr. Louie as Acting Mayor
- No stipend currently paid to other Councillors for monthly “duty Councillor” assignments
  - As noted last time this is a material reduction in their annual income



- Delineated by the Vancouver Charter
- Acting Mayor:
  - Has the full authority to act and sign for the Mayor in his/her absence
- Deputy Mayor:
  - A position which has duties formally assigned by Mayor and Council; authority varies according to this assignment and may not be as extensive as acting Mayor authority
  - Currently this formal process has not been undertaken
- Previous construct of monthly assignment was a blend of both Acting Mayor and Deputy Mayor responsibilities

# Benefit costs as percentage of average annual salary (COV Regular full-time employees)

Benefit	Exempt group	CUPE 15 group
MSP	0.0%	1.2%
Extended health	1.3%	1.9%
Dental	1.3%	1.2%
Group life insurance	0.3%	0.2%
Municipal Pension Plan	9.8%	9.8%
Statutory benefits (WSBC, EI, CPP)	4.2%	7.0%
<b>TOTAL</b>	<b>17.0%</b>	<b>21.3%</b>

# Council - Benefits

<b>OPTION 1</b>  <b>Exempt Staff Benefit Coverage</b>	Benefit	Detail	CoV Premium Cost	Employee Premium Cost
	Medical Services Plan	No employer contribution	\$0	\$864 - \$1728*
	Extended health**	80% reimbursement, \$100 deductible	\$1523	\$0
	Dental**	90% basic, 75% major 75% orthodontics to \$3K	\$1405	\$0
	Group life insurance	\$75,000	\$120	\$0
	<b>Total benefit cost (or range)</b>		<b>\$3048</b>	<b>\$864 - \$1728</b>
	<b>Cost as % of base salary</b>		<b>4.4%</b>	<b>1.3% - 2.5%</b>
<b>OPTION 2</b>  <b>CUPE 15 Benefit Coverage</b>	Benefit	Detail	CoV Premium Cost	Employee Premium Cost
	Medical Services Plan	75/25 cost share	\$648 - \$1296	\$216 - \$432*
	Extended health	80% reimbursement, \$100 deductible	\$592 - \$1486	\$0.00
	Dental	80% basic, 50% major 50% orthodontics to \$3K	\$329 - \$1120	\$110 - \$373
	Group life insurance	2x salary (\$137,104)	\$120	\$100
	<b>Total benefit cost (or range)</b>		<b>\$1689 - \$4022</b>	<b>\$426 - \$905</b>
	<b>Cost as % of base salary</b>		<b>2.5% - 5.9%</b>	<b>0.6% - 1.3%</b>

- Vancouver Charter attendance requirements:
  - Councillors absent from meetings for 60 consecutive days or 4 consecutive meetings disqualified from holding office
  - Disqualification does not apply where the absence is with leave or due to illness/injury
- So long as a Councillor is not disqualified from holding office, a Councillor continues to be paid through a period of absence (regardless of duration)

- Pension contribution costs

	Employer contribution	Employee contribution
Contribution rate	9.79% of salary	8.5% of first \$53,600 salary 10% of balance
Current annual contribution cost	\$6711	\$6051

- Estimated pension value

- Assumptions: current salary and retirement at age 60

Length of service	Annual pension benefit from 60 to age 65*	Annual pension benefit post-65*
4 years of service	\$5,568	\$4,044
8 years of service	\$11,040	\$8,016
12 years of service	\$16,380	\$11,988

\* Pension estimates generated by BC Pension Corp calculator

Transition Allowance Formula		Estimated Allowance Value*		
Weeks salary per year of service	Equivalent % of annual salary	4 years of service	8 years of service	12 years of service
2 weeks / year of service	3.8%	\$10,867	\$22,630	\$35,363
3 weeks / year of service	5.8%	\$16,301	\$33,945	\$53,044
4 weeks / year of service	7.7%	\$21,734	\$45,260	\$70,725

\* Allowance value based on current Councillor salary and 2% annual growth in future years


## Vancouver Coastal Health Board compensation

- Retainer (prorated for partial years of service)
  - \$7500 for all Board members
  - \$7500 additional for Board Chair
  - \$5000 additional for Finance Committee Chair
  - \$3000 additional for 2 other Committee Chairs
- Meeting fees
  - \$500 for meetings over 4 hours (\$500 daily max)
  - \$250 for meetings less than 4 hours
- 2014/15 total compensation
  - \$21,000 for Chair
  - \$6,750 - \$18,000 for other Board members (Note: includes members with partial year of service and ranges due to different assigned responsibilities and meeting attendance)

# Park Board – salary formula options

Option	Salaries		Required increase
Current salaries	Chair Commissioner	\$10,000 \$8,000	N/A
Re-establish 1995 Commissioners' relationship to Council salary (20.4%); and Chair relationship to other Commissioners	Chair Commissioner	\$17,481 \$13,985	74.8% 74.8%
Set relationship to Council salary at 25%; maintain same relationship between Commissioners and Chair	Chair Commissioner	\$21,423 \$17,138	114.2% 114.2%
Match Vancouver School Board (2013/14 - (adjusted annually by CPI)	Chair Commissioner	\$27,672 \$25,539	176.7% 219.2%





# City Council and Park Board Compensation Review

Information for September 21  
Discussion

# Council Salary Adjustments: Options for Reference Points

- Average Full-time Salary for Vancouver
  - Working to confirm whether StatsCan, BC Stats or Conference Board can produce a valid metric to replace the StatsCan indicator
- BC average weekly earnings (StatsCan)
- Personal income (StatsCan - Vancouver CMA):
  - Includes employment income as well as all other income merged together
  - Available to us but not employment income separated
- Consumer Price Index – used for adjustments for
  - BC MLAs
  - Vancouver School Board
- City of Vancouver staff base salaries (average):
  - Members of Parliament and Surrey Council use input from employees salaries to adjust their increases
- Other third party data (e.g. Conference Board, Compensation Consultants)

## Councillors:

Benefit	Annual Cost	% of Current Salary
Extended health	\$1523	2.2%
Dental	\$1405	2.0%
Group life (\$75K)	\$120	0.2%
<b>TOTAL</b>	<b>\$3048</b>	<b>4.4%</b>

## Mayor:

Benefit	Annual Cost	% of Current Salary
Extended health	\$1523	1.0%
Dental	\$1405	0.9%
Group life (\$75K)	\$120	0.1%
<b>TOTAL</b>	<b>\$3048</b>	<b>2.0%</b>

# Council - Options for Transition Allowance

Transition Allowance Formula		Estimated Allowance Value*			
Weeks salary per year of service	Equivalent % of annual salary	1 year (current salary)	4 years of service	8 years of service	12 years of service
2 weeks / year of service	3.8%	\$2,637	\$10,867	\$22,630	\$35,363
3 weeks / year of service	5.8%	\$3,955	\$16,301	\$33,945	\$53,044
4 weeks / year of service	7.7%	\$5,273	\$21,734	\$45,260	\$70,725

\* Allowance value based on current Councillor salary and 2% annual growth in future years

- Deputy Mayor stipend:
  - Equivalent to 22% of Mayor's salary
  - \$2853 per month
  - \$34,236 per year
- Divided equally across 10 Councillors:
  - \$3427 per year
  - 5.0% increase on current base salary

- Deputy Mayor stipend currently being paid to Clr. Reimer
  - \$2,853 per month / \$34,236 per year
- No stipend currently paid to Clr. Louie as Acting Mayor
- No stipend currently paid to other Councillors for monthly “duty Councillor” assignments

- Delineated by the Vancouver Charter
- Acting Mayor:
  - Has the authority to act and sign for the Mayor in his/her absence
- Deputy Mayor:
  - A position which has duties assigned

- Q. In relation to those municipalities that continue to pay 1/3 of Councillor salaries as tax-exempt, we have been asked to estimate of the value of that exemption. While it would obviously need to reflect a set of assumptions (e.g. using CoV salary, assuming no other income, etc.), would it be possible to come up with some estimate in that regard?
- A. A way to look at the value of a tax fee allowance would be to determine how much you would pay equivalent in order to get the same net amount after taxes.

And that will depend on the tax bracket of the person. Marginal tax rates (combined) range from 20% to 45.8% (see details below) but effective tax rates are lower at 20-32%.

Based on an average salary say \$80,000 the effective rate would around 25%- therefore a \$10,000 tax free allowance it would be equivalent to a gross of \$13,300 (\$10,000/.75)

- Federal rates:
  - 15% on the first \$44,701 of taxable income, +
  - 22% on the next \$44,700 of taxable income (on the portion of taxable income over \$44,701 up to \$89,401), +
  - 26% on the next \$49,185 of taxable income (on the portion of taxable income over \$89,401 up to \$138,586), +
  - 29% of taxable income over \$138,586.
- Provincial rates:
  - 5.06% on the first \$37,869 of taxable income, +
  - 7.7% on the next \$37,871, +
  - 10.5% on the next \$11,218, +
  - 12.29% on the next \$18,634, +
  - 14.7% on the next \$45,458, +
  - 16.8% on the amount over \$151,050



Park Commissioner Liaison to Advisory Committees							
	John Coupar	Casey Crawford	Catherine Evans	Sarah Kirby-Young	Stuart Mackinnon	Erin Shum	Micahel Wiebe
1.	Active Transportation Policy Council	Vancouver City Planning Commission	Children, Youth and Family Committee	Arts & Culture Policy Council	Cultural Communities Advisory Committee	LGBTQ2+ Advisory Committee	Vancouver Food Policy Council
2.	Public Art Committee		Civic Asset Naming Committee	Vancouver Heritage Commission		Renters Advisory Committee	Persons with Disabilities Advisory Committee
3.			Women's Advisory Committee			Seniors Advisory Committee	Urban Aboriginal Peoples' Advisory Committee
4.			First Shaughnessy Design Panel			Chinatown Historic Area Planning Committee	Gastown Historic Area Planning Committee

## Mayor & Councillors Remuneration and Expenses

	Remuneration <sup>(1)</sup>			Other Remuneration <sup>(2)</sup>			Local Expenses <sup>(3)</sup>			Transportation Allowance <sup>(4)</sup>			Travel & Conferences <sup>(5)</sup>		
	2014	2013	2012	2014	2013	2012	2014	2013	2012	2014	2013	2012	2014	2013	2012
Robertson, G	\$153,455	\$148,849	\$145,581	-	-	-	\$10,245	\$7,116	\$13,093	\$7,175	\$7,175	\$7,175	\$6,481	\$6,591	\$14,173
Affleck, G	\$67,994	\$65,860	\$64,386	\$2,449	\$2,460	\$2,434	\$1,448	\$897	\$751	\$4,056	\$3,935	\$3,848	\$1,129	\$1,351	\$45
Ball, E	\$67,994	\$65,860	\$64,386	\$2,449	\$2,460	\$2,434	\$2,371	\$2,024	\$2,061	\$4,056	\$3,935	\$3,848	\$2,718	\$1,345	\$2,815
Carr, A	\$67,994	\$65,860	\$64,386	\$2,449	\$2,460	\$2,434	\$2,373	\$2,116	\$2,235	\$4,056	\$3,935	\$3,848	-	\$2,224	\$5,697
Deal, H	\$67,994	\$65,860	\$64,386	\$2,449	\$2,460	\$5,114	\$1,760	\$1,048	\$2,054	\$4,056	\$3,935	\$3,848	\$13,048	\$7,997	\$7,487
De Genova, M	\$745	-	-	-	-	-	-	-	-	\$63	-	-	-	-	-
Jang, K	\$67,994	\$65,860	\$64,386	\$2,449	\$2,460	\$5,114	\$2,386	\$2,319	\$2,810	\$4,056	*15,730	-	-	\$3,984	\$5,300
Louie, R	\$67,994	\$65,860	\$64,386	\$2,449	\$2,460	\$2,434	\$2,879	\$4,018	\$4,743	\$4,153	-	-	\$12,361	\$7,452	\$9,067
Meggs, G	\$67,994	\$65,860	\$64,386	\$5,278	\$2,460	\$2,434	\$4,197	\$4,074	\$2,288	-	-	-	\$2,084	\$719	-
Reimer, A	\$67,994	\$65,860	\$64,386	\$4,639	\$5,201	\$2,434	\$3,189	\$2,686	\$2,431	-	-	-	\$5,063	\$6,881	\$4,698
Stevenson, T	\$67,994	\$65,860	\$64,386	\$5,278	\$2,460	\$2,434	\$2,620	\$2,315	\$1,937	\$4,056	\$3,935	\$3,848	\$19,083	\$6,957	\$7,766
Tang, T	\$67,507	\$65,860	\$64,386		\$5,201	\$2,434	\$965	\$691	\$1,190	\$3,993	\$3,935	\$3,848	-	\$4,210	\$2,096

(1) Remuneration for Councillors

(2) Other amounts including Deputy Mayor duties

(3) Local Expenses - for Councillors maximum of 10% remuneration less transportation allowance

(4) Transportation Allowance - for the Mayor \$600 a month; for Councillors 5% of maximum local expenses allowance

(5) Travel and Conferences - net of recoveries

\*Included a retroactive amount of \$11,795 for the period December 2008 to December 2012

Council Liaison to Advisory Committees										
	George Affleck	Elizabeth Ball	Adriane Carr	Melissa De Genova	Heather Deal	Kerry Jang	Raymond Louie	Geoff Meggs	Andrea Reimer	Tim Stevenson
1.	Persons with Disabilities Advisory Committee	Arts & Culture Policy Council	Vancouver Food Policy Council	Persons with Disabilities Advisory Committee	Active Transportation Policy Council	Chinatown Historic Area Planning Committee	Chinatown Historic Area Planning Committee	Active Transportation Policy Council	Children, Youth and Family Committee	LGBTQ2+ Advisory Committee
2.	First Shaughnessy Design Panel	Children, Youth and Family Committee	Urban Aboriginal Peoples' Advisory Committee	First Shaughnessy Design Panel	Arts & Culture Policy Council	Gastown Historic Area Planning Committee	Gastown Historic Area Planning Committee	Cultural Communities Advisory Committee	Civic Asset Naming Committee	Renters Advisory Committee
3.		Seniors Advisory Committee	Vancouver City Planning Commission		Vancouver Food Policy Council				Renters Advisory Committee	Seniors Advisory Committee
4.		Women's Advisory Committee			Public Art Committee				Urban Aboriginal Peoples' Advisory Committee	
5.		Vancouver Civic Theatres Board			Vancouver Heritage Commission				Women's Advisory Committee	
6.									Vancouver City Planning Commission	

Council Compensation Review Committee Recommendations  
ESTIMATED COSTS

	2015 Remuneration				Remuneration Adjustment*			Health and Welfare Benefits			Transition Allowance**			Total Cost	
	Base salary	Supplement	Total		Annualized cost	% of 2015 base salary		Annualized cost	% of 2015 base salary		Annualized cost	% of 2015 base salary		Annualized cost	% of 2015 base salary
Mayor salary	\$ 155,613	-	\$ 155,613		-	-		\$ 3,048	2.0%		\$ 2,993	1.9%		\$ 6,041	3.9%
Deputy Mayor	\$ 68,552	\$ 34,236	\$ 102,788		-	-		\$ 3,048	4.4%		\$ 1,318	1.9%		\$ 4,366	6.4%
Councillor	\$ 68,552	-	\$ 68,552		\$ 3,804	5.5%		\$ 3,048	4.4%		\$ 1,318	1.9%		\$ 8,170	11.9%
Council remuneration total	\$ 841,133	\$ 34,236	\$ 875,369		\$ 34,236	4.1%		\$ 33,528	4.0%		\$ 16,176	1.9%		\$ 83,940	10.0%
Park Board Chair	\$ 10,000	-	\$ 10,000		\$ 3,300	33.0%		-	-		-	-		\$ 3,300	
Park Board Commissioner	\$ 8,000	-	\$ 8,000		\$ 2,640	33.0%		-	-		-	-		\$ 2,640	
Park Board remuneration total	\$ 58,000		\$ 58,000		\$ 19,140	33.0%								\$ 19,140	33.0%
Elected Officials Remuneration Total			\$ 933,369		\$ 53,376			\$ 33,528			\$ 16,176			\$ 103,080	11.0%

\* Includes On-duty Councillor Supplement and base salary adjustments for Park Board

\*\* Assumes 1 week of salary per year of service; no reduction for cap on service in excess of 8 years.