



# Members' Constituency Services Budget and Elected Officials Remuneration Review

## — Report of Findings & Considerations for Council

The City of Ottawa

November 26, 2024



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## Report Limitations

- MNP has relied upon the completeness, accuracy, and fair presentation of all information and data obtained from representatives conducted as part of this project. The accuracy and reliability of the findings and opinions expressed in the report are conditional upon the completeness, accuracy, and fair presentation of the information underlying them.
- Additionally, the findings and opinions expressed in the presentation constitute judgments as of the presentation date and are subject to change without notice. MNP is under no obligation to advise of any changes altering those findings or opinions brought to its attention.

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# 1. Executive Summary

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# 1. Executive Summary – Background and Approach

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## Background

Unprecedented fiscal and organizational responsibility levels and rapidly changing political and regulatory landscapes challenge Canada's public sector. Faced with increased pressure to balance the needs of citizens with fewer resources, innovation in the day-to-day management and short- and long-term planning is essential.

During consideration of the 2022-2026 Council Governance Review report on December 7, 2022, City Council approved Motion No. 2022-03/29, which directed the Office of the City Clerk to retain an independent consultant to review the funding allocation for the Members' Constituency Services Budget, remuneration for Members of Council and the pay scales and job descriptions for Councillors' Assistants. Notably, the Members' Constituency Services Budget has not been reviewed since 2004. The City of Ottawa engaged MNP to conduct a comprehensive third-party review of these budgets, the remuneration and pay scales for Councillors' Assistants, funding allocation and recruitment practices. Additionally, MNP was tasked with conducting a custom market survey to assess Members of Council remuneration and sourcing select municipal Members of Council compensation rates for fair market comparison and competitiveness.

## Objectives

In pursuit of our goals, we outlined a proposed scope of work to support the City of Ottawa in conducting the Elected Officials Remuneration and Members' Constituency Services Budget Review, including the following engagement objectives:

- Review the funding allocation for the Members' Constituency Services Budget of Members of Council.
- Conduct an assessment of remuneration, pay scales and job descriptions for Councillors' Assistants.
- Conduct an assessment of remuneration for Members of Council (Mayor and Councillors).

## Approach

The project approach aimed at ensuring the City of Ottawa's compensation practices remain competitive internally and within the market by assessing documentation and interviews from the Mayor and Councillors on Members' Constituency Services Budgets, analyzing survey results from Councillors' Assistants and the custom survey for Ottawa's comparators. The custom remuneration approach was designed to execute on these specific areas assessed.

# 1. Executive Summary – Summary of Matters Reviewed

Below summarizes the areas reviewed related to the Members’ Constituency Services Budget, Councillors’ Assistants Remuneration and the Elected Officials Remuneration.



## Elected Officials Remuneration

Our observations are based on the insights gathered from the survey responses of the comparator municipalities. They shared their current data, concerns and aspirations, providing invaluable perspectives. This section includes:

- Actual remuneration and other compensation paid to the Mayor and Councillors
- Relevant salary administration and expense guidelines
- Current remuneration rates, ranges, and practices for remuneration increases
- Other forms of compensation, including indirect benefits such as Chair credit, training credit, etc., provided to Councillors
- Questions about Councillors’ Assistants positions, staffing models, and associated budget allocations



## Councillors’ Assistants Remuneration

Our findings are based on the confidential feedback provided by the Councillors’ Assistants (CAs), who shared their concerns and aspirations. These insights are crucial for shaping future remuneration policies for CAs, including:

- Duration of tenure in the CAs role
- Motivations for pursuing the role of CAs
- Understanding of responsibilities, key attributes, and daily tasks associated with the role
- Additional resources needed to perform duties effectively
- Overall description of the work environment
- Employee experiences as a CAs
- Training and development opportunities available to advance careers
- Reasons why CAs leave the role



## Members’ Constituency Services Budget

Our insights are derived from the feedback provided by the stakeholders involved. They shared their concerns and aspirations, offering invaluable perspectives for improvement. This section covers:

- Budget planning process in each constituency
- Budget usage and item breakdown (staffing and other expenses)
- Feedback on the adequacy of the annual budget to support mandate achievement
- Office structures (Councillors’ Assistant positions: Chief of Staff, Office Manager, Policy Advisor, Case Worker, Communications, etc.)
- Impact of the current budget and remuneration structure on attracting and retaining top Councillors’ Assistants
- Current gaps and constraints, ideal budget, and parameters
- Input on Elected Officials remuneration, benefits, expenses, and increases

# 1. Executive Summary – Summary of Considerations

Based upon the findings, the City should consider the following:

## 1. Members' Constituency Services Budget

- A. **Consider an increase of the Members' Constituency Services Budget.** Consider aligning the Members' Constituency Services Budget to the median budget of the comparable municipalities (~30% increase). The increase would allow Councillors to offer more competitive salaries while maintaining the current allocation of 87% of the budget for staff compensation. Clear communication of these changes and updates to the policy manual are also advised.
- B. **Standardize a formal review process the Councillors' Assistant compensation portion of the Constituency Services Budget (for adjustments, beyond incorporating Cost of Living Adjustments (COLA) and including economic measures).** Consider implementing a consistent budget review cycle of the Members' Constituency Services Budget, using a broader range of economic measures to ensure fair and competitive CAs compensation. Although COLA is applied to CA salaries at the Member's discretion, it is recommended that it be standardized across all CAs. This comprehensive review should occur at the end of year two or three of a Council term, with approved adjustments taking effect at the start of the next term. The City may also consider incorporating a broader review with comparator municipalities.
- C. **Maintain consistent budget amounts across all Councillors to ensure parity and equity.** Consider maintaining equal budgets for all wards and formalize this decision in policy, ensuring equity and transparency.

## 2. Councilors' Assistants Remuneration, Roles and Retention

- D. **Introduce a well-defined pay scale for Councillors' Assistants that considers experience, responsibilities, and performance.** Consider a more updated and structured pay scale to ensure fair compensation and provide clear career progression by introducing three distinct salary scales: junior, intermediate, and experienced. Additionally, the minimum salary should be raised to meet legal standards and attract qualified candidates.
- E. **Update and standardize job descriptions for Councillors' Assistants to accurately reflect their roles and responsibilities.** Consider developing consistent job descriptions for each CA role, involving Councillors and CAs in the review process, and communicating the changes to ensure understanding. These descriptions should be integrated into HR practices to support recruitment, performance management, and career development. The City should strike a balance between the opportunities to provide consistency in format and language across job descriptions and the principle of maintaining flexibility in customizing job descriptions should be maintained.
- F. **Regularly review Councillors' Assistants compensation to ensure alignment with the market, helping to maintain and attract qualified candidates.** Consider regularly reviewing CAs compensation to stay competitive and ensure fair pay. A clear compensation philosophy, performance-based rewards, and transparent communication could help retain talent and support future budgeting.

## 3. Elected Officials' Remuneration

- G. **Maintain current Elected Officials' remuneration and implement an automatic formal market review process.** Based on the custom remuneration analysis of comparable municipalities, current remuneration levels align with the median market rate. To support market ongoing competitiveness, consider implementing an automatic formal market review process at the end of year two or year three of Elected Officials' term, with any approved adjustments taking effect at the start of the new Elected Officials' term.

## 2. Background and Approach

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## 2. Background and Approach

### Background to the Review

- Unprecedented fiscal and organizational responsibility levels and rapidly changing political and regulatory landscapes challenge Canada's public sector. Faced with increased pressure to balance the needs of citizens with fewer resources, innovation in the day-to-day management and short- and long-term planning is essential.
- During consideration of the 2022-2026 Council Governance Review report on December 7, 2022, City Council approved Motion No. 2022-03/29, which directed the Office of the City Clerk to retain an independent consultant to review the funding allocation for Members' Constituency Services Budget, remuneration for Members of Council and the pay scales and job descriptions for Councillors' Assistants. Notably, Members' Constituency Services Budget have not been reviewed since 2004. The City of Ottawa engaged MNP to conduct a comprehensive third-party review of these budgets, the remuneration and pay scales for Councillors' Assistants, funding allocation and recruitment practices. Additionally, MNP was tasked with conducting a custom market survey to assess Members of Council remuneration, sourcing select municipal Members of Council compensation rates for fair market comparison and competitiveness.

## 2. Background and Approach

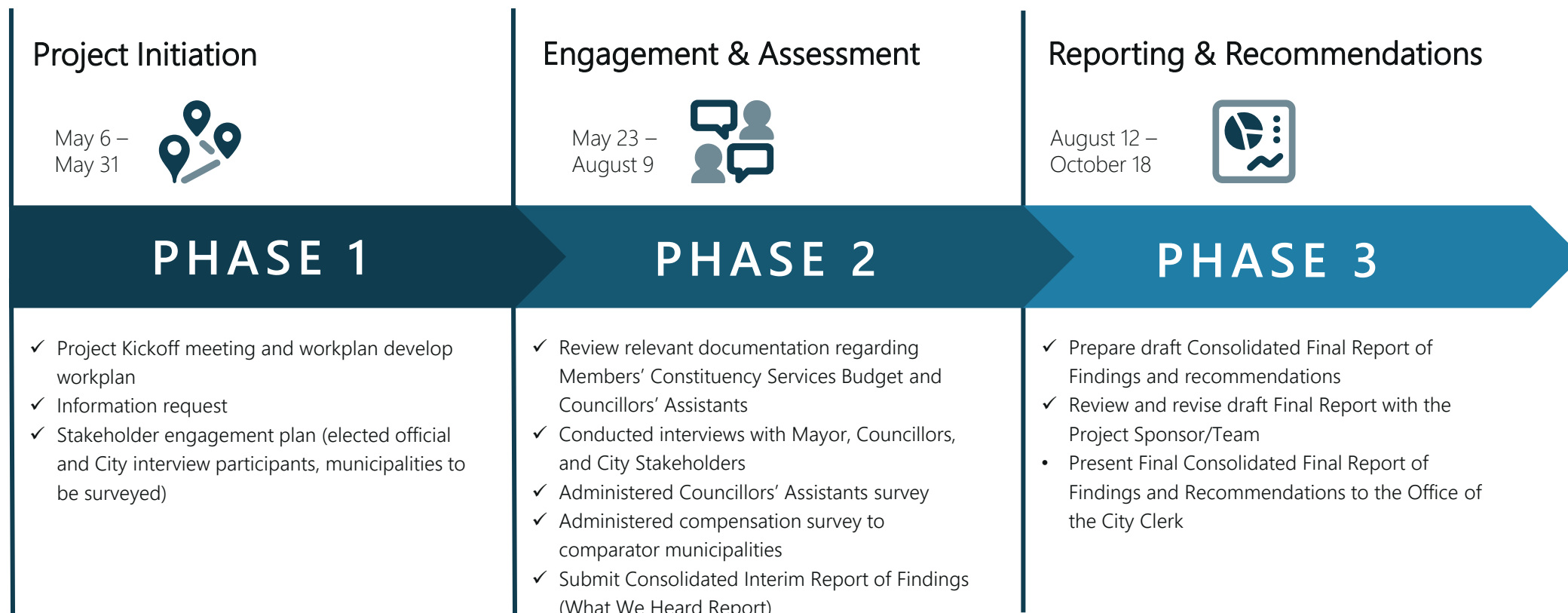
Guiding the scope of the review, including related data collection, such as interviews, surveys, and jurisdictional scans, were the following six areas of focus:

	<b>Budgets</b>	<i>The understanding of how the Members' Constituency Services Budget support and are utilized by Elected Officials.</i>
	<b>Remuneration</b>	<i>The adequacy and competitiveness of remuneration levels, including impacts to recruitment and retention.</i>
	<b>Pay Scales</b>	<i>How the pay scales for Councillors' Assistants are used to enable and support these roles in their total remuneration.</i>
	<b>Funding Allocation</b>	<i>The distribution process for financial resources for various projects, programs, and staffing within each ward.</i>
	<b>Recruitment Practices</b>	<i>How staffing levels, expertise, and time requirements for each ward office are allocated by the different needs of the Councillor.</i>
	<b>Market Assessment</b>	<i>How do the City's budgetary and remuneration rates and practices compare to those of select municipalities?</i>

Consulted Stakeholders
<ul style="list-style-type: none"> <li>• Mayor</li> <li>• Councillors</li> <li>• Councillors' Assistants</li> <li>• City of Ottawa Employees</li> <li>• Comparator Municipalities</li> </ul>

## 2. Background and Approach

Below is the approach and sequencing of activities throughout the review, grouped into phases.



 <b>57</b> Documents reviewed	 <b>30</b> Interviews completed	 <b>2</b> Online Surveys - 84 CAs - 6 municipalities
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# 3. What We Heard

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- 3.1. Elected Officials Interviews
- 3.2. City Employees Interviews
- 3.3. Councillors' Assistants Survey
- 3.4. Comparator Municipalities Survey



## Introduction to the section

- This section summarizes the current state of the Members' Constituency Services Budget within the City of Ottawa, drawing insights from interviews with Elected Officials (Mayor and Councillors) and key stakeholders at the City of Ottawa. The guiding interview questions can be found in Appendix B.

# 3.1. Elected Officials and City Employees Interviews

# 3.1. What We Heard – Elected Officials and City Employees Interviews

**Summary of Observations** *The table below summarizes the observations derived from interviews and surveys with stakeholders.*



## About Budget

**Staffing Budget.** All respondents agree that the staffing portion of the Members' Constituency Services Budget should be increased to attract and retain competent CAs and maintain high service levels. Ottawa's budget practices are below the market median.

**Budget Tracking:** Elected Officials desire improved budget tracking processes and advanced technology to support accurate budget management and provide detailed line-item options. The City uses SAP for real-time budget data, which should also be accessible for Councillors. Finance staff can adjust budget lines and are available to provide advice as required.

**Budget Allocation:** Opinions differ on whether staffing costs should be part of a global budget or allocated separately. Additionally, many respondents suggest reconsidering budget distribution by population or geography to address perceived inequities between wards. In contrast, others claim that size does not necessarily mean a need for increased budget. Both methods of budget distribution are observed within the comparator municipalities.



## About Councillors' Assistants

**Remuneration:** Analysis shows that the City's CAs are underpaid compared to other municipalities.

**Retention:** Wards face retention challenges for CAs due to remuneration levels being below market and reduced job security, as Elected Officials may turnover every four years. Many CAs leave their role before the Elected Officials' term is over for new roles, including City roles, that provide better pay, increased job security, and work-life balance.

**Recruitment:** Most interviewees found the existing hiring process for CAs sufficient and appreciated the flexibility of the overall recruitment process.

**Role and Responsibilities:** Some CAs expressed uncertainty about Councillors' work expectations for their roles. City stakeholders believe CA roles are unique and cannot be easily compared to other city jobs. CAs' titles do not reflect their varied roles, and job descriptions are only sometimes accurate.

**Lack of Support:** CAs have noted a need for more support from Councillors, the broader CAs group, and the City of Ottawa.



## About Other Topics

**Elected Officials Remuneration:** Most Councillors perceive that their current remuneration needs to be revised to meet the demands of their roles. They are also conscious of the potential negative repercussions of public opinion if their wages were to be increased. The City of Ottawa's remuneration practices align closely with market standards. The pay for its Mayor and Councillors is on par with what is typically offered in other cities. Ottawa also follows similar practices for providing remuneration increases.

**Gender-Based Inequities:** Council has made significant progress in ensuring equal committee representation. However, the disproportionate number of female Councillors has resulted in a perceived imbalance of workload and participation on Committees.

**Committee Chairs:** Additional credits for committee chairs are inconsistent and have not increased in a decade; however, this practice is unique and has not been observed in other municipalities.

## Introduction to the section

- This section provides a high-level summary of the Councillors' Assistants Work Environment Survey. The survey gathered insights from 84 City CAs, with a 94% response rate. The summation of findings on the following page is based on the aggregate data and themes from the survey.

# 3.2. Councillors' Assistants Survey

## 3.2. What We Heard – Councillors’ Assistants Survey

### Summary Findings



#### Expectations of Councillors’ Assistants Across the City

The CAs expressed feelings of uncertainty when it came to what Councillors expected of them. The respondents of the survey mentioned that their tasks and responsibilities are driven by multiple factors such as The pay scale, the political realm, the ward’s needs, the Councillor’s goals for the term, and the management style of the Councillor. Unclear expectations in the CA job description also play a role in individuals not knowing what to expect when beginning the role.



#### Remuneration and Retention in the Councillors’ Assistants Role

The CA role is often branded as a role with considerable learning opportunities and networking opportunities and is a stepping stone for other positions. Despite these learning opportunities, there is limited room for position growth or career laddering within a ward office, which affects retention. Related to remuneration, the amount of the Members’ Constituency Services Budget restricts Councillors from paying competitive wages. The limited career progression opportunities, below-market remuneration, and lack of job security affect the retention of CAs.



#### Career Progression and Development for Councillors’ Assistants

With the role of CAs seen as a stepping stone for positions outside the Councillor’s office, many of the employees are excellent candidates for roles at the City of Ottawa. Many employees noted the opportunity to learn, network, and contribute in a political environment supports their career development. Unfortunately, the lack of possible career paths within the ward offices is limited unless compensation is not a factor.



#### Support Available for Councillors’ Assistants

Some Councillors’ Assistants indicated a lack of support, including onboarding when hired or transitioning onto a Councillor’s team and ward office. CAs indicated that it is demanding to support Councillors and the broader community, which leads to feelings of burnout due to limited work-life balance. There is also minimal collaboration or networking among the broader CA group, which limits CAs’ abilities to share leading practices and efficiencies.



## Introduction to the section

- This section examines the Comparator Municipality Survey. The following municipalities participated in the survey process: Calgary, Edmonton, Hamilton, Mississauga, Toronto, and Vaughan.

# 3.3. Comparator Municipalities Survey

## 3.3. What We Heard – Comparator Municipalities Survey

### Summary Findings



#### Municipal Profile

The City of Ottawa has a population size at the median. The City's geographic size; however, is significantly larger than the maximum reported by other cities, indicating a vast land area under its jurisdiction. The City ranks second highest in number of Councillors, overseeing, on average, larger geographical areas. The City ranks 6<sup>th</sup> in terms of average population size per overseen per Councillor.



#### Elected Officials Compensation

Regarding remuneration practices, the City of Ottawa aligns closely with market standards. The pay for its Mayor and Councillors is on par with what is typically offered in other cities. Ottawa also follows similar practices for providing remuneration increases based on economic adjustments. Additionally, reviewing the remuneration of Elected Officials in Ottawa mirrors that of other cities, which involves a third-party Committee and approval from Elected Officials.



#### Members' Constituency Services Budget

In terms of budget practices, Ottawa's Members' Constituency Services Budget is below the market median. Ottawa uniquely offers additional budget to Councillors who chair committees, a practice not observed in other surveyed cities. Unlike half of the surveyed cities, Ottawa does not provide extra budget for wards with larger populations. Furthermore, like the majority of other cities, Ottawa requires Councillors to cover any overbudget expenses with their personal funds.



#### Councillors' Assistants Remuneration and Retention

Regarding budget practices, the City's Members' Constituency Services Budget is below the market median. Ottawa uniquely offers additional budget to Councillors who chair committees, a practice not observed in other surveyed cities. Unlike half the surveyed cities, the City does not provide additional budgetary funds for wards with larger populations. Furthermore, like most surveyed municipalities, the City requires Councillors to cover any overbudget expenses with personal funds.

## 3.3. What We Heard – Comparator Municipalities Survey

### Municipalities Overview

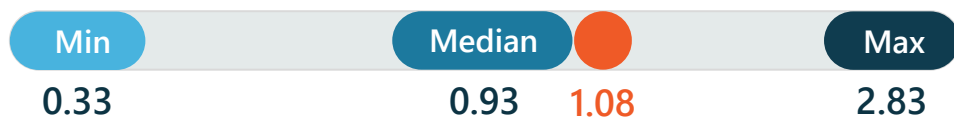
City	OTTAWA	CALGARY	EDMONTON	HAMILTON	MISSISSAUGA	TORONTO	VAUGHAN
<b>Municipal Profile</b>							
Population size*	1,083,550	1,160,000	1,060,667	589,748	804,872	2,832,718	333,668
Geographic size (km2)*	2,790	825	684	1,138	292	630	272
Number of Councillors/wards	24	14	12	15	11	25	5
Average number of Councillors' Assistants or Councillor Support Staff per ward	3.8	3.5	2.5	no data provided	2	8.5	no data provided
Average km2 per Councillor	116	59	57	75	27	25	54
Average population size per Councillor	45,148	82,857	88,389	39,316	73,170	113,309	66,734
<b>Elected Officials Compensation</b>							
Mayor Base Remuneration (\$)	208,760	213,737	216,585	no data provided	128,862	225,304	150,410
Councillor Base Remuneration (\$)	116,735	120,755	122,363	no data provided	94,704	133,776	95,171
Last Increase in 2024 (%)	2.5	2.41	2.4	no data provided	2	4.23	no data provided
<b>Members' Constituency Services Budget</b>							
Budget Size (\$) <i>Average if different between wards</i>	287,698	362,945	196,649	415,168	490,909	593,125	no data provided
Budget Size the same for all wards	Yes	Yes	Yes	No	Yes	No	No
Last Increase in 2024 (%)	2% (compensation budget only)	28.45%	no data provided	26%	no data provided	office budget: 4.23% staffing budget: 1.75%	COLA

\*2024 population size estimates and geographic size from worldpopulationreview.com

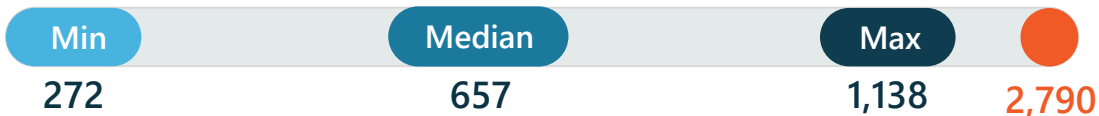
### 3.3. What We Heard – Comparator Municipalities Survey

#### Municipal Profile

##### Population Size (millions)



##### Geographic Size (km2)



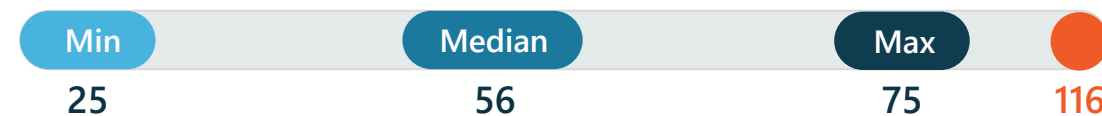
##### Number of Councillors



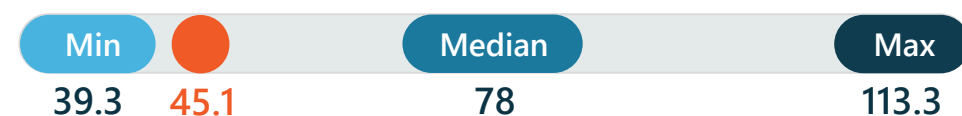
##### Average number of CAs per Councillor



##### Average km2 per Councillor

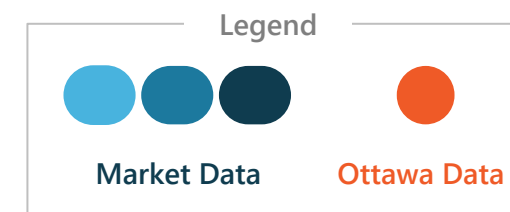


##### Average population size per Councillor (thousands)



#### Observations

- Ottawa's population size is just over the median of the surveyed cities.
- Ottawa's geographic size is significantly larger than the maximum reported by other cities.
- The number of Councillors in Ottawa is close to the maximum reported by other cities.
- Ottawa has a slightly above-median number of CAs per Councillor.
- The land area each Councillor is responsible for in Ottawa is significantly higher than the maximum reported by other cities.
- Each Councillor in Ottawa represents a smaller population compared to other cities, closer to the minimum reported.



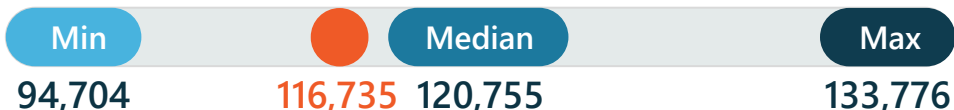
### 3.3. What We Heard – Comparator Municipalities Survey

#### Elected Officials Remuneration

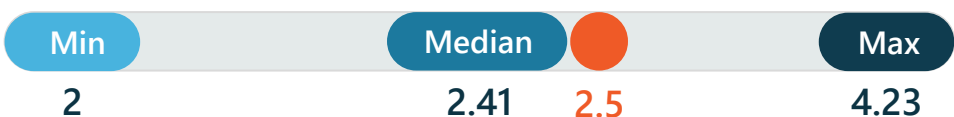
##### Mayor Base Remuneration (\$)



##### Councillor Base Remuneration (\$)



##### Last Increase in 2024 (%)



#### Observations

- The remuneration of Ottawa's Elected Officials aligns with the median remuneration of the market.
- The City follows common practices for adjusting the salaries of Elected Officials in response to economic changes.
- The procedures for evaluating and potentially adjusting the pay of the Mayor and Councillors are consistent with the standards and practices observed in other surveyed cities.

#### Remuneration Increases

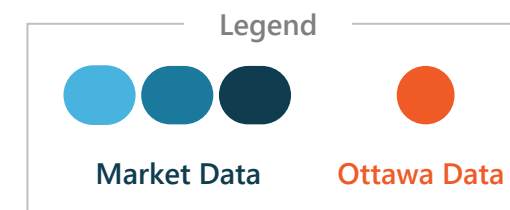
- Most respondents (5) indicated that the next remuneration increase will happen in **2025** and will:
  - be based on **economic adjustments** reported by Statistics Canada or the Consumer Price Index (4 respondents); or
  - match any increase given to **the City's non-union staff** (1 respondent)

#### Additional Remuneration or Stipends

- All respondents indicated that Mayor and Councillors **do not receive additional remuneration or stipends** if sitting on Committees or Board.

#### Elected Officials' Remuneration Review

- **Process:** The surveyed cities have varying approaches to reviewing and adjusting Mayor and Councillors' remuneration. While some cities have regular and structured review processes involving independent committees, others lack a formal process or rely on historical adjustments tied to economic factors.
- **Approval:** All surveyed cities involve City Council in approving remuneration increases. The Recommendation to adjust remuneration is often based on an independent third-party report.



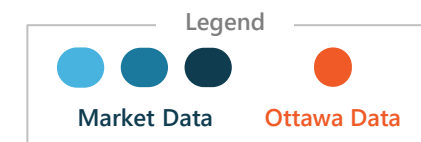
## 3.3. What We Heard – Comparator Municipalities Survey

### Members' Constituency Services Budget

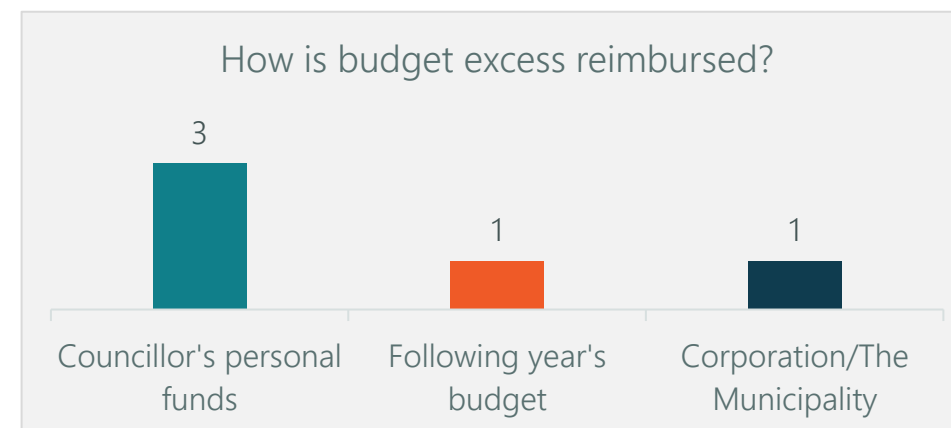
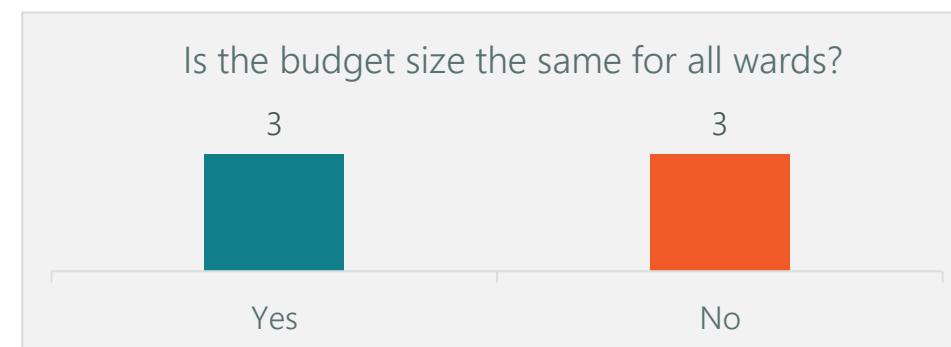
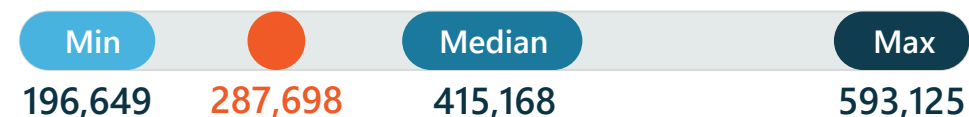
- The three respondents who indicated having a different budget between their wards used different methods to determine each ward's budget:
  - The population of each ward determines the budget amount.
  - All wards receive the same budget except the inner-city wards, which receive an additional \$14,165.
  - Wards with the number of households and population exceeding the median by 50% or more are entitled to an additional budget for 1 FTE.
- All respondents indicated that the budget is sufficient to meet Councillors needs.
- Between 83% and 90% of a wards' budget is spend on staffing costs.
- One city provides two separate budgets, one is a staffing envelope, and one is an office budget.
- All respondents indicated that Councillors do not get additional budget or FTE if sitting on or being Chair of Committees or Boards.

### Observations

- With a budget size 31% below the median of the municipalities surveyed, we observed that Ottawa allocates less money for the Members' Constituency Services Budget than the typical amount in other cities.
- The City of Ottawa is the only city offering additional budget to Councillors who chair a committee.
- Half of the surveyed cities recognize the increased demands and needs of larger constituencies and provide Councillors with additional resources to serve their constituents effectively.
- The City, like most surveyed cities, Councillors are personally responsible for reimbursing budget overages.

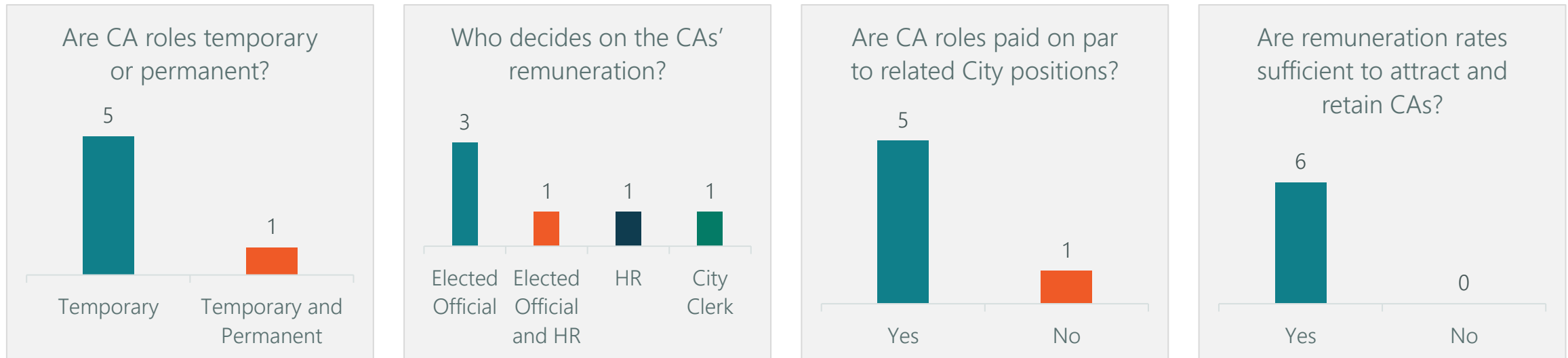


### Budget Size



### 3.3. What We Heard – Comparator Municipalities Survey

#### Councillors’ Assistants Remuneration and Retention:



#### Observations

- Ottawa’s CA contracts run with the term of the Council, similar to most of the other surveyed cities. Like most other cities, Ottawa delegates the responsibility of setting CA pay to the Elected Officials themselves.
- Unlike the surveyed cities, the City of Ottawa does not pay the CA’s roles on par with the comparable City positions.
- Stakeholders from the City of Ottawa indicated that the remuneration rate for their CAs is insufficient to attract and retain staff, contrary to the responses from all other cities surveyed. While other cities believe their remuneration rates are adequate for attracting and retaining CAs, they did express reservations, noting that opinions on adequacy may vary depending on the specific ward and the individuals being asked.

## 4. External Market Salary Review

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## 4. External Market Salary Review

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### Introduction

- This section outlines the external market salary review of Councillors' Assistants and Mayors' Office positions' salary ranges compared to the marketplace.
- An external market salary analysis assesses the "external equity," or the level of competitiveness of an organization's compensation relative to positions within comparable sectors, industries, and geographical locations.
- The following visual outlines the steps taken by MNP to conduct the external market salary analysis:

**Step 1: Identify  
Benchmark Jobs**

**Step 2: Identify  
Position Matches**

**Step 3: Collect and  
Tabulate External  
Market Salary Data**

**Step 4: Conduct  
Analysis**

**Step 5: Inform  
Recommendations**

# 4. External Market Salary Review

## Methodology & Data Considerations

- All information was compiled and analyzed using generally accepted compensation practices and methods\*.
- MNP sourced salary data for the benchmark roles from the Economic Research Institute's (ERI) Salary Assessor Database\*\* using the data filters in the following table.

Survey Criteria	
Location	Ottawa, Ontario
Industry	Government – City Support Services
City Fiscal Year Budget	\$4.6B
Number of Employees (for Mayor Office Roles)	~10
Percentile Distribution	P25, P50, P75
Compensation Type	Base Pay
Standard Weekly Hours	35h/week

- MNP reported salary data points at the 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentile to ensure a statistically valid assessment. Percentile data demonstrates the distribution of salary data at various points. Comparing the City of Ottawa's salary information to percentile values (e.g., 50<sup>th</sup> percentile) provides the best indicator of where the organization is currently positioned in the market.

\*Based on World at Work, Carswell's Compensation Guide, and Quantitative Methods.

\*\*The Economic Research Institute (ERI) provides salary survey and compensation data and analytics for over 5,000 positions in more than 1,000 industries. ERI allows customized reporting by geographic area, industry and organization size (fiscal budget). The database houses Canadian data based on geography (national, provincial and major city).

- As discussed with City Officials during the position-matching process, the market analysis and resulting considerations are based on the 50th percentile of the marketplace.
- Before compiling market salary data, MNP reviewed each position's job documentation and clarified job responsibilities with the City to better understand each role's accountabilities.
- Job documentation was leveraged within a position-matching exercise to ensure the external salary data selected accurately reflects the internal roles. Position matching entails matching the scope and responsibilities of an internal role to the scope and responsibilities of a salary survey (market) role to ensure both are of similar equivalency. Where multiple market roles are selected to represent the fulsome responsibilities of one internal role, a percentage of time is allocated to each market role that reflects the amount of time an internal role spends on each selected responsibility.
- The City reviewed and approved the ERI position matches to ensure appropriate representation of the responsibilities of the benchmarked positions.
- A variance analysis was calculated by comparing the current salary range provided by the City to the market salary data collected.
- Compensation levels are considered competitive when within a ±10% variance compared to the market.

## 4. External Market Salary Review

### The Councillors' Assistants Salary Range versus Market Salary Data

The following table displays the City's salary range, market salary data, and the corresponding variance analysis (the CA's salary range vs. market P50).

City of Ottawa Data (\$)					ERI Market Data (\$)			Variance Analysis (%) City Salary Ranges versus ERI Market Data		
Position	Salary Range				ERI Actual Salary			Minimum	Midpoint	Maximum
	Minimum	Midpoint	Maximum	Range Width (%)	P25	P50	P75			
CA - Case Work	28,372	59,075	89,777	218	51,604	55,258	60,100	-48.7	6.9	62.5
CA – Communications Coordinator	28,372	59,075	89,777	218	53,687	57,741	63,206	-50.9	2.3	55.5
CA – Community Relations and Events Coordinator	28,372	59,075	89,777	218	47,146	51,112	56,333	-44.5	15.6	75.6
CA – Finance and Administration Coordinator	28,372	59,075	89,777	218	45,971	48,848	52,651	-41.9	20.9	83.8
CA – Policy and Research Coordinator	28,372	59,075	89,777	218	54,961	58,976	64,369	-51.9	0.2	52.2

Note: The blue-highlighted columns represent the data used for conducting the variance analysis.

#### Observations:

- The minimum of the salary range for CAs is set below minimum wage if working 35 hours per week.
- The salary range widths exceed compensation design leading practices. It is suggested that the difference between the minimum and maximum salary within a range should typically be between 30% and 50%. However, the wider range provides flexibility to Elected Officials when hiring employees with diverse experiences and backgrounds.
- The current analysis does not provide a comparison between the market data and the actual salaries being paid to CAs. The review focused on the salary framework, though an assessment of employee's actual salaries should be completed to ensure they are competitive and equitable.

Variance Analysis Legend	
Ahead of Market	>10%
At Market	±10%
Behind Market	<10%

## 4. External Market Salary Review

### The Mayor's Office's Roles' Actual Salary versus Market Salary Data

The following table displays the salary ranges of the Mayor's Office positions, the market salary data, and the corresponding variance analysis (the Mayor's Office salaries vs. market).

City of Ottawa Data (\$)					ERI Market Data (\$)			Variance Analysis (%) City Salary Ranges versus Market Data		
Position	Salary Range				ERI Actual Salaries			Minimum	Midpoint	Maximum
	Minimum	Midpoint	Maximum	Range Width (%)	P25	P50	P75			
Chief of Staff	100,000	150,000	200,000	100	74,775	95,490	122,508	4.7	57.1	109.4
Director, Policy	75,000	101,000	127,000	69	79,689	84,417	90,863	-11.2	19.6	50.4
Principal Secretary to the Mayor	55,000	87,500	120,000	118	65,959	71,453	78,851	-23.0	22.5	67.9
Director, Communication	75,000	102,500	130,000	73	74,374	84,853	98,728	-11.6	20.8	53.2
Special Assistant to the Mayor	40,000	52,500	65,000	63	41,790	45,451	50,253	-12.0	15.5	43.0

Note: The blue-highlighted columns represent the data used for conducting the variance analysis.

#### Observations:

- The salary range midpoints, generally considered to be the competitive market rate of a position unless otherwise stipulated by the organization, appear to be ahead of the market when compared to the 50th percentile of the market data.
- The salary range widths exceed compensation design leading practices. It is suggested that the difference between the minimum and maximum salary within a range should typically be between 30% and 50%.
- The current analysis does not compare the market data and the actual salaries paid to CAs. The review focused on the salary framework, though an assessment of employee's actual salaries should be completed to ensure they are competitive and equitable.

Variance Analysis Legend	
Ahead of Market	>10%
At Market	±10%
Behind Market	<10%

## 5. Considerations

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# 5. Considerations

The following section outlines key considerations for the City based on findings from the review.

## 1. Members’ Constituency Services Budget – Key Considerations

### A. Consider an Increase of the Members’ Constituency Services Budget

#### Rationale

The Members’ Constituency Services Budget is a key driver in enabling Elected Officials to hire talented Councillor Assistants and contribute to betterment of the community by keeping the public informed of initiatives, responding to public inquiries, and providing donations. Based on market analysis, **the City of Ottawa’s Members’ Constituency Services Budget currently is 31% behind the median of the comparable municipalities.** Further, increases to date are provided to compensation-only budget based on cost-of-living adjustments and not the total budget.

The current state findings suggest that the current Members’ Constituency Services Budget is insufficient to provide competitive compensation for their CAs. Even though the midpoint and maximum of the salary range for the CAs’ are competitive with market rates, the limited Members’ Constituency Services Budget prevents Councillors from compensating their staff at the higher end of this range. Below-market salaries have led to challenges in attracting and retaining qualified staff. **A comparison with similar jurisdictions reveals that the City’s suggested staffing budget allocated to CA salaries is lagging.** City Council should consider expanding the staffing budget portion of Members’ Constituency Services Budget to ensure that Elected Officials can attract and retain highly skilled CAs. This adjustment will align Ottawa’s compensation levels with comparable municipalities, enhancing the council’s ability to secure top talent and improve overall effectiveness in serving the community.

#### Key Considerations or Actions

##### Determine the Appropriate Budget Increase

- The City of Ottawa should consider an increase in the total budget that will bring them closer to the median (~30%). The City will not be leading or lagging the market by funding a budget at the median of its comparator group.
- Consider applying budget increases to the total CA Budget, not just the compensation portion.
- Should an increase to the Members’ Constituency Services Budget be made, this will increase the staffing budget allocation for CAs’ salaries. The City’s current guideline is that Elected Officials spend ~87% of their total budget for compensation. It is suggested that the City continue allocating 87% to staffing budgets as it aligns with market practices—comparator municipalities spend between 83% and 90% on compensation to equivalent CA roles. For example, if the City increased the Members’ Constituency Services Budget by ~30%, the staffing budget, currently \$251,607, would increase by \$75,482.

##### Update Councillors’ Assistants Budget Office Manual and Supporting Policy

- Update the Councillors Office Manual and document all changes made to the budget policy, including the reasons for each change and ensure that the updated budget policies reflect the City’s strategic goals.

##### Communicate Changes Transparently

- Once a decision is made, communicate the changes clearly and transparently to all stakeholders, including the reasons for the budget increase, the expected benefits, and how it aligns with the Council’s strategic priorities. This will help build an understanding of the new budget allocations and set the context for CA budget allocations going forward. See recommendation 1. C. on page 32 for additional information.

# 5. Considerations

## 1. Members' Constituency Services Budget Increase – Key Considerations (cont.)

### B. Implement a Formal Review Process of the Budget (For Adjustments, Incorporating Cost of Living Adjustments and Economic Measures)

#### Rationale

A defined Members' Constituency Services Budget review process allows municipalities to objectively benchmark their allocations against current municipal measures and other comparator groups. Currently, cost of living adjustments are provided to the CAs' salary portion of the Members' Constituency Services Budget but not the overall budget. We suggest a policy-based regular review cycle of the total Members' Constituency Services Budget, including updating the measures, process, and review cycle/timing used to determine objective adjustments and implement approved results. This process should incorporate a broader range of economic indicators. Specifically, we propose conducting a comprehensive budget review at the end of year two or year three of the Mayor and Councillors' term, with any approved adjustments taking effect at the start of the new Mayor and Councillors' term. This approach will ensure that remuneration amounts for CAs, and operational budgets remain fair, competitive, and responsive to changing economic conditions.

#### Key Consideration or Actions

##### **Incorporate Broader Economic Indicators**

- To ensure CAs' remuneration is aligned with the realities of living expenses and fair market compensation, it is essential to incorporate a wider range of economic indicators in the Members' Constituency Services Budget review process. For instance, adopting a formula-based approach that considers inflation, changes in housing, transportation, healthcare, and other essential costs, wage growth in comparable sectors, and the City's shifting needs (housing issues, social issues, weather/environmental events, etc.) could provide a more accurate reflection of necessary budget adjustments in line with real-world economic pressures.

##### **Implement Regular Budget Review Cycle**

- At the end of either year two or three of Council's term in office, conduct a standardized review of the total Members' Constituency Services Budget (compensation and non-compensation). This review should evaluate whether the current budget allocations have met the needs of Councillors and CAs about fair market and economic conditions over the term. The review should also provide recommendations for future adjustments, ensuring continuity and forward planning in budget management. Actively engage with staff, Councillors, HR professionals, and other relevant stakeholders to understand their perspectives on compensation adequacy and other non-compensation budget needs.

##### **Incorporate Regular and Formal Members' Constituency Services Budget Review into Governance Policy**

- Establishing a regular review cadence mandated in policy or through a governance process creates a transparent and consistent approach to ensuring the budget remains on pace with market and economic conditions and is free from political interference (real or perceived).

##### **Monitor and Evaluate the Impact of Adjustments**

- After implementing changes to the budget adjustment process, closely monitor the impact on staff wages and overall satisfaction. Evaluate whether the adjustments achieve the desired outcomes, such as providing a livable wage, reducing turnover, and enhancing job satisfaction while allowing Councillors to meet their mandate. Use this data to refine future adjustments and ensure ongoing alignment with economic conditions and needs.

# 5. Considerations

## 1. Members' Constituency Services Budget Increase – Key Considerations (cont.)

### C. Maintain a Consistent Budget Amount Across all Councillors to Ensure Parity and Equity

#### Rationale

Councillors have mixed opinions on whether a Members' Constituency Services Budget should be standardized or adjusted based on the ward's population size, geography size, citizen demand, caseload, or other criteria. While some comparator municipalities have adopted variable ward budgets, the majority of voices interviewed indicated that Ottawa should keep the current practice of maintaining a consistent budget for all wards. As this was noted several times through our engagement process, Council may wish to engage in further discussion to determine the best collective path forward. In our findings, it was noted that equal budgeting ensures that each ward is treated fairly, providing Councillors with the same financial resources regardless of differences in population or geographic size, etc., upholds the principle of equity, and preserves the flexibility for each Councillor to allocate their budget in ways that best address the unique needs and priorities of their constituents.

#### Key Consideration or Actions

##### Formalize the Decision in Policy Documentation

- Update the Councillors' Office Manual and Incorporate a standardized approach to ward budget allocation within the budget policy, along with supporting rationale. The policy should address key considerations such as equity, financial efficiency, mitigation against fluctuations year over year, and the diverse needs of each ward, recognizing that some wards have larger populations, others have greater geographical areas, some have more demanding caseloads, and some are experiencing growth or have outdated infrastructure. A standardized approach ensures fairness and flexibility because these needs can be challenging to quantify and anticipate. Make the updated policy and the rationale for this budgeting decision publicly available on the City's website and other communication channels for transparency and affirming the City's commitment to equitable governance.



# 5. Considerations

## 2. Councillors' Assistants Remuneration, Roles and Retention – Key Considerations

### D. Introduce a well-defined pay scale for CAs that considers experience, responsibilities, and performance.

#### Rationale

The Councillors and CAs have expressed challenges with CA pay scales, mainly that the pay provided to CAs does not adequately compensate for the work they complete regularly. The salary range is broad, with a 218% difference between the minimum and the maximum. We understand that this large salary range width aims to provide Elected Officials flexibility in hiring and retaining staff. However, we recommend a more structured approach which will provide clear career progression pathways, ensuring that CAs are rewarded fairly for their contributions and offered growth within their CAs role. Councillors can foster a more motivated and committed workforce by aligning financial incentives with individual achievements and responsibilities. This will support overall job satisfaction and encourage longer-term retention. Ultimately, a structured pay scale should drive higher productivity and success for Councillor offices.

#### Key Consideration or Actions

##### Increase the Minimum of the Salary Range

- The current minimum is below the legally required minimum wage and is not competitive enough to attract qualified CAs. Raising the minimum will ensure compliance with legal standards and help attract suitable candidates.

##### Introduce Three Distinct Salary Scales

- Instead of maintaining a wide range, we recommend implementing three separate salary scales. This approach will provide a clearer career progression path for CAs, allowing them to advance and increase their earnings as they gain experience and take on more responsibilities. We recommend the following salary ranges:

CA Level	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
<b>Experienced</b> This scale should be for highly experienced CAs and roles requiring advanced skills.	60,000	75,000	90,000	50%	25%
<b>Intermediate Level</b> This scale should accommodate CAs with moderate experience and some specialized skills.	48,000	60,000	72,000	50%	20%
<b>Junior Level</b> This scale should be for entry-level roles or positions that do not require advanced skills	40,000	50,000	60,000	50%	--

##### Update Policies and Documentation

- Revise all relevant policies and documentation to reflect the new salary scales and career progression paths. Ensure these updates are communicated to all Councillors and their staff to promote transparency and understanding of the new compensation structure.

# 5. Considerations

## 2. Councillors' Assistants Remuneration, Roles and Retention – Key Considerations (cont.)

### E. Update and standardize job descriptions for CAs to accurately reflect their roles and responsibilities.

#### Rationale

Job descriptions and documentation are important to provide staff direction and support pay equity practices. The current job documentation for CAs is inconsistent, resulting in unclear requirements of the incumbent and difficulties in salary alignment. Clarifying job documentation will help ensure that all CAs are fully aware of their duties and that their job titles correspond appropriately to their functions. The organization can enhance accountability and performance by providing clear and consistent job descriptions. This approach will also facilitate better communication and understanding among team members. Standardized job descriptions can also aid in the recruitment and onboarding process, ensuring that new hires clearly understand their roles from the outset. Ultimately, this initiative will contribute to a more organized and efficient workplace.

#### Key Consideration or Actions

##### Develop Standardized Job Descriptions

- Creating detailed descriptions for each CA position involves consistent, clear, and detailed documents that outline the key duties, responsibilities, and qualifications for each unique CA role. Ensure that all job descriptions follow a standard City of Ottawa / Elected Officials format, making it easier to compare roles and maintain fairness in recruitment, compensation, and performance evaluations. Standardized job descriptions will also help CAs understand what is expected of them and help guide their career development path.

##### Review and Validate with Stakeholders

- Collaborate with and engage Councillors and CAs to review the draft job descriptions to ensure they accurately reflect their roles and responsibilities. This process will help identify discrepancies or updates needed to align the job descriptions with current organizational needs. Ultimately, this collaborative approach ensures that job descriptions are accurate and practical for the individual using them.

##### Roll Out Job Descriptions

- Communicate the new job descriptions to all staff and Councillors to ensure understanding and buy-in. Communicating changes requires a clear and consistent approach across all Councillors. It will be important to ensure that all affected employees understand the updates to their roles (if any). Provide opportunities for employees to ask questions and give feedback, fostering a sense of involvement and understanding.

##### Integrate into HR Practices

- Incorporate the new job descriptions into recruitment, onboarding, performance management, and compensation processes to ensure consistency and alignment and review regularly. Additionally, aligning new job descriptions with organizational goals supports efficient workforce planning and management.

# 5. Considerations

## 2. Councillors' Assistants Remuneration, Roles and Retention – Key Considerations (cont.)

### F. Regularly review Councillors' Assistants compensation to ensure alignment with the market, helping to attract and retain qualified candidates.

#### Rationale

To maintain competitiveness and attract qualified candidates, we recommend regularly reviewing the compensation for CAs to ensure alignment with current market rates. This proactive approach will help the CA staff stay competitive in the job market and retain top talent. By keeping compensation packages up-to-date, the City can demonstrate its commitment to fair and equitable pay practices, ensuring employees are rewarded appropriately. Regular reviews will also provide an opportunity to adjust for inflation and cost of living adjustments. Additionally, this practice can help identify and address any disparities or inequities in pay. Ultimately, ensuring fair and competitive compensation will contribute to higher job satisfaction and long-term retention of skilled CAs.

#### Key Consideration or Actions

##### Define Compensation Benchmarking Principles (Compensation Philosophy)

- Establishing a compensation philosophy, such as which percentile to pay within the market and which organizations and locations to compare salaries against (City of Ottawa roles, comparator municipality roles, or federal roles), provides a clear framework to conduct reviews. This approach aims to formalize benchmarking and adjust salary bands to meet industry standards or address pay gaps across demographic groups. With well-defined principles, the review process becomes systematic, transparent, and aligned with the strategic priorities. Setting compensation philosophy/principles is standard practice for reviewing and making compensation decisions.

##### Establish a Regular Review Schedule

- After the first year of implementing a salary increase, the frequency of a regular compensation review can take place once per term (e.g. every four (4) years). The alignment of this schedule will help the City of Ottawa plan budgets and performance evaluation periods. By staying current on current compensation trends, qualified candidates will be more attracted to the role.

##### Benchmark Against Market Data

- By gathering data and analyzing what Ottawa's closest competitors are compensating roles similar to CAs, the City of Ottawa can benchmark CAs' positions. Observing shifts in industry standards and economic conditions will help the City stay competitive with regular increments to compensation.

##### Performance-Based Adjustments

- By linking performance evaluations to compensation, CAs will be rewarded equitably along established salary ranges. On top of regular reviews to account for inflation and COLA, consideration could be made to offer an incentive and bonus program to reward high-performers. A bonus program would also motivate CAs with monetary incentives and attract qualified candidates to the City. Reward and recognition programs and processes would have to be uniform across all Councillors for consistency of practice and fairness.

##### Employee Feedback and Communication

- Gathering valuable feedback (e.g. CAs survey) from those directly affected by changes in compensation will help understand perceptions and address real concerns. Additionally, by being transparent about compensation, the City can build trust with CAs through clear and empathetic communication about changes they will see in their total compensation packages in the future.

##### Budgeting for Future Compensation Adjustments

- With alignment from the City of Ottawa's compensation philosophy and strategic goals, the future of compensation at the City will be well planned out. This includes accounting for the regular compensation adjustments based on market data and internal reviews. Forecasting tools can also be beneficial in predicting the financial impact of compensation changes.

# 5. Considerations

## 3. Elected Officials Remuneration – Key Considerations

### G. Maintain current Elected Officials remuneration and implement an automatic formal market review process

#### Rationale

Based on the custom remuneration analysis of Elected Officials that collected data from comparable municipalities, we have found that the current remuneration for Elected Officials in Ottawa aligns with the median market rate. Therefore, data-driven results across comparators' research do not indicate that a salary increase is needed presently. To support ongoing market-aligned remuneration, consider implementing an automatic formal market review process at the end of year two or year three of the Elected Officials' term, with any approved adjustments taking effect at the start of the new Elected Officials' term.

#### Key Consideration or Actions

##### Implement Regular Budget Review Cycle

- Formalize the review of Elected Officials' remuneration against comparator municipalities to ensure it remains competitive and aligned with market rates. At the end of either year two or three of Council's term in office, conduct a standardized review of the Elected Officials' remuneration. The review should provide recommendations for future adjustments, ensuring continuity and forward planning in remuneration and budget management.

##### Identify Economic Indicators

- Determine which economic indicators will be used to guide the annual adjustments that accurately reflect changes in the cost of living and economic conditions. We suggest using the Conference Board of Canada's average salary increases and the Consumer Price Index as the data sources.

##### Formalize the Processes with the Elected Officials Remuneration Policy

- Develop a clear formula for calculating the annual adjustment based on the chosen economic indicators. Ensure the formula is transparent, easy to understand, and consistently applied.
- Update the Councillors Office Manual and create procedures for implementing the annual adjustments, including timelines, calculation methods, and documentation requirements. Define roles and responsibilities for staff and third parties involved in reviewing and executing the adjustments and approval decisions.

## 5. Considerations

The following anticipated benefits and possible constraints have been outlined to support the City in planning to implement the previously mentioned considerations.

Anticipated Benefits	Constraints
<p><b>Budget Stability</b> Regular reviews and adjustments will ensure the budget remains aligned with economic realities, preventing sudden financial shortfalls or surpluses.</p> <p><b>Attraction of Top Talent</b> The increased budget will allow Councillors to offer more competitive salaries and attract more qualified candidates, improving the overall skill set of the Council's support staff.</p> <p><b>Increased Retention</b> Competitive salaries will reduce turnover, leading to greater continuity and stability in council operations.</p> <p><b>Improved Council Effectiveness</b> Higher-skilled CAs will provide better support to Councillors, leading to more efficient and effective governance.</p> <p><b>Fair Resource Distribution</b> Keeping the current model of budget equality for each ward promotes fairness, prevents resource disparities among Councillors, and allows for more flexibility in addressing different needs.</p>	<p><b>Budget Limitations</b> Expanding the staffing budget may need more support due to existing budgetary constraints and competing priorities.</p> <p><b>Market Fluctuations</b> The necessary budget adjustments can be challenging to assess and not fully account for sudden economic changes.</p> <p><b>Public Perception</b> Increasing the budget for Councillors' staff may be perceived by the public as unnecessary or extravagant, especially during economic difficulty, leading to potential backlash.</p> <p><b>Perceived Inequities</b> There may be perceptions of inequity as certain Councillors consider needing more resources than others due to their specific constituencies.</p>

# Appendices

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# Appendix A: Documents Reviewed

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# Appendix A: Documents Reviewed

List of policies and documents reviewed as part of the review:

## Job Descriptions

1. Job Description - Councillor's Assistant I (Student)
2. Job Description - Councillor's Assistant (Policy and Research Coordinator)
3. Job Description - Councillor's Assistant (Finance and Administration Coordinator)
4. Job Description - Councillor's Assistant (Community Relations and Events Coordinator)
5. Job Description - Councillor's Assistant (Communications Coordinator)
6. Job Description - Councillor's Assistant (Case Work)
7. Job Description - Councillor's Assistant VII
8. Job Description - Councillor's Assistant VI
9. Job Description - Councillor's Assistant V
10. Job Description - Councillor's Assistant III
11. Job Description - Councillor's Assistant III
12. Chief of Staff
13. Community Outreach Officer
14. Director of Communication
15. Executive Assistant to the Mayor
16. Senior Policy Advisor
17. Senior Advisor

## Salary Schedule

18. Salary Schedule - 2021 CA
19. Salary Schedule - 2024 CA
20. Salary Schedule - 2023 CA
21. Salary schedule - 2022 CA

## Hiring Toolkit

22. Hiring Toolkit - Virtual Interview and Assessment Guide\_EN
23. Hiring Toolkit - Sample Recruitment and Hiring Communications\_EN
24. Hiring Toolkit - New Employee Checklist for Councillors Assistants\_EN
25. Hiring Toolkit - Mandatory Prevention Messaging\_EN
26. Hiring Toolkit - Interview Rating Guide\_EN
27. Hiring Toolkit - Interview Question Bank for Councillors Assistant Interviews\_EN
28. Hiring Toolkit - Interview Consensus Rating Form\_EN
29. Hiring Toolkit - Councillors Assistant Recruitment and Hiring Checklist\_EN

## Contracts

30. CA Contract - 2022-2026 PT Contract
31. CA Contract - 2022-2026 FT 35
32. CA Contract - 2022-2026 FT 25-34

## EO PD

33. 07 July 2023 EO PD
34. 08 August 2023 EO PD
35. 09 September 2023 EO PD
36. 10 October 2023 EO PD
37. 11 November 2023 EO PD
38. 12 December 2023 EO PD
39. 2024 EO Public Disclosure – MASTER

## Additional Documents

40. Ottawa Comparison Map
41. Appendix 1 - Councillors' Office Manual 2023\_EN
42. Appendix 2 - Terms and Conditions - Admin Support EN
43. Appendix 3 - Councillors Assistant Salary schedule
44. Appendix 4 - Task Force on Council Remuneration English
45. Update on Council Budget Staffing and Compensation Review
46. Memo to Council - MNP Review – EN
47. Memo to Council - MNP Review – FR
48. 2023 Remuneration, Benefits and Expenses Paid to Members of Council-AODA
49. Council Remuneration – Breakdown
50. Councillor Budget- Example
51. Example Mayor Budget
52. Money in Lieu of Benefits
53. March 2024 Constituency Service Budget Forecasts
54. Elected Officials Remuneration and Budget – Scope and Deliverables
55. Short Term Porta Potty – Sawmill Creek C.C
56. Compensation Budget 2024



# Appendix B: Guiding Questions

# Appendix B: Guiding Questions (1/2)

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## Introduction

1. To start, please briefly provide your name, title, and how long you have been with the City of Ottawa?

## Budget Alignment, Process, Monitoring and Supports

2. Please share your initial thoughts on the Members' Constituency Services Budget and Remuneration.
  - a. Specifically, it has been some time since a formal review has been conducted and we are interested to learn if the Members' Constituency Services Budget and Remuneration are currently sufficient and meeting the strategic priorities of Council the City?
  - b. Is the Members' Constituency Services Budget deficient or lagging to support Councillor needs? If yes, how so?
3. Please describe how Members' Constituency Services Budget and Remuneration are optimized / allocated?
4. What are the biggest constraints and limitations of the Members' Constituency Services Budget and Remuneration today?
5. Where would greater constituency services / office budget funding be helpful? What would it allow you to achieve that isn't possible today?
6. What supports are available to aide Members of Council budgeting and allocation processes?
  - a. Are technology and systems well enabled to help drive decision making?
7. How do you know if you have sufficient budget or are allocating it effectively? What processes might help you to determine if you are allocating your budget appropriately"?
8. Ideally, what modernization is needed to Members' Constituency Services Budgets and Remuneration?

## Appendix B: Guiding Questions (2/2)

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### Councillors' Assistants

9. Please describe your current Councillors' Assistants roles.
  - a. # of staff, title, tenure
    - i. Staff manager, Case worker
    - ii. Social media, website, case work
    - iii. Traffic work, case work
  - b. Staffing model: temporary / permanent, levels, career opportunity
10. Where is staffing of Councillors' Assistants working *well*?
11. What are your greatest staffing *constraints*, within the current remuneration budget?
  - a. Recruitment, Retention, Career Pathing and Growth
  - b. Capacity and enough staff
12. What enhancements need to be made to the Councillors' Assistant staffing model and remuneration budget?

### Closing

13. Please provide any final comments regarding the Members' Constituency Services Budget and Remuneration or other suggestions you would like to share.

# Appendix C: Detailed Data Comparator Municipalities Survey

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# Appendix C: Detailed Data - Comparator Municipalities Survey

## Municipal Profile

	OTTAWA	Average	Minimum	Median	Maximum
Population size	1,083,550	1,130,279	333,668	932,770	2,832,718
Geographic size (km <sup>2</sup> )	2,790	640	272	657	1,138
Number of Councillors or wards	24	14	5	13	25
Average number of Councillors' Assistants / Councillor Support Staff by ward	3.8	4	2	3	9
Average km <sup>2</sup> /Councillor	116	49	25	56	75
Average population size/Councillor	45,148	77,296	39,316	78,014	113,014

## Elected Officials Compensation

	OTTAWA	Average	Min	Median	Max
Mayor Base Remuneration (\$)	208,760	186,980	128,862	213,737	225,304
Councillor Base Remuneration (\$)	116,735	113,354	94,704	120,755	133,776
Last Increase in 2024 (%)	2.5	2.76	2	2.41	4.23

## Members' Constituency Services Budget

	OTTAWA	Average	Min	Median	Max
Members' Constituency Services Budget size	287,698	411,759	196,649	415,168	593,125



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