

Council Resourcing Review Working Group – Final Report to City Council – April 7, 2026

1. Recommendations

That effective November 15, 2026, District Councillor remuneration be set at \$53,550; and

That effective November 15, 2026, the Mayor’s remuneration be set at \$153,510; and

That beginning January 1, 2028, the annual cost of living adjustment for District Councillor and Mayor remuneration be set to the lower of the either the Consumer Price Index (Ontario) on the previous October 1st or the cost-of-living adjustment for the City’s non-unionized staff; and

That the annual budget for conferences, associated travel and living, and miscellaneous expenses be increased to \$65,000 in total, and the meal allowance while travelling on City business be equal to the most recent Canada Revenue Agency Directive on Travel: Appendix B – Allowances within Canada the Continental USA; and

That the annual discretionary budget of \$150 per District Councillor be eliminated; and

That the orientation for District Councillors and Mayor at the beginning of each term include training on time management as well as “Internet harassment survival techniques”, with training opportunities to be provided over the full term of Council; and

That the dedicated administrative resource provided to District Councillors be increased from the current one full-time employee to three full-time employees; and

That staff be directed to review the City’s website to provide increased information for people considering running for municipal office, including a description of the responsibilities and duties of the Mayor and District Councillors; and

That beginning with the 2026 – 2030 term of Council, the position of Deputy Mayor be extended from the current two-month term to a four-month term and that the monthly stipend be set at \$2,500 per month, and the City Clerk be authorized to add to a future Council agenda for all three readings the necessary amending by-law to *City of Kingston By-Law Number 2021-41, ‘Council Procedural By-Law’* to reflect the updated provisions regarding the Deputy Mayor position; and

That Council approve and give all three readings to the Council Remuneration By-Law, attached as Exhibit A to Council Resourcing Review Working Group Final Report, dated April 7, 2026; and

That the Council Resourcing Review Working Group having fulfilled its mandate, be and is hereby disbanded and the members of the Working Group thanked for their service.

2. Introduction

Over the past six months the Council Resourcing Review Working Group (hereafter the Working Group) has been reviewing the remuneration for City Council (which includes District Councillors (hereafter Councillors) and the Mayor), while at the same time preparing a recommendation on whether to move from a part-time to a full-time model. The two mandates are tightly interlinked.

Today Council positions are part-time. Despite that, on average Council members work well in excess of 40 hours per week, making the current remuneration low relative to the time commitment. While we considered recommending a significant increase in pay, we have opted instead to take an approach which provides increased resources to help Councillors to better manage their time and perhaps approach a weekly time commitment more in line with a part-time position, without compromising the quality of the services provided to the public.

The City is growing rapidly and is facing generational decisions in the coming years that will impact many areas including employment, industrial development, housing, the environment, and quality of life overall. As one resident commented “Kingston is no longer a one-horse town”. The demands on Council will only increase in the next few years. With the upcoming ward boundary review we are recommending that the question of part-time vs full-time, and the budget implications that may have, depending on the number of Councillors, be looked at as part of a broader structural review of Council. This, however, is outside of our mandate.

3. Background

On June 3, 2025, Council approved [Report Number 25-137](#), creating the Council Resourcing Review Working Group to review the remuneration for the 2026 – 2030 term of Council. The Working Group was mandated to examine the roles and responsibilities of the Mayor, Deputy Mayor, and District Councillors and to make remuneration recommendations and administrative support recommendations based on a combination of both comparator municipalities and an understanding of what is asked and expected of an individual when elected to Council. The Working Group was also

mandated to consider modifying Council positions from considering the role to be a part-time to a full-time role.

This is the fifth time that a Working Group or Committee has been established to review Council's remuneration. The [Report of the 2022 Citizen Committee to Review Council Remuneration](#) can be viewed on the City website.

The membership of the Working Group consisted of three resident members, one former member of Council from a term no more than three terms prior to the current term and one member from KEYS Employment and Newcomer Services:

- Don Aldridge, Chair – resident member;
- Liz Schell, Vice-Chair – a former member of Council;
- Allan Scott – resident member;
- Rumi Sohal – resident member; and
- Samuel Tsegai – member from KEYS Employment and Newcomer Services.

The following municipalities were included in the list of comparator municipalities to be examined by the Working Group:

- City of Barrie;
- City of Brantford;
- Municipality of Chatham-Kent;
- City of Guelph;
- City of Peterborough;
- City of London;
- City of Greater Sudbury; and
- City of Thunder Bay.

The Working Group elected to add the City of Ottawa and the City of Toronto to the list of comparator municipalities. The following criteria was included in the staff report establishing the Working Group and used to determine comparator municipalities:

- Utilize either a Standing Committee or a Committee of the Whole model;
- Are similar in population (apart from Ottawa and Toronto);
- Operate as a single-tier municipality; and
- Have Councillors who are elected by districts/wards and are considered part-time (with the exceptions of London, Ottawa and Toronto).

Each of the comparator municipalities completed a survey providing the Working Group with information related to Council members' duties, administrative support, and remuneration (see Exhibit B – Municipal Comparator Data).

Additionally, the Working Group created an online survey and in-person interview questions for the current members of Kingston City Council. Nine Council members completed the online survey and participated in a 45-minute interview conducted by Working Group members.

The Working Group also created a series of questions to be used in the creation of a public engagement webpage on Get Involved Kingston. The public engagement ran from December 1, 2025, to January 5, 2026, and included social media posts and physical signage directing the public to the survey. The site logged 499 unique visitors and there were 246 surveys completed. (see Exhibit C – Public Engagement Results).

The Working Group met nine times from September 2025 to February 2026. During these meetings the Working Group engaged in discussions regarding the information from the comparator municipality survey, the survey and interviews with current members of Council, and the results from the public engagement conducted.

4. Remuneration

The Working Group began its deliberations by addressing the issue of whether the Mayor and Councillors should serve in a part-time or full-time capacity (see Section 6). After careful consideration, the group decided to maintain the part-time status for both positions. Following this decision, the Working Group turned its attention to reviewing the base salary. In the past, review committees have compared Kingston's salary levels for elected officials with a select group of similar municipalities, as outlined in Section 3. For this review, London was included as a comparable city, while Ottawa and Toronto were referenced for context only.

Although London is approximately three times the size of Kingston in terms of population, the two cities share many similarities. Both have a university and a community college, offer tertiary medical care to a broad region, maintain strong medical research capacities, and face the challenges associated with growing urban centres. London recently undertook a similar resource review, which resulted in the decision to treat Council positions as full-time and to compensate them accordingly. The current Working Group recognizes that London's approach may serve as a model for Kingston in the future; however, London was not used as a direct comparator when reviewing specific metrics.

With the above considerations in mind, the Working Group adopted a straightforward approach to determining remuneration. The starting point was the base salary recommendations established by the 2022 review committee. These amounts were then adjusted for inflation, applying a compounded inflation rate through to 2027, based on a projected rate of 2.2% for 2025 and assuming it would remain unchanged for 2026. The

2022 base salaries were \$129,000 for the Mayor and \$45,000 for Councillors. Factoring in a total compounded inflation rate of 19% results in recommended base salaries of \$153,510 for the Mayor and \$53,550 for Councillors. These rates are proposed to take effect on November 15, 2026, when the new Council is sworn in.

To ensure the proposed salaries are in line with prevailing standards, the Working Group compared these amounts with those of seven other comparator cities (excluding London, Ottawa, and Toronto). The analysis confirmed that the recommended base salaries for Kingston's Mayor and Councillors are consistent with the group of comparator municipalities.

We also examined the annual cost per citizen for both the Mayor and Councillors. For Kingston, these figures are \$1.08 and \$0.38 respectively. Once again, these costs are consistent with those observed in the comparator cities.

The data supporting these calculations can be found in Exhibit B.

The Working Group recommends continuing the current practice of adjusting salaries annually based on a cost-of-living adjustment (COLA), beginning on January 1, 2028. We propose that the COLA be modified so that the adjustment is the lower of either the Consumer Price Index (Ontario) on the previous October 1st or the cost-of-living adjustment of the City's non-unionized staff. For 2026, non-unionized City staff salaries were frozen, and City Council also chose to forgo any increase. The proposed modification to the COLA aligns with this approach.

Determining the appropriate level of compensation for elected officials involves balancing several factors. While few individuals seek public office solely for financial reasons, the salary should be sufficient to attract qualified candidates but not so low as to prevent capable individuals from serving. If compensation were set at zero, the pool of potential candidates would likely be limited to those with independent wealth or retirees with adequate pensions. Conversely, setting salaries equivalent to senior executives in the private sector could create an environment where individuals are more motivated by retaining their positions than by serving the public interest. We believe that the recommended remuneration strikes a fair balance between these two extremes.

5. Other Recommendations & Observations

The Working Group was asked to review the position of Deputy Mayor. The Deputy Mayor stands in for the Mayor when they are not available and amongst other things chairs Council meetings and represents the City at community events. This is an important and time-consuming position that can also involve representing the City with other levels of government. In 2025 the Deputy Mayor had to step in for several months while the Mayor was on a leave of absence running for federal office. In short, this can

be an all-consuming position. Currently the position is filled on a volunteer basis for a 2-month term for which a stipend of \$250 per month is provided. Given the importance of the role of Deputy Mayor, we are recommending that: 1) the term be doubled to 4 months, and 2) the monthly stipend be increased to \$2,500. We encourage each of the 12 Councillors to take on this role once during their term in office; however, this should continue to be on a volunteer basis since not all Councillors are able to devote the increased time necessary to be Deputy Mayor.

The 2022 review committee set car allowance rates – our Working Group reviewed these rates and agreed that they remain appropriate. The rate set in 2022 was a base rate which has been adjusted annually based on the rate of inflation (the change in CPI). We are recommending that this practice continue.

We were also tasked with looking at the issue of enabling a more diverse Council – there is no quick and easy solution to this challenge. Many people are unable to make the time commitment to be on Council, even if it really were only a “part-time” obligation. Nor is everyone able to forgo the income that could be lost because of Council demands. Council, as it is currently structured, is not something that many people are willing and/or able to consider. That said, one of the early steps in encouraging a wider segment of our population to run for Council is to provide more online information about the roles and expectations (sample role requirements are presented in Section 9).

One of the challenges we found most disturbing, although sadly not surprising, is the abuse that Councillors frequently receive online – this is particularly pronounced for female members of Council. Anecdotally, this has been cited as one of the reasons that so few women run for Council. While we can't stop people from hurling vitriol from the comfort of their computer, we are making several recommendations that will help shield Council, including involving the police when serious threats are made.

6. Full-Time versus Part-Time

The Working Group considered whether Mayor and Councillor roles should be full-time or stay part-time. The *Municipal Act, 2001* does not mandate that elected officials rely solely on the income from their elected position and prescribes only a few professions that elected members are not able to hold while in office. Council members currently often work 40+ hours a week, which suggests a full-time workload on top of any existing employment prior to being elected. We recognize the pressure to control costs while maintaining high standards of service. Although further increased compensation would match the time commitment, we do not recommend it now, but perhaps in a future restructured governance model.

We also acknowledge the potential personal and mental health impacts of serving on Council. After weighing the pros and cons of full-time versus part-time positions and current pay rates, we recommend the roles remain part-time with matching compensation. To reduce workloads to something more closely approximating a part-time role, we suggest:

- Expanding the Council support team from one to three experienced City staff (apolitical and selected by a working group made up of 2 or 3 of the current Councillors), whose tasks may include:
 - Conducting research for Councillors.
 - Resolving simple issues.
 - Tracking public interactions via the CRM ticketing system.
 - Managing district social media.
 - Coordinating public events.
 - Implementing improved time management.
 - Other duties as appropriate.

Below is an analysis we undertook concerning the pros and cons of moving to a full-time expectation.

Pros of switching to (or recognizing) full-time councillors

1. Greater availability and responsiveness.

- More office hours for constituents, faster responses to issues, more direct oversight of City projects and meetings. Helpful when dealing with complex urban, university and rural issues.
- Council meeting held during normal office hours.
- Better crisis response and handling of frequent constituent casework.

2. More capacity for policy and complex files.

- Full-time Councillors can dive deeper into complicated files (housing, transit, climate adaptation, university relations, healthcare, ...) rather than relying entirely on staff briefs or delegating. This can improve decision quality and Councillor subject-matter expertise.
- Kingston is no longer a “one-horse-town” – as we continue to grow (rapidly, according to the YG220K initiative) the challenges we face as a city become more complex.

3. Professionalization and equity.

- If Councillors are paid and resourced more like professional legislators, it will lower barriers for people who cannot afford to hold a low-pay, high-time commitment job, thus improving diversity & representation on Council.

4. Reduced conflicts of interest.

- Councillors who must work a second job to make up income may have scheduling conflicts or outside interests – full-time compensation can reduce that pressure, assuming it is competitive with non-governmental positions.

Cons and risks of full-time Councillors

1. Higher direct cost.

- Salaries, benefits, office support and possibly larger staff/administration budgets. This is the most visible downside and a key political hurdle.

2. Potential for bureaucratization / distance from citizens.

- Professionalization can create a career politician class that may be seen as less connected to ordinary residents - risk of losing the “citizen-representative” feel.

3. Risk of centralization of power.

- Full-time Councillors might rely more on City staff and professional networks, potentially widening the gap between elected officials and grassroots community voices.

4. No automatic improvement in governance.

- Full-time status alone won't fix poor council culture, weak accountability, or unclear roles. Structure, committee workload, and support staff design matter more than a label.

5. Preventing some public servants from seeking election to council.

- Public sector employers may bar staff from undertaking a full-time council position (e.g. *Public Service of Ontario Act* restrictions on full-time employment and political activities that could interfere with the public servant's full-time job).

Pros of remaining part-time (i.e., modestly compensated) Councillors

1. Keeps Council rooted in the community.

- Councillors who work in the private sector or with community organizations bring grounded perspectives and direct community ties.

2. Lower direct municipal costs.

- Less pressure on the budget for salaries and benefits.

3. Encourages rotating leadership.

- Lower compensation can reduce incentives to professionalize politics, encouraging turnover and preventing entrenchment.

Cons of keeping the status quo (part-time expectation)

1. Accessibility and equity problems.

- People with caregiving responsibilities or lower incomes are less able to serve, narrowing the candidate pool and reducing representativeness.

2. Workload mismatch.

- Modern municipal work (housing, climate, infrastructure, intergovernmental relations) can be effectively a full-time job; part-time status may cause delays, overloaded Councillors, or create overreliance on staff.

3. Hidden costs.

- Overworked Councillors may produce slower decisions, require more staff hours to compensate, or introduce governance mistakes that carry financial consequences.
- Dedicated Councillors run the risk of “burnout” and may decide to not run for re-election – given the value that comes through experience and continuity this represents a large potential loss.

7. Conferences, Associated Travel and Living, and Miscellaneous Expenses

One of the ways that professionals in the business world keep current is through attending industry specific conferences and gatherings. The same is true for elected officials. In Ontario the Association of Municipalities of Ontario (AMO) annual conference is the primary place where representatives from cities of all sizes from across the province gather. Most members of Kingston’s City Council attend the AMO conference. Another relevant annual conference is held by the Federation of Canadian Municipalities (FCM); however, fewer Councillors attend the FCM conference primarily because of budget restrictions. In total, in 2024, Council spent \$46,943 to attend these conferences and related meetings.

These events are important for the City – understanding what other municipalities are doing, and learning from their best practices, benefits all of us. With this in mind, we are proposing a modest increase in this budget, making the 2027 conference and travel budget \$65,000 from the current \$25,000.

Related to travel is the daily meal per diem which was set at \$65 in 2022. We are proposing that this be updated to more accurately reflect the true cost of meals. We recommend following the Government of Canada guideline which is currently at \$112 and is updated periodically (i.e., use the most recent “Canada Revenue Agency Directive on Travel: Appendix B – Allowances within Canada and the Continental USA”).

This budget line item also includes several small miscellaneous categories, including telecommunications costs and office supplies not covered in other City budgets. The existing provision of \$150 per councillor per year for “sundries” is included in this budget, thus our recommendation to eliminate it as a separate line item.

8. Training

When Councillors are first elected, they participate in a comprehensive orientation program designed to equip them with the knowledge and skills necessary for effective public service. The initial training typically covers the structure and operations of municipal government, ethical standards, legislative procedures, and the fundamentals of policy making. New Councillors are introduced to key city departments, meet with senior staff, and receive briefings on major ongoing projects and issues facing the community.

To further enhance their readiness, we recommended that the orientation package include new modules addressing modern-day challenges. For instance:

- A time management techniques module would help Councillors balance their demanding schedules, prioritize tasks, and make efficient use of their time.
- Additionally, training on conflict de-escalation techniques, and how to handle abusive email can provide strategies for managing difficult communications, maintaining professionalism, and protecting their personal well-being in the face of online hostility.
- Police-led training on what conduct and situations constitute crimes that should be reported, and what interactions do not rise to the level of criminality requiring police involvement, would be helpful, and is recommended.
- A comprehensive review of the benefits to which Councillors are entitled, such as health and dental coverage, mental health assistance programs, pension plans, and professional development opportunities, should also be incorporated, ensuring that all members are fully informed about their compensation and support resources.

Beyond the initial orientation, the importance of continuous education throughout a Councillor’s four-year term cannot be overstated. Ongoing professional development opportunities – such as workshops, seminars, and conferences – allow Councillors to stay current on legislative changes, emerging issues, and best practices in governance. This commitment to lifelong learning not only enhances individual performance but also contributes to more informed decision-making and better outcomes for the community.

9. Role of the Mayor and Councillors

In conducting our review, we were surprised to discover that nowhere is there a description of the role and expectations of the Mayor and Councillors. While the current Council instinctively understands their roles, we feel that this should be documented on the City's website to set expectations for the public at large and equally importantly for those considering running for office. While the *Municipal Act, 2001*, in sections 224 and 225 sets out the roles, we offer the following with the expectation that the current occupants of these positions may want to make edits and are encouraged to do so.

Mayor:

- Serves as the chief executive officer and official representative of the City of Kingston.
- Presides over City Council meetings and ensures orderly conduct and adherence to legislative procedures.
- Provides leadership in setting strategic direction and priorities for the City, in collaboration with Council.
- Acts as a spokesperson for the City on civic matters, public events, and in communications with other levels of government.
- Advocates for the interests and needs of Kingston residents at regional, provincial, and national forums.
- Oversees the implementation of Council decisions, policies, and City initiatives.
- Works closely with City administration to ensure effective delivery of municipal services and programs.
- Represents the City at official functions, ceremonies, and community events.

Councillors:

- Represents constituents from a designated district within the City of Kingston.
- Participates in City Council meetings, committees, and decision-making processes.
- Reviews, debates, and votes on municipal policies, by-laws, budgets, and other matters affecting the City.
- Engages with residents to address concerns, gather feedback, and communicate Council initiatives.
- Works collaboratively with fellow Councillors and the Mayor to advance City priorities and projects.
- Serves on various committees and boards to provide oversight and guidance on specific municipal issues.
- Advocates for the interests of their district while considering the broader needs of the City.

- Attends community events and maintains visibility within their district to foster trust and accountability.

10. Recommendations for the Next Working Group

While conducting our review there were several occasions where we felt that a future Working Group would be in a better position to make a recommendation, possibly different than what we have come up with at this time. There were also a few cases where, with the benefit of hindsight, we might have done things slightly differently. The following observations are offered for consideration.

1. Revisit the question of full-time vs part-time. It might be more practical to do this in conjunction with a ward boundary review which is required to happen sometime during the next term. If Council were to be made full-time it is likely that the number of councillors would be reduced while the salaries would be increased – potentially resulting in a significant budget increase. A comprehensive review of the structure of Council may be appropriate for the Council coming into office in the fall of 2030, and may touch on:
 - a. At large representation vs by district.
 - b. Dedicated staff assigned to individual councillors.
 - c. Dedicated office space at City Hall.
 - d. A full-time Deputy Mayor.
2. There was some overlap between the Council survey and the interview questions that we generated – avoiding duplication of questions would have been more efficient.
3. We would have had a more effective public survey had we provide more context to the public (e.g., hours worked and current salary levels, as well as job descriptions for the Mayor and Councillors). We recommend not highlighting the median Kingston salary as we did.

11. Summary of Recommendations

Our recommendations are scattered throughout this report – they are consolidated here for ease of reading.

1. While not required as a formal motion, the Working Group is recommending that the City keeps the Council and Mayor positions as “part-time”, recognizing that while the hours are essentially full-time, the remuneration should be consistent with a part-time position; thus, measures must be taken to reduce the time commitment required of Councillors.
2. Starting November 15, 2026, the annual salary for Councillors be set at \$53,550, and for the Mayor at \$153,510. This becomes the new baseline against which an

annual cost of living adjustment (COLA) is applied starting January 1, 2028 (see recommendation 3, below).

3. Modify the COLA to be the lower of the Consumer Price Index (Ontario) on the previous October 1st or the average salary increase of the City's non-unionized staff.
4. Increase the annual budget for conferences, travel and living costs, and miscellaneous items (e.g., telecommunications and sundries) to \$65,000 in total. In addition, the meal allowance while travelling on City business should be equal to the most recent "Canada Revenue Agency Directive on Travel: Appendix B – Allowances within Canada the Continental USA".
5. Eliminating the annual discretionary budget that currently stands at \$150 per Councillor. This is included in the Conference, Associated Travel and Living, and Miscellaneous budget (recommendation 4).
6. While this is the current process, and thus doesn't require a motion by Council, we want to explicitly state that Council's benefits package continue to be updated to reflect the current schedule in effect. This covers medical, dental, life insurance, and pension benefits.
7. Also, not requiring a motion by Council, continue to adjust the annual car allowance to reflect the increase in the CPI from the previous year. This has been in place since 2022 and continues to be appropriate in our opinion.
8. As above, also not requiring a motion by Council, maintain the current cell phone policy.
9. Improve the onboarding training for new and returning Councillors. Include in the training units on time management as well as "Internet harassment survival techniques". A comprehensive onboarding training syllabus is already in place and is updated with each new term – we recommend extending training beyond the initial weeks of a new term and effectively establishing a continuous learning model. As an added note, include a module to be delivered by Human Resources reviewing the suite of benefits that Council is entitled to.
10. Increase the dedicated Council support staff to three people. Currently Council has one dedicated person supporting twelve people. We recommend a significantly expanded role for the support team with the aim to decrease the time commitment required for Councillors – if we are expecting these positions to be

part-time then at a minimum the option must exist for Councillors to reduce their workload.

11. Make the Deputy Mayor position a four-month term and set the stipend at \$2,500 per month to more accurately reflect the responsibilities and increased workload of the position. This position is on top of the day-to-day responsibilities of a Councillor. The current stipend of \$250 per month is inappropriate, thus the recommended increase. Councillors are encouraged to volunteer for this role once each term if they can accommodate the extra workload.

12. Enhance the City's website to provide more guidance for people considering running for office. This request was made in many of the public survey responses and is one step in towards making running for office more broadly accessible. This should be implemented as soon as possible given the upcoming election in fall of 2026.

12. Concluding Remarks

The working group was actively engaged for almost half a year (September 2025 thru February 2026) – it was an enlightening experience out of which we have gained a much deeper appreciation of the inner workings of our municipal government and the demands of being on City Council.

We were impressed, and encouraged, by the level of engagement that the citizens of Kingston demonstrated through the response rate to our public survey. Many of the comments we reviewed were very thoughtful – these helped as we formulated our recommendations.

There was also robust engagement with the current Council members, including the Mayor. Not surprisingly, the opinions they shared covered a wide spectrum; however, without exception it was clear that all members of Council are deeply committed to the City and to its people. We should also note that while everyone that we interviewed agreed that the hours exceeded those of a “part-time” position, all continue to be enthusiastic about the role they play and would recommend that anyone with an interest in serving their community consider running for office.

In conclusion, we would like to thank several people for their input to this review – the members of the public who responded to our survey – the members of Council who found time to meet with us and share their experiences – and a special thank you to City staff who conducted research, patiently answered all our questions, and provided overall advice and guidance to the Working Group throughout our journey.

City of Kingston By-Law Number 2026–XX

Council Remuneration By-Law

1st Reading date

2nd Reading date

3rd Reading date

Passed date

City of Kingston By-Law Number 2026–XX

Council Remuneration By-Law

Whereas:

The Corporation of the City of Kingston (the “City”) is a single-tier municipality incorporated pursuant to an order made under section 25.2 of the *Municipal Act*, R.S.O. 1990, c. M.45.

The powers of a municipality must be exercised by its council (*Municipal Act, 2001*, S.O. 2001, c. 25 (the “*Municipal Act, 2001*”), s. 5 (1)).

A municipal power must be exercised by by-law unless the municipality is specifically authorized to do otherwise (*Municipal Act, 2001*, s. 5 (3)).

Section 283 of the *Municipal Act, 2001* authorizes a municipality to pay the remuneration and expenses of the members of council (*Municipal Act, 2001*, s. 283).

Council for the City (“*council*”) considers it necessary and desirable to pass a by-law for the purposes of establishing remuneration for members of Council.

Therefore, council enacts:

1. Interpretation

1.1 This by-law may be cited as the Council Remuneration By-Law.

1.2 For the purposes of interpreting this by-law:

- (a) a reference to any legislation, regulation, or by-law or to a provision thereof includes a reference to any legislation, regulation or by-law enacted, made or passed in substitution thereof or amendment thereof;
- (b) any reference to legislation includes all of the regulations made thereunder; and
- (c) “include”, “includes” and “including” indicate that the subsequent list is not exhaustive.

Council Remuneration By-Law

2. Annual Remuneration

- 2.1 Each member of *council* will be paid an annual remuneration in the amount set out in Schedule A of this by-law.
- 2.2 The annual remuneration paid to members of *council* pursuant to Schedule A does not include any remuneration payable for service on the Kingston Police Service Board or any agency, board, commission, corporation, society or other similar organization to which the member is appointed by *council*. Any such remuneration is separate from and in addition to the annual remuneration paid to members of *council*.
- 2.3 The annual remuneration will be paid to members of *council* on a bi-weekly basis. In the event of the death of a member of *council*, or upon the member ceasing to be a member of *council* for any reason before the expiration of their term of office, the amount of the annual remuneration payable will be prorated to reflect the period of service during the term and paid to the member or, in the case of death, to their estate.

3. Car Allowance

- 3.1 Each member of *council* will be paid an annual car allowance in the amount set out in Schedule A of this by-law.

4. Conference Expenses

- 4.1 Each member of *council* is entitled to reimbursement for actual and reasonable expenses incurred in attending an approved out-of-town conference, in accordance with Schedule A.
- 4.2 The *City's* Manager of Intergovernmental Affairs is responsible for approving out-of-town conferences based on available budget.

5. Adjustments

- 5.1 On January 1, 2028, and on each subsequent January 1 during the *council* term, the annual remuneration payable pursuant to section 2 of this by-law and the car allowance payable pursuant to section 3 of this by-law will be adjusted by a percentage equal to the lower of: (a) the percentage change in the Consumer Price Index (All-Items, Ontario), for the 12-month period ending October 1 of the previous year, or (b) the percentage cost-of-living adjustment approved for the

Council Remuneration By-Law

City's non-unionized staff for that year.

6. Benefits

6.1 The benefit package for members of *council* will be the same benefit package provided to the *City's* non-unionized staff, and any benefits will be paid to members of *council* separate from and in addition to the annual remuneration paid to members of *council*.

7. Miscellaneous

7.1 If a court of competent jurisdiction declares any provision, or any part of a provision, of this by-law to be invalid, or to be of no force and effect, it is the intention of *council* in enacting this by-law that each and every provision of this by-law authorized by law be applied and enforced in accordance with its terms to the extent possible according to law.

7.2 This by-law will come into force and take effect on November 15, 2026.

7.3 As of the date this by-law into force and takes effect, *City of Kingston By-Law Number 2022-48, A By-Law to Provide for the Annual Remuneration to Members of Council for the Corporation of the City of Kingston*, is repealed in its entirety.

1 st Reading	date
2 nd Reading	date
3 rd Reading	date
Passed	date

Janet Jaynes
City Clerk

Bryan Paterson
Mayor

Council Remuneration By-Law

Schedule A – Remuneration and Conference Expenses

Remuneration

Mayor Annual Remuneration: \$153,510

District Councillor Annual Remuneration: \$53,550

Additional monthly remuneration for Deputy Mayor: \$2,500 / month

Car Allowance

Mayor	\$6,107.00
District 1 (Countryside) Councillor	\$4,071.00
District Councillor, excepting District 1 (Countryside) Councillor	\$3,256.00

Conference-Related Expenses

Travel Allowance

Travel by car will be reimbursed at the rate of \$0.58 per kilometre per return trip measured from Kingston City Hall to the destination. The cost of an economy class train or plane fare will be reimbursed. Reimbursement for an upgraded class of travel will be permitted by the *City's* Manager of Intergovernmental Relations where reasonable in the circumstances, having regard to factors such as the time of travel and the duration of the trip.

Accommodation

At a rate not to exceed the rate for a standard double room in the main conference hotel.

Registration for Conferences

Cost of registration for the member of *council*.

Meal Allowance and Incidental Expenses

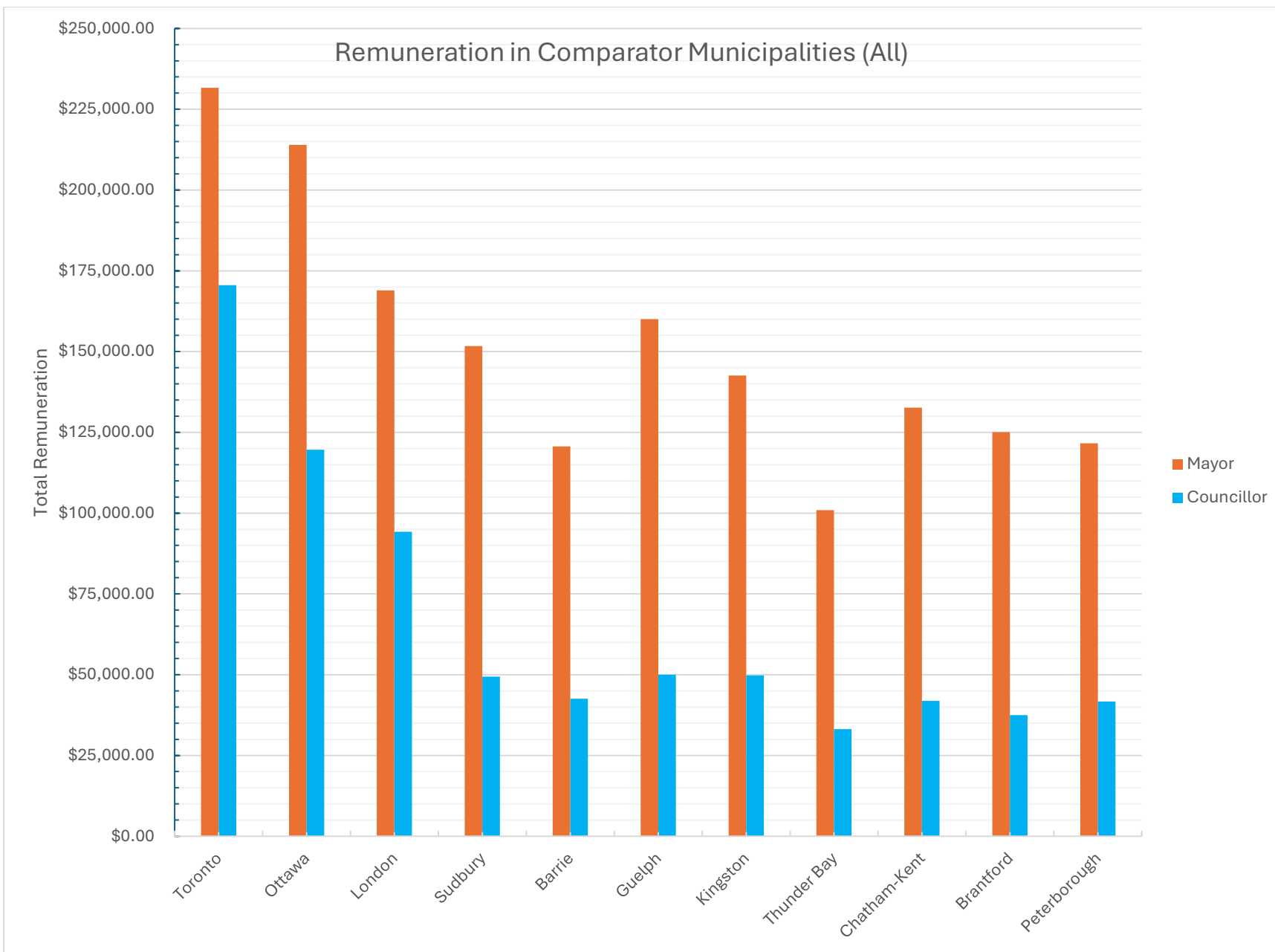
Equal to the current Canada Revenue Agency Directive on Travel: Appendix B – Allowances within Canada the Continental USA.

2025-2026 Comparator Municipalities

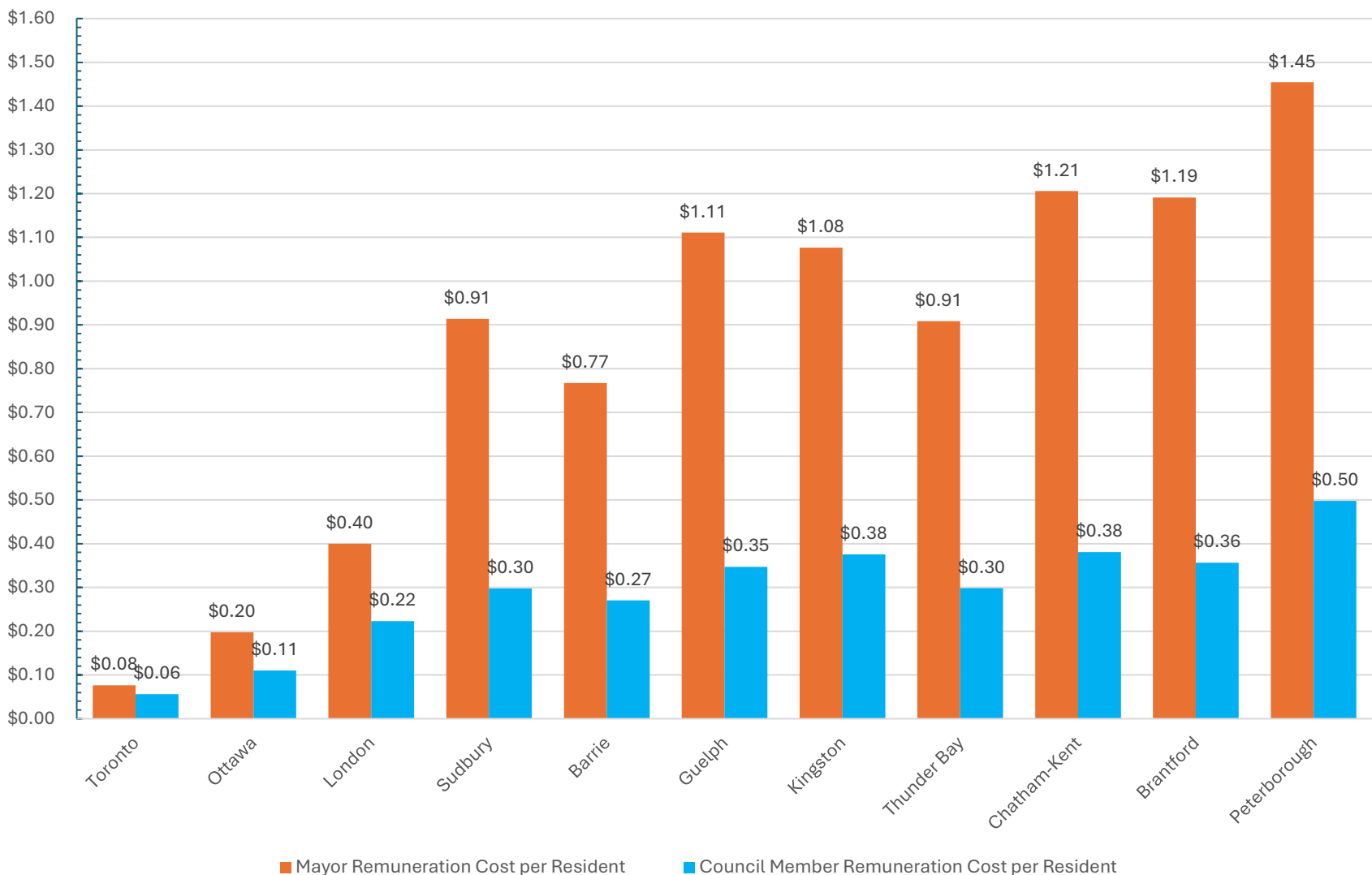
Municipality	Population	Budget (Annual)	Council Size	Mayor's Salary	Councillor's Salary	Full-time / Part-time
City of Toronto	3,025,647	\$18,000,000,000	26	\$231,635	\$170,588	Full-time
City of Ottawa	1,083,550	\$4,000,000,000	25	\$213,981	\$119,654	Full-time
City of London	422,324	\$1,450,000,000	15	\$168,908	\$94,222	Full-time (starting next term)
City of Greater Sudbury	166,000	\$376,565,658	13	\$151,714	\$49,433	Part-time
City of Barrie	157,194	Not Provided	11	\$120,621	\$42,540	Part-time
City of Guelph	144,000	\$600,000,000	13	\$160,000	\$50,000	Part-time
City of Kingston	132,485	\$506,900,000	13	\$142,598	\$49,743	Part-time
City of Thunder Bay	111,113	\$448,800,000	13	\$100,941	\$33,138	Part-time
Municipality of Chatham-Kent	110,000	\$303,360,000	18	\$132,632	\$41,921	Part-time
City of Brantford	105,000	\$148,306,614	11	\$125,090	\$37,450	Part-time
City of Peterborough	83,621	\$433,747,815	11	\$121,615	\$41,649	Part-time

Remuneration Cost per Resident

Municipality	Population	Mayor Salary	Mayor Remuneration Cost per Resident	Council Member Salary	Council Member Remuneration Cost per Resident
Toronto	3,025,647	\$231,635	\$0.08	\$170,588	\$0.06
Ottawa	1,083,550	\$213,981	\$0.20	\$119,654	\$0.11
London	422,324	\$168,908	\$0.40	\$94,222	\$0.22
Sudbury	166,000	\$151,714	\$0.91	\$49,433	\$0.30
Barrie	157,194	\$120,621	\$0.77	\$42,540	\$0.27
Guelph	144,000	\$160,000	\$1.11	\$50,000	\$0.35
Kingston	132,485	\$142,598	\$1.08	\$49,743	\$0.38
Thunder Bay	111,113	\$100,941	\$0.91	\$33,138	\$0.30
Chatham-Kent	110,000	\$132,632	\$1.21	\$41,921	\$0.38
Brantford	105,000	\$125,090	\$1.19	\$37,450	\$0.36
Peterborough	83,621	\$121,615	\$1.45	\$41,649	\$0.50



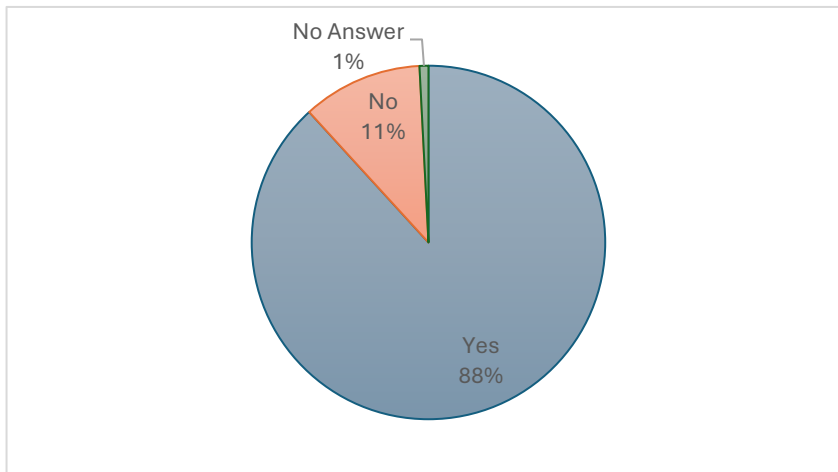
Remuneration Cost per Resident



Public Engagement Survey – Results

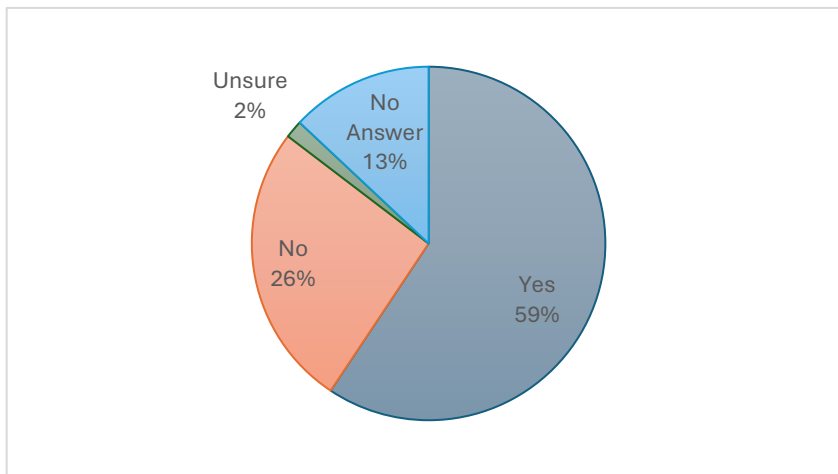
Question 1 – Do you know who your City Councillor is?

Response	Number
Yes	217
No	27
No Answer	2
Total:	246



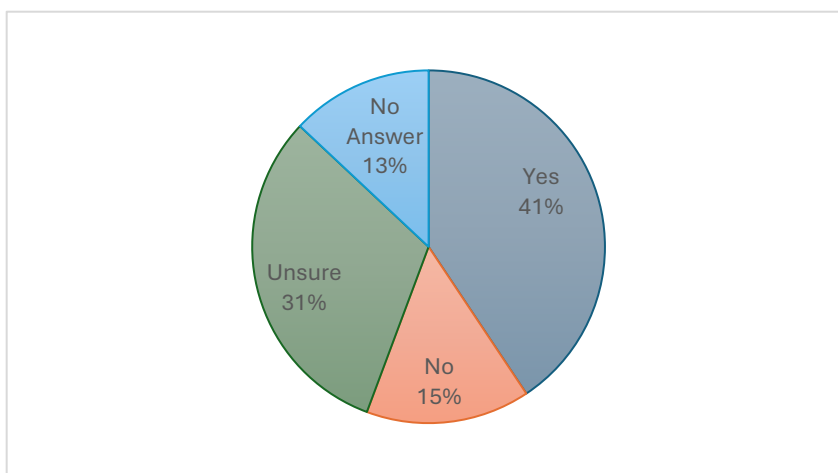
Question 2 – Have you ever contacted your Councillor regarding a municipal issue or question?

Response	Number
Yes	217
No	27
No Answer	2
Total:	246



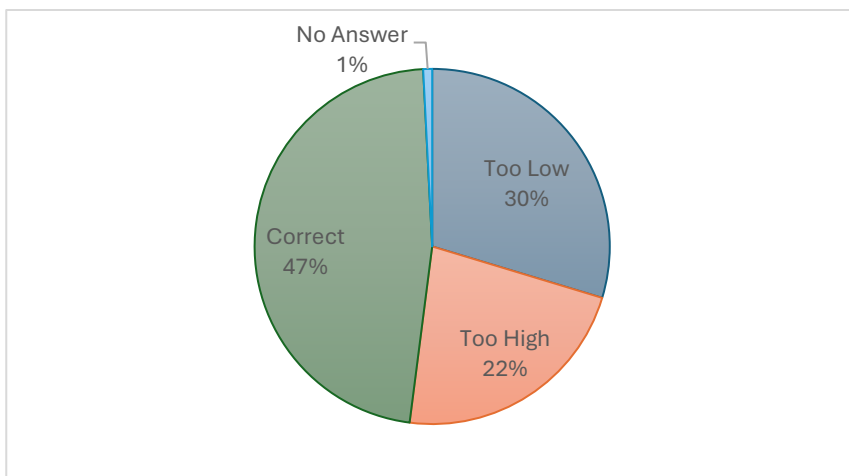
Question 3 – Were you satisfied with the interaction?

Response	Number
Yes	100
No	37
Unsure	77
No Answer	32
Total:	246



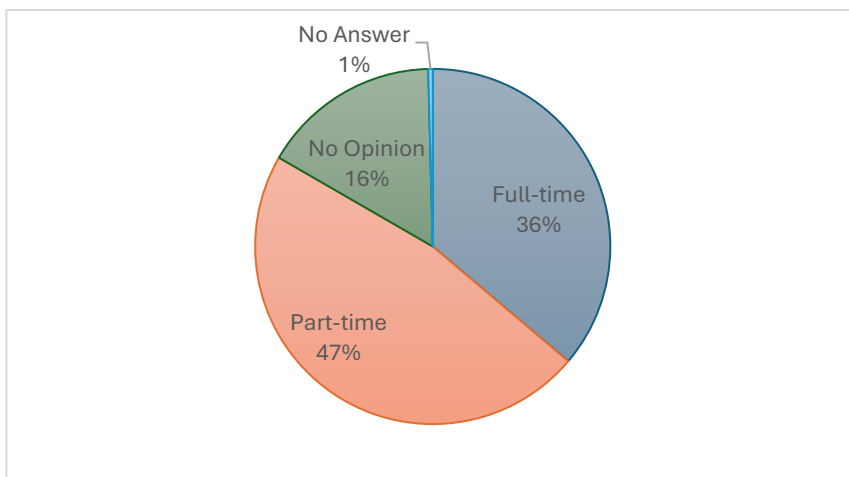
Question 4 – Do you think the current rate of pay is appropriate?

Response	Number
Too Low	73
Too High	55
Correct	116
No Answer	2
Total:	246



Question 5 – Should the position be considered full or part time?

Response	Number
Full-time	89
Part-time	116
No Opinion	40
No Answer	1
Total:	246



Question 6 – What would encourage you to run for Council?

- For every good idea, Kingston has a Local Opposition Group. I would consider running if I were confident that *elected* officials made decisions based on facts and data, not loud outspoken Self opinions of a vocal minority special (self) interest group
- to have a say on issues of our city
- A well-paid, full-time position (see below)
- Nothing, I am a senior citizen
- Acceptance from long term residents
- nothing.
- If persons employed by the City of Kingston could run. If I thought being a councillor would make a difference.
- Seeing the current council not doing anything productive during this cost of living crisis

- to give a stronger voice of fairness for my area
- Knowledge that there was equity of workload across council.
- Nothing
- Full time position. good pay.
- I'm retired and not interested in or available for a job.
- The Urban Boundary Expansion plans, the lack of a solid plan for rural support, my friends and neighbours encouraging me
- To believe I can make a difference without influence or interference from the few wealthy and established families in this city.
- I would not and could not consider running for a council position as currently structured. I have young children at home and recognize that being at a regular council meeting along with committee meetings and similar engagements would harm family life. Further, the low pay for the position would not offset the job's expenses nor the lost income due to the reduced availability to work. While some younger individuals choose to make that sacrifice to run for office, it's worth noting that the current council table is mainly older adults.
- It is well past time for Kingston to recognize that it is no longer a one-horse town anymore. A small council of four full-time members plus one mayor, with office budgets and limited staff support, is entirely appropriate at this stage in Kingston's history.
- Nothing
- A dedicated office at City Hall, so work was not being balanced in the home. Clear expectations of work time through the day, not a 24-7 concept of availability. The option for attending meetings through distance especially on committees, and full time pay for the role. To lessen barriers for young mothers to represent at this level, childcare provision during public meetings for council members should be available. Times for meetings should consider accessibility as well - not too many big companies begin their meetings after the 4-5pm work days.
- Absolutely nothing! Being a councillor is a thankless job for which they are significantly underpaid. It is a "part-time" position with "full-time" hours.
- I don't think at my age I would want to run for public office not would the population care to vote for someone in their 70's. Having the means would also be an issue and those contributing bigger sums of money would expect pay back. Alas, that is the Canadian way of politics.
- This seems like a full time job, plus some if they need to be up to speed on all council and committee work, etc. It would need to pay appropriately to take me away from my regular job.
- Yes, the imbalance between pay and work is a deterrent and makes it inaccessible to folks I've spoken with.
- If I thought I had ideas to help the community and had the time.

- Council actually representing the voting public instead of their personal agendas
- That I had skills and something to offer that could help govern the city better, more effectively for the prosperity and good of all Kingstonians.
- I am retired ... and a senior.. so nothing at this point. If I were younger it would be - a well functioning, respectful council. It is also important that council embers have administrative support for the day to day issues they are required to handle.
- NA
- Time commitments for Council within the schedule of my full time work commitments.
- A sense that there was a leadership void on Council in terms of both substance and values
- salary
- Treating it as a full-time position, with adequate pay.
- Administrative support. Four PA's one third FTE to each councillor to deal with all the scheduling and administrative trivia.
- not interested
- Having the right people on council instead of district representation. Too much time is spent on serving their constituent's and not enough on what's best for the city overall.
- If I had sufficient time to campaign and commit to the city council work; sufficient financial resources for the election campaign; and sufficient support from fellow residents.
- Honesty and integrity in myself and others.
- I would never run for a position on Council due to the public facing nature of the position.
- The city administration's willingness to genuinely consider constructive criticism and address essential and urgent infrastructural improvements is crucial, rather than focusing on initiatives such as "Name a Snowplow" or "Ceremonial Fires."
- Having the charisma I feel would be necessary to actually win as well as having an actual opportunity to hold out corrupt and inept council to account.
- Meetings that were not held in the late evening. Information on how to become a councillor should be easy and accessible well in advance of elections.
- Perhaps a council that is not controlled by the wealthy families of Kingston
- If the ability to hold city representatives accountable for their actions existed.
- If the people already involved were not financially benefiting from the motions they put through.
- Council members would all have to be investment free so that there could be a clear, unbiased, best interest at heard decisions made.
- If the role was switch to voluntary and no salary was given.

- If the position was fulltime and paid appropriately. Councillors should be fully committed to serving their communities and the city without competing interests.
- Nothing
- More time!
- Nothing
- As a part time role, not much.
- I am not interested because I am retired and because I am not prepared to receive the harassment I suspect most elected officials are subjected to.
- If the process is clear and direct and ample notice to start connecting with my community.
- Full time position and salary reflective of that. My councillor is putting full time hours into a part time position, leaving no time for a second job to supplement income. I feel this is one of the biggest reasons City Council is primarily comprised of retired men; they are the only ones with the time and financial ability to take on such a role. I have deep respect for the younger council members with families who are clearly very service driven.
- It should be a full time job
- Based on workload, this should be a fulltime position in order for Councillors to do the job well. I expect my Councillor to address the one or two questions I ask of him in a thoughtful and reasoned manner. Most of the time he doesn't even acknowledge receiving my questions.
- No interest in running
- Absolutely nothing.
- A wider variety of ages and ethnicities among council members.
- No interest.
- I would need to be passionate enough about an issue to tolerate the political theatrics, commit the necessary time to reading, research, and public surveys, and remain patient in the face of constant complaints about minor concerns.
- Team approach, good relationship with professional staff. Ability to influence positive, evidence based decisions for our community.. Availability of appropriate training for the role.
- Being able to make a difference.
- Desire to give back to the community.
- Nothing
- It would need to be a full time position or equal pay to what I am paid now at work \$90,000 with raises to keep up with inflation and the cost of living.
- A deep sense of public service to compensate as the duties, while part time, involve nearly continuous engagement with the public and staff. Given the amount of on line and open harassment, I would also need to develop resilience skills

- Fair pay and appropriate supports in place to assist.
- If my concerns are not heard.
- A better understanding of the role and responsibilities - as well as tangible ways a City Councillor (Counsellor?) makes an impact. All I see are the media articles - which aren't very flattering.
- I never would. I'm a woman, and to be blunt, people are needlessly cruel to women in public positions. While I would hope a city council position is low-stakes enough to be exempt, I'm not interested in finding out firsthand.
- 1. A Real Opportunity to Make a Measurable Difference - Knowing that the role would allow me to strengthen governance, restore competence, and improve outcomes for residents would matter enormously. If I could clearly see that my experience, leadership, and principles could directly help solve real problems — not just add another voice to the noise — that would motivate me.
2. A Community That Wants Independent, Ethical Leadership - I'd need to feel that voters were truly looking for integrity, accountability, and non-partisan common sense. If the community signaled that it was ready for someone who speaks plainly, acts decisively, and prioritizes fairness and results over ideology, that would be a strong incentive.
3 The Ability to Serve Without Compromising Core Values - I would only run if I knew I could stand firmly on the principles I've defended for decades — individual responsibility, competence, fiscal sanity, and inclusive civic duty (#IMHOPEOPLE). If the environment allowed for honest, straightforward leadership without bending to special interests or political games, then the decision would be easy.
- Increased public confidence in city council is necessary for more citizen engagement, unfortunately. There needs to be a shot in the arm of civic trust of some kind to overcome the current situation.
- I don't feel like the City of Kingston wants me to live here. I fundamentally do not understand the vision for the city's future, or how the current city's current residents are supposed to afford the cost of living. It seems like the city would rather I visit as opposed to actually reside in its urban core, with its investments in tourism and housing for students while hollowing out the downtown economy. At this point I don't understand what the city of Kingston is meant to offer young people besides a summer job, and despite having been involved in Kingston politics and obtaining a politics degree IN Kingston, I can't understand why I would want to be part of fixing it. Why would I, as a person under 40, want to fix things here when the future is just more restaurants I can't afford to eat at, owned by someone who doesn't live here? Now that even the University isn't providing good paying, stable jobs, whats the point?
- There is no Kingston identity or character for me to fight for or feel some sort of duty to anymore. It appears to have been sold at some point. When I talk to recent

immigrants this is abundantly clear - unless someone already has a networth in the several hundred thousands, they are not moving here by preference. The throngs of guys stuck driving Uber didn't fall in love with Kingston, they settled for it and intend to get out ASAP. My family has been here since the War of 1812, and I'm looking at the new guys like they have the right idea.

- Current members of council and city staff need to seriously address issues of affordability and quality of life in the downtown core for the people that live there. They need to tackle issues that impact public confidence bravely. Shout-out to Brandon Tozzo for setting an example.
- I would only consider it if it was a full-time job and compensated as such. Of course I would expect the number of districts to drop in half as the taxpayer burden in the city is already too great. Further, if they were able to make it full-time, I would hope that many of the committee and council meetings could move to the daytime. Presently Councillors appear to be attending committee meetings most evenings, on top of their evening council meetings. I don't know how any councillor with children can possibly accommodate this, let alone stay fresh enough to engage with the amount of work to be done. Yes, evening is good for public engagement, but it also limits participation in other ways due to everyone's family obligations.
- Increase in the remuneration and understanding of what the role constitutes
- A sense of being able to accomplish something meaningful for the City I was born and raised in, instead of watching all sorts of virtue-signalling and nonsensical "activism" - downtown has been gutted and is now increasingly unattractive, Queen's has sprawled and destroyed middle-class housing in the core, and elite towers that add nothing to the cityscape are a blight on what was once a charming historic city. Much of this is the fault of lazy, inept, and "woke" councillors who spend time worrying about the tidbits and ignore the realities.
- Not sure I would be able as I am a senior.
- I'd like to see counsellors be better paid as it likely is a full time job in the 21st century.
- Nothing as I am in my late seventies.
- If I knew a lot of people & younger
- Nothing
- Nothing. I don't like the secrecy in this council at all. If people have opposition to a subject matter, they should at least be heard.
- If I would lose my mind I might consider
- I would like to see the roles of councilors be full time.... and a full time Deputy Mayor and mayor. The Mayor's wage should not have to change more than 5-10% for this and councilors no more than 20%. Kingston is large enough that councilors and Mayor should be working 40-45 minimum hours and be reachable at least 9am-4pm week days. This should be the base.... in short they should not be able to hold a

full time job for another employer, part time after hrs yes. The city should be their first consideration

- It's simply not something that interests me. A person seems to need a certain level of hubris to become councillor. I don't have that.
- Feeling like I had a cause or reason to run
- I don't think I would.
- Believing I could make notable changes for all people living in the city no matter their age, gender, race, sexual orientation, income level or mental and physical ability.
- I would love to run for council but I would like to focus on my disability first to ensure I have more mobility.
- Better compensation.
- Ensuring I could keep my full-time job
- Change with integrity and common sense
- Money and actual forward thinking ideas to have the city stand out
- No opinion
- Not interested
- Not interested
- a significant issue which i felt had not been properly addressed or addressed at all
- The present councilor stepping down.
- I am already strongly considering a run for Mayor.
- Service to the broader municipal community
- Status of the role of community decision-maker
- Ability to support my neighbourhood's concern
- Enhance my regular income
- To instill some common sense in the City Council and fight back against the overwhelming "wokenes" for lack of a better word
- A safer political environment free of harassment and respectful behaviour in chambers.
- If it were a full time position, it would eliminate the barrier of balancing two jobs
- Nothing. I would like to keep my reputation and decency in tact.
- I wouldnt
- I don't want to run for a position on Council, but the work is definitely full-time, and should be compensated at no less than \$90,000 per year.
- Allowing councillors to expense the cost of a full-time, remote, administrative assistant.
- Accountability by all levels
- Good, fair pay, administrative support, safe workplace with ethical colleagues.
- Confidence that my input would be valued.

- Less provincial influence.
- What would encourage me to run for a position on council is a stronger commitment to freedom of speech, evidence-based decision-making, and genuine respect for the voices of long term residents. Policy discussions should be grounded not only in open dialogue, but also in clear data, numbers, and outcomes. Statistics and measurable results matter, and they should meaningfully inform council decisions rather than being overshadowed by prevailing narratives.
- I believe municipal governance should reflect the lived realities of residents who work , pay taxes, and contribute to the city over the long term. There is growing concern that temporary or short-term populations are sometimes prioritized in policy and resource allocation, despite not having the same long-term stake in the city's development. This can leave permanent residents feeling overlooked in decisions that directly affect their quality of life.
- I am also concerned about how city funds are being allocated. From a fiscal perspective, the data suggests that a significant portion of the resources is absorbed by administrative processes rather than being directed toward tangible improvements that benefit residents and the downtown community. Greater transparency, accountability, and outcome-focused spending would help ensure public funds are being used effectively.
- Get things done for the advancement of the city
- I travel too much
- More respect, less badgering. Redefine if full time! Require some skills in the role
- Knowing that I could keep my 8-4 full-time job and add in the responsibilities of council. What supports exist to help make the workload of council easier? Admin assistant, office space, meeting, space, telecommunications reimbursement, travel, parking, transit, etc. As a young professional, I would love the opportunity to contribute by representing my district, but it doesn't seem possible and there is little information on the city website to entice me.
- Combined districts (maybe 3 for the whole city) with multiple representatives in each, so that a wider diversity of people can be elected.
- Nothing - I have no interest in running but I have a lot of respect for those who do run and take on these roles. I believe the councillors are not paid enough for all that they do. It needs to be a full time role. Councillors sit on several committees and work long hours attending city meetings.
- City Council is dysfunctionL - run by a controlling CAP in cahoots with the Mayor. So no, nothing would convince me to run
- Nothing
- Talking to previous individuals who have served on council I was surprised at the volume of reading they did to prepare for meetings. If the decision making process could be streamlined with less staff prepared binders everyone would benefit - staff,

council members and the public. It's easy to see who read up, who did not prepare or is burned out. Reduce the staff prepared binders and streamline decisions to critical issues then I would see more folks running for office.

- I would need to be more involved in my own district to feel qualified to represent them in Council.
- Make it easier for people to run. I am actually considering running in the next election. I am tired of not being properly represented.
- To be about 20 years younger
- If I felt my opinion was counted even if it was different from the current Mayor's. Our City has lost its way. We are so busy building tall buildings. Where is the affordable housing? With the Mayor having been elected 3 times, he seems to believe he has a mandate to rule. He has way too much power. Why would anyone want to be a councillor in the City of Kingston with a Mayor like we have? The Councillors must tow the party line under this Mayor or he has them reprimanded. Transparency does not exist with this Mayor. The public has no idea what our money is being spent on. A lot of wasted money and the homeless are still out on the streets.
- I'd run for council if I was allowed to speak my mind, but under him we see what he does. So what needs to change is the Mayor's position. We need a Mayor to manage Council NOT be so power hungry he won't listen to the other Councillors opinions or let them speak to the public and be honest to us.
- I would never run for any role in council. People think it is acceptable to abuse counselors or anyone in a political role. They are not paid enough. Making change takes too long and I do not feel the role is effective. Many counselors do not truly listen to their people in the riding enough.
- Full time.
- I have never considered running for public office therefore nothing would encourage me.
- Having never considered, I have no idea the requirements, and commitment of time.
- Perhaps if there were guidelines and set expectations. It would provide the data required to make an informed decision on full-time vs Part-time as well as appropriate salary expectations.
- If there was a minimum expectation of effort and dedication to the position. There may be councillors who regularly exceed those expectations. Were as there are others who rarely put in the effort.
- I have neither the patience nor desire to serve as a Councillor.
- Not much! But I highly appreciate and admire those who do this work!
- More education about what city councillors do, their roles and responsibilities. Ways to be involved in the community and visibility.
- Nothing

- An opportunity to ensure the city is run by elected officials and not self absorbed bureaucrats and ensure our tax dollars are not wasted.
- Greater clarity and transparency regarding the responsibilities, expectations, and time commitment associated with a Council position would be an important factor in encouraging my candidacy. The organization of public information workshops outlining the role, combined with structured opportunities for civic dialogue, would support informed participation. Clearly articulated priority areas—such as ecological sustainability, community development, and cultural vitality—would further help potential candidates assess their capacity to make meaningful contributions.
- I would be mostly likely to run out of frustration with government bureaucracy and services. It would have little to do with compensation.
- Full time employment and administrative assistance with managing email and other district related day to day inquirers.
- If underrepresented groups were TRULY encouraged to run, I may have considered running at some point.
- I have the education, I have the experience, I grew up in an extremely poverty stricken home, I was homeless in my teens, (so I have lived experience) and have worked for nearly 30 years in various levels of government. I am currently working towards my Masters in Urban Planning at Queens. I also currently consult for a large multinational company that builds multi billion dollar equipment for the Canadian Forces, and I co-own a well known local family business, and best of all, I volunteer with my two teen daughters in my community on a regular basis.
- However, I would never run for Council as I know I would not be able to make change as a disabled old woman. I do not want this for others, others who have the power to make genuine change.
- Not money. I can't say exactly what would encourage me to run for a position on council - I'm not sure I am interested but if I were, it would be because i wanted to invest my time in improving the city or addressing issues etc. City councillor is a civic 'duty'. Anyone in this role for the money is not doing it for the right reason and won't be an asset to Council.
- Protection from harassment
- Income that covers the personal risk of being a public official in 2026. I think the role should be assessed as 75 % of a full time role.
- Confidence in being able to manage election processes.
- Nothing. I disagree with Councils' Socialist leanings and would just be ostracized for disagreeing.
- Stop giving Municipal taxes to Health Care would be a good start and maybe I'd reconsider.

- What would encourage me to run for City Councillor in Kingston is a deep belief that local government should be practical, responsive, and grounded in the everyday realities of residents. Kingston is a city with tremendous strengths—its sense of community, its institutions, and its history—but it also faces real challenges that directly affect people’s quality of life, such as housing affordability, infrastructure strain, transportation, and ensuring growth benefits everyone, not just a few.
- I would be encouraged to run if I felt there was space for a councillor who listens carefully, communicates clearly, and makes decisions based on evidence and community input rather than politics or inertia. Seeing residents who feel unheard, frustrated, or disengaged from City Hall motivates me to consider stepping forward and being a consistent, accessible advocate for their concerns.
- I am particularly encouraged by the opportunity to contribute at a local level, where decisions have tangible, immediate impacts—where thoughtful policy can improve neighbourhoods, support small businesses, and strengthen services people rely on every day. Knowing that Kingston’s future depends on balancing growth with sustainability, affordability, and inclusivity makes the role of City Councillor both meaningful and necessary.
- Ultimately, what would encourage me most is the confidence that I could make a genuine difference—by bringing integrity, collaboration, and a long-term vision to council, and by helping ensure Kingston remains a city where people can afford to live, work, and feel connected to their community.
- The City should provide advertising in the latter half of the year before an election year, similar to the way it puts out notices for people to sit on committees. It should provide workshops each month from January to March of an election year that run through the basics of running, much like KEDCO offers information sessions for entrepreneurs.
- Higher compensation
- Nothing
- Contribution to my community
- nothing
- More information sent out to residents about how to apply, skill sets the city is looking for, election process etc. Some people who would be great assists may not run as they do not feel « qualified » (no history in politics for example).
- I admire those who run for municipal office however I am not suited to that pursuit.
- Not too much to be honest. At this stage in our province there is so much uncertainty, poverty, lack of supports for council and Citizens, rampant drug addiction, homelessness and just lack of common decency or respect. In my little 6 block radius neighborhood, a shelter was put right in the middle and our neighborhood disappeared within weeks of its opening. There was ZERO warning to neighbors! I feel I have too strong of opinions to run for council

- Clear guidelines around the process. An invitation to consider running. Workshops for guidance and networking would be terrific.
- Nil
- Full time positioning and better pay.
- If it was a full time position. I don't know if any councillors work 40 hours a week elsewhere or if they maintain multiple PT jobs.
- not salary or payment considerations but the ability to affect meaningful change and to improve life in the city
- Personally Nothing. Especially with the mayor we have.
- I would hope that there are accommodations for all people, regardless of their background or disability.
- Nothing really at this point in my life although I'm quite involved in my community.
- Diversity and acceptance. As a city council we are getting there but need to add more people from different walks of life
- The position should be considered as a full time position, but only if the candidates are willing to take on full-time responsibilities. I have never had a response from an inquiry I have made to my councillor, at the same time when I have spoken with him he has been very pleasant and attempted to be helpful. But the job we are asking them to do is a challenging one. They have to be sufficiently knowledgeable on the issues to challenge the staff reports that are presented to them. I have not been impressed with their level of expertise in the specialized areas that council addresses. If the individuals we recruit as councillors are not prepared in a professional capacity then we will continue with part-timers and we will receive part-time "service"- whatever that means.
- Nothing
- Nothing. I love my job and do not have time for it.
- Working with a Mayor I respected and who actively listened. Having like-minded, positive thinking colleagues around the horseshoe. Having residents and city issues put first. The ability to deal with real issues, not the 'neighbour's dog pooping on my lawn' issues.
- If the role was considered full-time, which the reality is the role does require a full time commitment, then I could consider running for council and have this be my full time job for the term
- I am an Sr. citizen past my effective due date.
- Most people get involved in politics to be involved and not for the money.
- More information about what is involved in running a campaign
- I'd like to be sure that the council was corruption free and to have full transparency around their decisions, processes and conflicts of interest.
- The opportunity to actually represent the interests of those in your ward.
- Absolutely nothing.

- More detailed knowledge of the duties and responsibilities.
- I am now retired. Nothing.
- Full time employment and a total turnover of the existing capitalist landlord representation that currently sits on council and leads this city.
- Honestly, nothing at the moment. Serving as a councillor feels like a very thankless job right now. It doesn't receive the level of respect or appreciation it deserves in the community. Would making the role full time change that? Possibly — but compensation alone won't fix the broader issue of how the public views and engages with council (and public service in general).
- Probably nothing as I am too old
- Would not run
- Nothing
- Maybe if I had more time
- Nothing.
- Nothing. My personality is not suited for debating in large groups.
- I am retired so am not looking for this type of commitment. I don't think there is anything that would encourage me to run for a position, however I would be encouraged to assist if there were more community communication. As it is now, there seems to be very little community input, especially from seniors who make up a large amount of Kingstonians.
- Income tax deductible of election expenses like Provincial or Federal members.
- If I had some policy positions I felt strongly about and felt like I had a shot of winning.
- If I knew how the current council members got started.
- Unsure, but have thought about it at times
- Kingston would have to be far more physically and attitudinally accessible to disabled people for me to be able to run for council
- Bring back civility of all candidates running and sign-on to a memorandum of understanding that children and partners are off limits and no matter what, all individuals want to serve so no one group of people are emboldened to launch attacks on bystanders, particularly children of candidates.
- clear understanding of the role and commitments, the potential impact of the role - what good can be done.

Question 7 – Is there anything else you'd like the Working Group to know?

- Don't give as much voice to local opposition. Most are just complaining without having the background, facts, legal knowledge, past practice.
- It seems like it would be very difficult to work as a City Councillor and also supplement your income with other work. My understanding of Council is that it entails many hours of reading, meeting preparation, meetings with constituents,

Council and committee meetings, attending events, etc. — this would, presumably, require a significant time commitment. On top of that, there are likely a wide array of conflicts of interest that would make it difficult for individuals to operate effectively and ethically both as Councillors and in their own careers. With that in mind, I actually feel this should be a full-time position with higher pay.

- Furthermore, this would have a positive impact on the City, and would incentivize and support better outreach to groups who don't engage with Council, or don't know how to. As a public figure, you're always "at work" even when you're attending an event as a member of the public, so being paid to conduct this kind of outreach would be beneficial and would help strengthen the work-life balance and/or reduce burnout, and recognize a lot of the work I suspect Councillors are already doing in their off time.
- If one of the Working Group's goals is to promote greater diversity in candidates, considering these changes would likely support this intention. A position which better supports its candidates is more likely to attract a wider variety of candidates. When considering that it would be difficult to hold down both a Council position and a separate job without creating conflicts of interest or creating a workload that exceeds full-time employment, there seems to be a financial barrier built into the position, which means candidates require a certain level of privilege.
- Additionally, I will just note that the survey isn't set up to give respondents a clear picture to answer question #4. Some context on what you mean by "part time" (i.e. how many hours per week on average) would help ground the question of whether or not Councillors are paid sufficiently. Thanks for taking thoughts on this!
- Reinstating speed cameras for the city
- Please take into consideration the income levels of other part time city employees. For example crossing guards, or bus drivers and the income they make..
- 1) Put in 'new business' to bring back FREE once a year large item pick up. Enough tax payer money spent on encampment clean up.
- OR 2) Large item FREE city drop off bins, like KIMCO or 360 used to do. Can we not incorporate this piece with the city garbage pails and parks etc.
- Members of Council are hard working and dedicated! The only thing about designating the work full time is it may discourage people from actually going on council as they may not be in a financial position to leave their current employment (even at 100k which looks good on paper but after deductions and so on, it may not be incentive enough) . One option may be to provide dedicated administrative support for each councillor (or district) so that someone can keep track of calendars, engagements, and what I only assume is a crushing amount of email from constituents. Emails could be sorted and reviewed and all general questions or matters for other departments could be automatically addressed quickly and efficiently by administrators and filtered so that only the ones specific to the

councillors would be referred. It might also provide consistency as council changes.

- I found my city councillors over the past two decades to be effective advocates for my interests, both in terms of intervening with city departments to obtain needed results and resolve problems, to answer questions about city operations and to respond to local issues involving city decision making. Thus I found the city councillor to be a very important intervenor on my behalf regarding both personal, local and city-wide issues that brought positive results for myself and my neighborhood. Responding to citizens' requests, researching issues, intervening with city departments and with other councillors and the mayor seems reasonably to be a full time occupation and deserving of consideration as such.
- Setting up meetings with more than 1 councillor at the same time takes far too much time. There are modern technologies to allow for easy multi person meeting schedule checking and meeting booking.
- Managers are hired to be the experts on municipal affairs. Councillors need to understand their role and listen carefully to advice of staff.
- Lower part-time pay often means candidates who run for council are self-employed, retired, or independently wealthy, as the role is difficult to balance with another full-time career. It is difficult to see how such an arrangement would ever meaningfully achieve representation of the community.
- I don't know how much time councilors actually spend on business, meetings and background research or even how much time they spend meeting people. . That is important info to have when asking opinions about pay. This survey is not very effective in getting useful feedback from the public. This reminded me why I stopped providing feed back to city surveys. They are geared towards the answer the city wants and it appears to be window dressing to say we followed the process. If this is the best survey staff can produce they should be provided more training to do a better job.
- Is there a role description to outline the expectations of Councillors (and Mayor)? Although they may have their own platforms, it would give them a base to work on and knowing expectation and delineation from staff roles. There should be one point of contact for Councillors to contact to divert questions. Review to reduce their workload. Comparator to other similar municipalities. Page on website should have more info than a few bio line lines. Photo? Outline of term end/next election (or date if known for 2026). And to help constituents, an election webpage by district to link to each candidates website for comparison/decision.
- Having regular professional development workshops available locally would be incredibly beneficial.
- I'm grateful that there are good people that are willing to step up and run for council and mayor.

- That councillors should be as objective as possible in their decision making regardless of the political base or who contribute to their campaign. Do not give in to special interest groups.
- Please ensure we can attract great candidates by making it worth their time to serve our Community well.
- How can you reduce the workload on Councilors? They should not need to be on citizens speed dial to ask them to advocate for a service ticket or a question about something that they want the City to do for them.
- The renaming of Indian Rd. It was rejected by the majority of the residents twice and snuck in through the back door by a couple self centred and self serving council members. Then you had a meeting which only the people who live on Indian Rd were invited to. This name change effects all people living in Strathaconia Park. There were 22 people in this meeting. One was in favour of the change. I spoke to several people who where in this meeting and said the person running it muted most of what they wanted to say and were disgusted with the process. I would also like to comment on during the June 17 2025 meeting when councilor Hassan asked Councilor Ridge if most people he spoke to were in favour of the name change. Councilor Ridge said most he spoke to were and added it was mostly Old People who were against it....seems like a very discriminatory statement to me. I think you should review the meeting and perhaps follow up on this. There are alot if people not happy with how this agenda was snuck through. Councilor Ridge seemed to think his opinion surpasses that of the democratic majority. It also seems that the city is quietly trying to change the name which has been in place for 70 years. Perhaps focus on issues of more significants instead political bandstanding!
- I like the idea that city councillors are not full time politicians, but rather have jobs and and live real life experiences while performing their council duties.
- Coucillors should be clear on their roles and authority vis a vis city staff.
- Councillors should be abundantly aware of the outcome of allowing multiple rentals in homes or multiples of renters with vehicles causes vehicle clutter on city streets as does allowing recreation vehicle parking in driveways. When an RV is allowed to stay in a driveway more vehicle clutter ends up on city streets. The streets are far to narrow in most cases to allow this vehicle clutter. It also causes poor street maintenance for street sweeping and snow ploughing.
- Council meeting management policy:
 - specifically reduce the time period to speak for members of Council & members of the Public giving Delegations.
 - What is the role of a Councilor is the fundamental question. The answer needs to be publicly communicated. It will provide guidance and direction to Councilors and address and manage the electors' expectations.
 - no

- The median income in Kingston is a misleading figure. 1 it is five years old and the issue is about pay rates for the next five years. 2. The number given does not jive with Stats can numbers on household income of roughly \$103,000. 3. Private sector sources place median salary in Kingston at 53000. Hence, the question is biased against a finding of too low. Further the number of hours per week is not given, so there is no basis for judging part time vs. Full time. Basically the survey is incompetently put together.
- do NOT change the name of Indian Road unless the city is willing to cover ALL expenses incurred by every home owner affected
- Are all representatives contributing equally for the designated pay. (fairness of workload distribution).
- It would be very beneficial for the mayor and city councillors to have a research resource to assist them in researching their policy goals and objectives. An example would be the Library of Parliament in Ottawa, and the research assistance it provides to members of parliament.
- No outside involvement friendly or monetarily or otherwise with friends or acquaintances as at present.
- Full time work would reduce conflicts if interest with second jobs. City councillors should be required to give up investment properties and any interest that may cause a conflict with decisions
- Until the mayor sets more realistic property tax increases to account for rising salary costs, their salary should not increase. If he insists on having one of the lowest property tax increases, presumably for political reasons, then he should also be comfortable being one of the lowest-paid mayors, and the same should apply to councillors. I think the Mayor is currently overpaid.
- Councillors should only receive compensation if their sole position is that of a Councillor. Furthermore, it is recommended that Councillors and Mayors avoid serving consecutive terms.
- I will be very surprised if anyone outside of immediate social circles of council members considers \$43,000 +/- insufficient for a part-time position.
- Perhaps a concil that is more business focused
- There is not enough positive change happening in Kingston to merit a wage increase for these individuals. Kingston has been on the “canadas worst roads” list for years now. We have had our once loved water front lined with skyscrapers. Property values have dropped due to corporations monopolizing over neighborhoods, allowing questionable individuals to lodge there while increasing rent and home prices for buildings that have existed for decades and have been paid for 10X by now, while not being properly maintained for their occupants.
- In my, and a lot of people’s eyes. They are not worth the current salary for this part-time position.

- These council members already have high paying jobs in the community and specialize in a wide variety of skills. These positions should be on a voluntary basis because they love the community so much they WANT to make it better. Not because they are paid to. Just like every committee I have been on.
- All a full time position status would do is justify them to attempt to increasing their salaries 25-40% annually while trying to claim benefits on the dime of Kingston tax payers.
- There would be no growth and no changes to our city. Just more taxes applied to the great residence of Kingston.
- Please stop taking our tax dollars for your own selfish gain while people are struggling to put food on there tables.
- If the Councillors are to become full-time, I would hope they could achieve more!
- No
- Credible data upon which to base future compensation decisions is essential. Equally important is the credibility of those recommending any suggested changes. While City staff will likely do much of the work to develop recommendations they are always subject to the potential criticisms of either being 'captured' by council nudges and hints, or (less likely) covertly seeking favour with council members. An small independent oversight committee of individuals experienced in the compensation field might be be considered. As an ex-consultant to corporations on executive compensation I would be willing to serve (for free).
- I believe we should provide secure, proven, Canadian IT and hardware to best support Council Member's productivity and Council's transparency. I also think we should annually recognize and celebrate impactful public service in our city.
- I think that there should be some way of addressing how a Councillor does his/her job, other than simply by election. Unfortunately the latter process doesn't apply if there isn't more than one candidate.
- N/A
- Amount of time spent living in their districts.
- I would encourage the Working Group to consider how any proposed changes will impact staff capacity, long-term sustainability, and the ability to deliver core services without adding unnecessary administrative burden. It may also be worthwhile to review whether establishing or clarifying minimum education requirements for relevant roles could support more consistent standards and improve overall service quality.
- No.
- Councillors should be residents of Kingston before running for office and during their tenure. If they leave their Kingston residence an alternate Kingston resident should be appointed by council to fulfill the roll prior to the next election.
- Councillors should get a car allowance, dry cleaning

- and a helper who works with them at least 50% of the time.
- Not at this time, no.
- I think these surveys are fine, but don't provide an adequate picture of what deliberation could yield. I have written an email about a more robust form of citizen engagement called citizens assembly. I think such a body would provide a more legitimate and thoughtful representation of public opinion.
- More town hall meetings
- It would be great to get a better understanding of how City Council truly serves for the betterment of our community. It's exhausting and frustrating reading about the spats that occur in council; meanwhile every summer our roads are shut down for construction that seems to take over every major artery, we're often surprised by situations like the Soccerplex field, and no matter what we do about injection sites and/or encampments - "it ends up being the wrong thing".
- I actually have seen a lot of communications improvements from the City over the years; including these surveys. It would be amazing if there were enough resources to allocate a steady communications spotlight on Council. Do City Councillors actually have a regular mechanism to stay in touch with their constituency? Are there any requirements to that effect whatsoever? My instinct is they're elected based on a tiny % of the total vote (most people probably don't vote), and once elected have an even smaller percentage of their constituency that reach out to them (the 'squeaky wheels').
- I don't actually know how many hours my city councillor puts in to his job per week. Maybe the position is completely reasonable to fulfil part-time, in which case I believe the salary is reasonable.
- Yes. I would encourage the Working Group to consider the following additional points regarding the full-time or part-time expectations of councillors in a small city, as well as their remuneration:

Clarity of Role Expectations

Clearly define whether councillors are expected to function as part-time representatives or full-time working officials. Ambiguity leads to mismatched workloads, inconsistent performance, burnout among diligent members, and uneven service to the public.

Workload vs. Compensation Alignment

Remuneration should reflect the real workload — not the theoretical one. If responsibilities, committee demands, and constituent expectations are approaching full-time hours, compensation should be aligned accordingly. Underpaying a role that demands full-time commitment limits diversity of candidates and reduces the talent pool.

Accessibility and Equity of the Position

The ability to serve should not depend on personal wealth, retirement status, or flexible self-employment. If the role is meant to attract working professionals, younger candidates, or individuals without independent income, the compensation structure must make the position financially viable.

Comparability With Similar Municipalities

A benchmarking review with peer cities of similar size and complexity is essential. Many small and mid-sized cities underestimate modern governance demands — social issues, infrastructure planning, economic development, and regulatory compliance are vastly more complex today than even a decade ago.

Administrative and Staff Support

Councillors in smaller municipalities often shoulder administrative tasks that would normally be handled by staff in larger cities. Increasing or modernizing staff support (policy analysts, research assistants, constituent-services support) can reduce the burden on councillors and improve efficiency without necessarily increasing salaries.

Performance Expectations and Accountability

If the role becomes more professionalized or full-time, then clearer performance expectations, KPIs, and accountability structures should also be implemented. Higher pay should come with transparent standards, regular evaluations, and public reporting on workload and engagement.

Future-Proofing the Role

Consider how responsibilities will evolve over the next 10–15 years — population growth, housing pressure, digital infrastructure, and climate-related demands. Build a structure that will remain effective and sustainable, not just adequate for this year.

- Increasing the pay of city councilors at this time when everyone else is struggling to get by is a slap in the face to working people. You'll probably get away with it, but I think its going to cause a lot of anguish and despair among people already fighting to find a place in the world. Increasing councilor pay will not attract more people living in Kingston to run for office, in my opinion. Just like everything else, when the opportunity becomes more attractive but the barriers to accessing it don't come down, some guy from Toronto will show up to buy the opportunity. That's all.
- I wonder if they have considered making all/some councillors 'at-large' ie without a specific district representation. I think there is too much downtown/suburban/rural division based on the strict adherence to representing their district's needs.

- Show and tell, day in the life of a city of Kingston councillor, meet your councillor events
- Don't raise taxes to pay for councillors who do little of value. Reduce the City staff by 30% and taxes along with that. We don't need dozens of City employees when we have a population of 130,000. What we need are a safer downtown, more police in evidence on the streets enforcing the laws against drug use (where are the street cops all hiding?), the enforcement of municipal bylaws about vagrancy, property standards and noise - and a lowered tax burden on the citizenry.
- A summary of each councillor's accomplishments at year end
- Other city Council salaries
- If full time, salary should be attractive in order to attract qualified candidates
- I would suggest that you need to consult academia more often on a lot of different areas. Perhaps you can have position sharing/splitting -- two part time candidates in one position (i.e. two elected females from one area, each working at the council position part time). It might be worth a try.
- That everything this city says it is going to do seems to take forever unless it's paying for homeless shelters that seems to be done in a hurry without considering community safety & putting that in place first.
- There should be some kind of annual report as to what councillors have accomplished and how taxpayers have benefited for the salaries they funded.
- Councilors should be more respectful, candidates too, of elections laws and the city should enforce said laws better as it currently does not sanction offences or even repeated one's. Councilors should also be more respectful of rules and laws and city staff. Too often knuckles have been rapped without sanction.... and outright laws of conflict of interest broken with no sanction. Kingston is a big beautiful city, with lots of wonderful people and resources.... our leadership needs to be more respectful, and more profesional. I believe this could be obtained by having the positions full time
- I think there are at least a couple council members that are in just for the "money and fame". As I understand it, one councillor doesn't even live in Kingston. I don't these are the qualities of a council person who is genuinely invested in the community's welfare.
- No
- Brandon Tozzo deserves a raise. I feel like he probably puts in close to full-time as councillor. I can't speak about the other councillors.
- As a part time commitment, there is a higher likelihood of people from all different backgrounds and ages running for council, providing a better representation of who lives in the city. If it become full time, this limits who will run and we will start to see less representation within the council and this is not a positive way forward.

- Probably not relevant for this working group, but I appreciate when the city involves people with lived experience in their working and advisory groups! I'd love to see more of that.
- No
- OMERS pension and benefits for Council Members
- Is this effort important?
- None
- No
- The pay should triple, so that they can work full-time and the position can attract good candidates. Oversight of the city staff and services should improve. An administrative assistant should also be hired to field common questions.
- Compensation for council members should entail a balanced stipend that offers a reasonable degree of compensation to those who have chosen to serve the community. Councillors are already compensated by the knowledge that they have influenced municipal decisions, and in the community status conferred by holding a council role. Compensation in the form of financial compensation should entail a reasonable stipend that ensures councillors are not out-of-pocket for their efforts and that they receive some degree of personal remuneration to compensate them for their involvement, but not so enriched as to encourage a small cast of characters ensconced permanently or semi-permanently on city council. A lack of council turnover could lead to narrowed municipal biases, inordinate attention to pet projects, city-wide lobbying, and entrenched corruption. Compensation should be somewhat restrictive to encourage regular council turnover, continuous community revitalization and innovation.
- use your heads
- Having full time city councillors would ensure that issues are appropriately addressed and decisions were made with comprehensive consideration. While there would be a cost, full time city councillors are needed for a growing city.
- Fewer "working groups" and committees that accomplish nothing would help to assuage the public.
- Why does this council need so many consultants....i don't think councils members are qualified for the job.
- Politicians should not be incentivized by money for working in elected positions. If they're in it for the money they can find an appropriate private sector role.
- City councillors should be working full time for the pay they are receiving. \$45,000/yr is what some of the councillors constituents are paid per year for full time work so that seems more than fair for a councillor to do as well
- Prospective candidates for municipal election should not have to publicly disclose their addresses. There are too many violent and mentally ill people out there. Their eligibility can be confirmed without putting them and their families at risk.

- I would like the councillors to take a more active role. I get the feeling the city managers and the mayor have too much control. Possibly full time councillors would be better.
- How many hours are the councillors actually working? Could there be tiered pay options for councillors working more hours?
- It's a full-time \$100,000/year job, minimum. Please don't underfund the leadership of our city. Please raise the pay for all with a Mayor earning 100% more than a councillor as a scaling metric.
- If this is part time earning a full time living wage then maybe local representatives should be more visible to people they represent other than just at election time.
- The current pay is a barrier to folks running for council. The pay should definitely be full time. Single parents would never be able to be councillors because meetings are very often in the evening and the pay wouldn't pay for child care, let alone for the value of a councillor's work.
- Do the councillors have staff members or a staff member that can assist them in scheduling etc.?
- Focus on keeping costs under control. I often think that some of the spending is not well thought out.
- I encourage the working group to closely examine the lived experience of downtown residents and how current resourcing decisions are affecting safety, inclusion, and quality of life. Many long-term residents increasingly feel uncomfortable expressing their views or celebrating their cultural traditions openly, which raises concerns about whether public spaces are truly inclusive for everyone. Inclusion should mean making room for diverse cultures and perspectives, not creating an environment where residents feel hesitant or silenced.

There are also serious concerns regarding public safety and bylaw enforcement downtown. Traffic violations, unsafe driving, illegal parking, and deteriorating road conditions are widespread, yet enforcement appears limited. This has made basic activities—such as walking, crossing streets, or moving through the downtown core—feel unsafe for residents.

In addition, the concentration of services without adequate surrounding support has contributed to visible public disorder, including open substance use, which is difficult for residents to navigate on a daily basis. These issues require thoughtful resourcing, enforcement, and follow-up—not simply policy statements.

Finally, greater transparency is needed around how municipal funds are being allocated. Residents are questioning whether resources are being directed toward administrative expansion or symbolic initiatives rather than toward tangible improvements such as infrastructure repair, safety enforcement, and downtown

revitalization. A clearer focus on outcomes, accountability, and the needs of long-term residents would help rebuild trust and strengthen the social fabric of the downtown community.

- I do not have enough information.
- Effect of each counselor. Why do some get everything and some nothing. Is it the focus. Or no one listening. Is it council or staff the problem
- Recall legislation.
- Pay them more and make it a full time role so they don't have to work other jobs and they can focus on being a city councillor.
- We have too many councillors. The Mayor and councillors should be full time, paid accordingly and supported to work full time for the City. Right now there are too many conflicting interests and time commitments. Cannot have it both ways - have your cake and eat it too. Should not be the councillors' or Mayors decision. This needs to be a decision made by the voters.
- Empower the CAO to make more of the routine decisions vice council.
- There needs to be more to this statement for a response.
- I would like to see taxes, not increased to have more services. In fact, I would like to see less services to help keep property taxes lower. I don't think Utilities. Kingston infrastructure should be made into a corporation. I have enjoyed a better bus transportation system. I think closing the KARC drop off is a mistake and people will put items in the garbage
- Yes, let Councillors tell the truth to the public without being reprimanded for being honest to the public. We should not be paying to quiet Councillors.
- If this went to a FT role what changes would be made to make this effective? How would counselors find ways to talk to communicate to people in their riding to understand their opinions and needs to better represent the entire community and not just ones who are vocal? I would only support a full time role if there were assurances that communication to the entire riding would be in the job description and accountability for this. Being paid to cut ribbons and shake hands is not enough in the world today. Making changes for the regular people in the riding is most important.
- Quit wasting money on frivolous projects.
- Re: full-time Councillors, I believe this would shorten the list of qualified candidates seeking a position.
- I believe most if not all Councillors have full-time jobs currently. Quitting a full-time for possibly 4 yrs is risky business in this economy.
- Another consideration. If employers would hold employees/Councillors position, such as 'leave of absence and retaining all benefits' I would vote for full-time Councillors.

- Not at this time.
- No
- I think it is worth considering a mix of PT and FT options. I think some councillors could be working ft and being paid ft - eg 90k/yr with an expectation they would do more committee work or administration leadership, and city wide projects or expertise. Kingston's size and the increasing complexity of issues make me think the possibility of FT councillors makes a lot of sense. That being said, the pt option likely attracts a diversity of leaders that is valuable as well. I can appreciate both perspectives.
- As we face increasing complexity with issues that are citywide & things like climate change rapidly alter the decision making landscape, having leaders who are able to dedicate more time to learning, studying the issues and engaging in the types of work needed- which might be more learning, engagement with stakeholders that is time consuming or requires flexibility in meeting times etc, and more and more preparation for disaster response is important as well. Having people prepared to study and plan seems valuable and prudent. Disasters don't tend to be a part time job!
- Community outreach so that Kingstonians know who they can talk to about what.
- The councillor positions should be full-time so councillors are not preoccupied with other forms of employment or business ventures. Being a councillor is a position of public service and the emphasis must be on the duty to public service and not a councillor's personal or professional gains.
- It is my opinion that the councillor positions are being used as entry into other political forays, business reputation building and as a hobby or "side hustle". Being part-time gives the impression that the city issues and public services are also part-time and lets councillors off the hook to not give their full-time attention to public service.
- This has been evident many times in council where there are councillors who have not performed their due diligence on motions and reports brought forward and those councillor's have spent city council meeting time arguing with things that aren't in the motion. For example, Councillors' Oosterhof, Ridge, Hassan, and Mayor Paterson each argued against the idea of being told what they could and could not eat when the motion presented to council did not even seek to exclude the foods that they were wanting to eat. Another example is when proposed motions are based on discrimination and the councillor(s) who drafted that motion failed to take the time to do fulsome consultation on the ripple effects of even publicizing such a motion and the influence it would have on the public.
- People considering positions as city councillors must be prepared to read, vet, research and come prepared to meetings to make better use of everyone's time with relevant discussion and debate. It is nice to hear councillors complement city staff

but it would be nice to have this done in another format instead of during council meetings. Council meetings are important and it would be beneficial to hold these meetings earlier in the day so participants and spectators are not losing focus and patience as they see how late the meeting is running.

- There also needs to be more ways for those who do not have high financial support to be able to achieve name recognition and the tools and resources that will help them with that. It was clear from the last council election that one candidate was able to have an unfair advantage over other competitors because of their relationships and their finances. Maybe rescinding the campaign signs on private property only and allowing campaign signs on public property would help provide some amount of equity while other measures can be looked into and implemented that offer more equity to all candidates. Are there financial barriers that are preventing people with no- and low-incomes from becoming city councillors and can those barriers be removed? Are there barriers preventing disabled people from becoming city councillors and can those barriers be removed?
- Councillors should also be given fulsome and recurring mandatory education and training around what discrimination and harassment are and the spectrum of forms there are such as micro-aggressions, bullying, systemic, legislated, power dynamics, slurs, violence, ostracizing etc. Councillors must be prepared to perform as public servants who intend to support the public good. Councillors must be principled and prepared to do no harm to any member of the public.
- Is there a way these councillors could get a performance review? Sometimes the decisions made don't make sense for their community, or don't align with the communities needs. Are projects like the new aqua centre put up for vote for the community to have a say? The traditional voter turn out during municipal elections is abismal at best. The community should have better involvement in big city development decisions. Look at other surrounding municipalities for community engagement options. Councillors should also go through engagement training if they don't already. Having ward meetings like what councillor Stephens is doing should be a city wide event, or advertised better if others are doing it as well. I do not hear any communication from my councillor outside of their voting campaigns. I feel like a lot of council decisions are made behind closed doors, and they aren't publicised properly to the communities after the fact.
- Insure there is proper oversight governing city operations.
- The premise that transitioning the City Councillor role to a full-time position would inherently enhance accessibility or governance outcomes warrants careful evaluation. An increase in time allocation does not, in itself, ensure improved effectiveness or decision-making quality. Consideration may therefore be given to whether strengthening role clarity, governance processes, and support mechanisms

would yield more meaningful improvements than changes to workload designation alone.

- Question 5 is impossible to answer fairly without further details about what Councillors do on a daily basis. My current Councillor is excellent and sends monthly newsletter updates on his activities. But, in my experience (serving on boards for non-profit organizations), the amount of work elected officials do can vary greatly. Some do more work than others. So, I can't answer whether Councillor positions should be full-time or part-time, until I see some historical comparative data on the work that Councillors have done over time. For that reason, I have sided with the status quo.

I'm not totally against the idea of increasing the compensation for City Councillors. But, I would need some pretty compelling evidence that their work warrants an increase. Your literature notes that the mean after tax income of Kingston residents is only \$37,600, which is obviously less than what Councillors are making. It would be a hard sell to the public to advocate for an increase in pay for City Councillors. If these positions change to full-time, what would that mean for the Councillors' workload? I think the public would need a workload assessment and a clear set of expectations for Councillors if the compensation were to increase or the jobs change to full-time.

As for the numbers, I see that City Councillors in London (population 440,000) and Guelph (145,000 people) make similar amounts compared to Kingston. In that respect, Kingston City Councillors seem well-compensated. For this reason, I have clicked "Correct Amount" in Question 4. I am guided by the readily available quantitative data.

- Amalgamation with Gananoque township.
- Consider how to encourage diversity on Council, and be serious about it. This City needs, and deserves, people with disabilities to run for Council, we need more racialized Council member (and we need other minorities), and we especially need people who have the time to commit to Council.
- I strongly believe making these positions full-time, well paid positions will allow more people to consider applying and take away a lot of the conflicts of interest we see with our current Council.
- 50K is a lot of money and I'm curious if there are clear cases (as there are in other government roles) where some earn the 50K and others very clearly do not. And if so, what is done about that. e.g., would a councilor be removed? is the councilor encouraged to resign? I have no complaints with my councilor; however, it seems that there are a few that stand out while others are less apparent.

- It is important to attract a diversity of people to Council. I think in the last 10 years there has been positive change in that direction.
- I would like to see better participation in committees from younger people. Holding meetings in the evening would help, as would a stipend.
- The city needs a strong understanding about the challenges in a growing community. Part-time councillors may not have the time, skill, expertise or frankly interest in developing innovative approaches needed to meet the citizens needs. My councillor attends very few council meetings and I see little or no evidence in his playing a role is the cities growth.
- Consider the taxpayer. Inflation is real, but wages never keep up to it. Currently, my property taxes are X4 what they were when I bought 20 years ago.
- MPAC artificially ensures that the 2.5% raise each year is a lot more than that. You know this and the taxpayer definitely knows.
- Control your spending. I have to.
- Yes—beyond the usual workload and budget considerations, a Councillor Resourcing Review Group in Kingston may want to consider the following areas to ensure the role is sustainable, effective, and equitable:
 1. Equity & Accessibility
 - Whether councillors have equal access to staff support, regardless of ward size or complexity
 - Support for councillors with accessibility needs (disability accommodations, flexible tools)
 - Impacts on equity-seeking candidates—does the role discourage people without independent income?
 2. Ward Complexity & Demographics
 - Differences in ward population, density, student population, rural vs urban needs
 - Volume of constituent casework (e.g., housing, bylaw, homelessness, campus-related issues)
 - Seasonal pressures (tourism, Queen’s University / St. Lawrence College cycles)
 3. Workload Reality
 - Actual hours worked vs. assumed “part-time/full-time” framing
 - After-hours expectations (evenings, weekends, emergencies)
 - Committee, board, and external agency commitments
 4. Administrative & Casework Support
 - Adequacy of shared vs dedicated staff
 - Clear boundaries between councillor roles and staff roles
 - Modern case-management tools (CRM systems, tracking constituent issues)
 5. Compensation Structure
 - Whether compensation reflects:
 - Time commitment

Responsibility and legal liability

Comparisons to similar Ontario municipalities

Transparency and public understanding of how compensation is set

6. Training & Onboarding

Quality of onboarding for new councillors

Ongoing professional development (planning law, municipal finance, Indigenous relations, ethics)

Support for navigating complex legislation (Planning Act, Municipal Act)

7. Mental Health & Burnout

Exposure to high-conflict situations and public harassment

Access to mental health supports

Policies around harassment, threats, and social media abuse

8. Technology & Tools

Adequacy of laptops, phones, secure communication tools

Support for digital engagement with residents

Cybersecurity and privacy protections

9. Public Accountability & Transparency

How resourcing decisions are communicated to the public

Clear metrics or rationale to avoid perceptions of self-interest

Independent or arms-length benchmarking where possible

10. Long-Term Governance Capacity

Whether current resourcing supports:

Strategic thinking vs. reactive casework

Regional collaboration

Succession planning and leadership development

- It's unclear whether the job of the councillor should be part or full time because it seems that maybe City Council isn't being structured correctly or efficiently. For example, council meetings go on a very long time. It seems like the City has created a system that needs revising. For example, maybe meetings need to be every week, not every other week, and then include dedicated down weeks. Even if you moved to weekly meetings, it would still seem to be a part time position. But if the City truly has so much work that it can't fit it into well structured and scheduled meetings, then it seems like the role needs to be expanded to full time.
- Councillors should be well paid so that we have talented people running for office
- The role of councillor (and especially Mayor) is an important one which is not well understood by the average citizen. We need quality people to serve and the reality is that they need to be fairly compensated for the significant time that is involved. I presume that Kingston will have regard to the councillor pay scales of other similar-sized cities in Ontario.
- that salary is criminally low.

- As a citizen I believe that transparency in city business gives me the most confidence in how the city is run. I do understand that certain issues require confidentiality however it should be kept to a minimum. At present, the city staff do very well in informing taxpayers. Many rules/ guidelines come from the Ontario government and only administered by local government...remember the old adage "don't shoot the messenger".
- More dog parks with trees for actual shade.
- This fall we had City workers planting trees do2n the Blvd of the street. Why? The whole street wasn't done just right outside of our building (which is in the middle of the block) no trees before or after. Seems like a waste of money. There should be a better dog park than Memorial. Make open trespassing and open drug use a CHARGEABLE OFFENSE
- THANK YOU FOR YOUR TIME
- No
- Make public sources of monetary support of campagne
- Office space for counselors
- Fix the roads, they are an embarrassment and ruining people's vehicles. Need to be more transparent. Figure out how to help the homeless, it's getting worse.
- City of Kingston staff provide the continuity whereas elected individuals come and go - but it is important to ensure that long term staff keep an open mind, are given opportunities for training and exposure to fresh ideas, take a principled approach - and open to self-critique. Elected officials provide a really valuable service by assuring accountability of municipal services and in highlighting possibility of new approaches but they are very dependent on professionalized municipal staff and it must be a partnership
- Some people who are working full-time at a minimum wage do not make what the council members are making right now for part time work. I don't think it's necessary for council members to work full-time and receive a larger portion of the city budget.
- The actual hours that Councillors put in including attending events, subcommittees, town halls, community association meetings, prep time for Council meetings etc. What constitutes part time as fulltime might be more appropriate and needed as issues needing addressing remain complicated and multi layered.
- assigned staff assistance
- Seems to me that salary is moderately correlated to hours worked and I have no idea how many hours per week the average councillor has to work to do a reasonable job. I indicated that 49K was about right based on an assumption of an18-hour work week with some on call availability.
- The unsatisfactory interaction was with my former councillor, not the current one
- Actively recruit community members to engage in running for council. Perhaps a campaign that suggested: "Can you picture yourself at the City Council Table,

working for Riding and your City?' Illustrate the positive attributes to being involved in the city politics and policies; reinforce the importance of the work they do.

- In consideration of making the role full time, the number of councillors could be reduced in half, which would keep the budget impacts of a full time salary relatively equal with half the number of councillors. This would still allow for varying opinions to represent different areas of Kingston but would allow these individuals to dedicate the time, especially during normal business hours, to representing the people of the city
- Privatizing City water is the wrong thing to do. Look what happened in Britain. Private means making a profit. Not where our tax dollars should go.
- Not at this time.
- B electing Councillors city wide, I think they would do a better job for the city.
- What would be the effect of establishing a two-term limit on Council members? Could the City do this?
- Some of the decisions made by city council in recent years suggest corruption and personal profit might be a motivation for some members. The salary needs to allow representatives of the people to be secure and to focus on serving the needs of the people rather than their own.
- We need transparency and long-term thinking that really serves the people of Kingston. No more expensive short-term bandaids, like the temporary housing on rented ground that didn't even have private bathrooms. That was an obvious suspicious decision. Has that been looked into yet? Who profited? We also need more attention to development projects that ignore the displacement of wildlife and its impact on the people of Kingston. How are developers and the city sharing responsibility for this instead of just making a profit and ignoring the problem?
- Pay is more than adequate for part time roles that are performed.
- No.
- No
- How to get Councillors the training they need, including funding for independent consultations so that they have the confidence to stand up to City staff.
- The role and powers of the mayor being able to overturn council decisions. The ability for council members to further their own agendas and overturn existing bylaws to allow developers authority to ruin the town. The obligations of council members to respond to emails and their constituents on all matters brought to them.
- I believe the community could attract excellent candidates. We already have councillors who serve because they genuinely feel a duty to give back, and they put in far more hours than they are compensated for. At the same time, we also have some councillors who are less effective and may not be in the role for the right reasons. Strengthening expectations, support, and public understanding of the role

would go a long way toward improving council performance and attracting strong future candidates. Thanks for asking.

- The position of City Councillor should be full time to permit the individual to give full attention to the role. A councillor should not be expected to have full time employment and serve as a councillor which is what the current salary structure demands.
- As a part-time role it limits candidates to having personal means or very flexible full time employment and is therefore discriminatory.
- If moved to full time I think their pay should be increased. I think working full time to support/better their communities would be beneficial
- I don't know how much time City Concillors are expected to work each week and whether they all fulfill this requirement to comment on the pay.
- Yes, it would be great if the City Published an action-oriented, goal-oriented job description for City Councillors that tax payers could refer to. I am honestly not sure what councillors do, since they seem to have very little say or sway in how the city is run, but many people, myself included, expect more from them. And they are being paid with our tax dollars after all.
- The above statement.
- There should be better protection of councilpersons from pressure from the administration.
- Is there a mechanism that makes elected representatives accountable and provides yearly evaluations. No not for the public to see but to allow the member feedback on their progress.
- Councillors should have a better idea of how many staff hours are available to them so they can prioritize issues. For example, a councillor may spend dozens of hours addressing more frivolous issues like lawn conditions because of a vocal homeowner, but this leaves the councillor telling the local community group that they can't go asking for a staff hour for their community garden proposal, since staff hours are limited. Community interests ought to be resourced ahead of homeowner spats.
- Create the following committees with SMEs to address the next business and strategic plans : Urban Planning and Growth Management, Transportation and Infrastructure , Homelessness Strategy . Ensure committees are not a team of friends but folks from all walks of life and KSAs. We really need to hone in on intentional planning over the next few years which will involve interprovincial migration and immigration of skills coming into kfla.
- what supports a councillor is provided and what are the hours/week