



County Council

Meeting Date: April 14, 2026

Submitted by: Marci Ivanic, Director of Legislative Services/County Clerk
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Subject: Council Compensation Review

BACKGROUND:

On April 11, 2023, Middlesex County Council passed [By-law No. 7227](#), being the Council Remuneration By-law.

Section 5 of by-law No. 7227 requires that Council remuneration be reviewed prior to the next term of Council.

To fulfill this requirement, the County retained Pesce & Associates to conduct a comprehensive review of Council remuneration, including:

- Base compensation;
- Per diem structure;
- Benefits and expense practices; and
- Governance and policy considerations.

The review, attached hereto as *Appendix 'A'*, included a market comparison with similar upper-tier municipalities and an assessment of compensation models.

ANALYSIS:

The Council Remuneration Review presents and recommends a shift in approach from the County's current activity-based compensation model toward a role-based compensation framework. Under the existing structure, Council members receive a base salary supplemented by per diem payments for participation in external meetings, boards, and conferences. While this model has historically provided flexibility, the consultant's review concludes that it introduces administrative complexity, variability in compensation outcomes, and increasing misalignment with comparator municipalities.

The proposed role-based compensation model reflects the responsibilities and expectations of the elected office as a whole, rather than individual participation in

specific activities. This approach recognizes that Council members are collectively responsible for governance, decision-making, and representation, and that participation in committees, external agencies, and professional development is inherent to the role. By moving to an all-inclusive annual salary, the County would establish a more consistent compensation framework, while eliminating the need to track and administer per diem payments. This shift is intended to improve equity across members and reduce administrative burden. The report specifically analyzes and makes recommendations regarding:

- Compensation structure (base salary and per diems)
- Remuneration review process and indexing practices
- Benefits (health, dental, insurance)
- OMERS eligibility and retirement provisions
- Mileage reimbursement practices
- Professional development and conference participation
- Expense reimbursement practices (including meals)
- Technology and communication supports (devices, cell phones, internet)
- Compensation for alternate members (Municipal Act Sections 267 and 268)
- Compensation during leaves of absence

Taken together, the consultant's findings support a transition to a simplified, standardized, and role-based remuneration framework that aligns with market practices, enhances equity among Council members, and reduces administrative complexity. Implementation at the beginning of the next term of Council ensures the changes apply prospectively.

Per diems would be retained for non-Council appointments to boards and committees.

Subject to Council direction, staff will bring forward a Council Remuneration By-law for Council consideration.

FINANCIAL IMPLICATIONS:



There is no immediate financial impact associated with this report.

Future financial implications will depend on Council's direction regarding the transition to an all-inclusive salary model.

Any approved changes will be incorporated into future budget planning and implemented in the next term of Council.

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus, Goals, or Objectives:

Strategic Priority	Goal	Objectives
<p>Collaboration & Partnerships</p> 	<p>Strengthen collaboration with local municipalities and regional partners to improve economic efficiency, enhance service delivery, and support regional development in alignment with community priorities</p>	<ul style="list-style-type: none"> • Optimize service delivery through inter-municipal collaboration and shared services to improve efficiency and seamless operations. • Improve communication and transparency through open engagement, accessible information, and informed decision-making.
<p>Adaptability and Agility</p> 	<p>Modernize the County’s administrative capabilities to strengthen decision-making, improve service delivery, and achieve better community outcomes</p>	<ul style="list-style-type: none"> • Transform, modernize and continuously improve administrative systems and processes to increase efficiency and enhance the experience of residents and partners. • Strengthen internal administrative capabilities to ensure key support services have the necessary resources to meet community needs and support organizational growth. • Enhance the County employee value proposition to attract, retain, and support a talented workforce through competitive benefits, professional growth opportunities, and a positive workplace culture.

RECOMMENDATION:

THAT the Council Remuneration Report be received for information;

AND THAT County Council approve the transition to an all-inclusive annual salary model for Council compensation, eliminating per diem payments for meetings, boards, and conferences and incorporating the historical average per diem amounts into base salary;

AND THAT staff be directed to bring forward a Council Remuneration By-law reflecting this framework for Council consideration.