



STAFF REPORT - Note Appendices have been revised
to reflect direction from ABC Ad Hoc Committee on November 21, 2002

November 8, 2002

To: ABC Ad Hoc Committee

From: Chief Administrative Officer

Subject: Draft Remuneration Policy for City of Toronto Agencies, Boards, Commissions and Corporations

Purpose:

This report proposes a draft policy regarding remuneration for City agencies, boards, commissions and corporations for review and direction by the ABC Ad Hoc Committee. Staff will then secure comments from the ABCs and finalize recommendations for a future meeting of the Committee.

Financial Implications and Impact Statement:

There are no financial implications arising from the recommendations in this report.

Recommendations:

It is recommended that:

- (1) the ABC Ad Hoc Committee provide feedback to staff on the draft Remuneration Policy for Citizen Appointees to City Agencies, Boards, Commissions and Corporations included as Appendix 1 to this report;
- (2) staff be directed to seek comments from the City's Agencies, Boards, Commissions and Corporations, staff and other stakeholders and report back to the ABC Ad Hoc Committee on the results of the consultation and with a recommended policy; and
- (3) the appropriate City Officials be authorized and directed to take the necessary action to give effect thereto.

Background

The Terms of Reference for the ABC Ad Hoc Committee approved by Council include the development of a policy for remuneration of citizen appointees. There are also specific individual requests to review remuneration that have been referred to the ABC Ad Hoc Committee. These include:

- Directive to review ABC remuneration for citizen appointees
- Directive to review per diems and honoraria for citizen members of ABC's
- Council adopt a general policy that citizen service on City agencies, exclusive of Ontario Business Corporation Act boards, be considered a public service and remuneration be eliminated or minimized
- Expense reimbursement for members of agencies and boards be limited to receipted out-of-pocket expenses
- Agencies of the City to adopt the City's policy for business-travel
- All boards of City agencies be required to submit written semi-annual activity reports including financial performance to the Policy and Finance Committee, specifically reporting:
 - a) travel activities and related costs;
 - b) entertainment /hospitality expenses;
 - c) consulting fees paid by the agency; and
 - d) the Chair of each Board provide an annual briefing for the Committee
- Remuneration for the Chair of the Police Services Board and citizen member
- Expense reimbursement for the Toronto Public Library Board
- Expense reimbursement for the citizens appointed to advisory committees to the Works Committee

This report provides an overview of current practice and principles established in 1998, a summary of legislative provisions governing remuneration, and a draft proposal for a new policy on remuneration for citizen appointees.

Comments

A CURRENT CITY PRACTICE

As the practices and policies for remunerating citizen appointees in the former municipalities comprising the new City of Toronto were diverse, remuneration within each ABC was established on an interim basis. It was anticipated that when a new overall policy was developed, consideration would also be given to comparing remuneration levels and practices among different ABCs. The remuneration issue should also be considered as it applies to appointees to advisory committees, task forces, and expert panels and any allowances for expenses paid to citizen appointees.

Principles for Remuneration of Citizen Appointees

As a first step in developing the policy, a set of principles was developed and approved by Council in 1998. They are:

- 1) An element of public service is implied in any citizen appointment by the City of Toronto and therefore any remuneration that may be paid is not expected to be competitive with the marketplace.
- 2) Remuneration for citizen appointees is established and paid by Council rather than the organization to which they are appointed, recognizing that appointees represent Council's interest.

- 3) All Council appointed citizen members of a given board shall be reimbursed at the same level except that the Chair and Vice-Chair may receive additional payment for additional duties.
- 4) Where paid, remuneration for citizen appointees to agencies, boards, and commissions should reflect the level of responsibility, the necessary qualifications, the frequency of meetings, and amount of preparation required.
- 5) No supplementary top-up payments are permitted.
- 6) No remuneration will be paid to members of Advisory Committees, Task Forces, or boards of Business Improvement Areas.
- 7) Where advice is sought from professionals in a given field, consulting fees may be paid as part of program costs.
- 8) Appointees may be reimbursed for expenses incurred in the execution of their duties. This may be paid as incurred and receipted or by an annual maximum payment without receipts. In the latter case, Council will approve the amount of the annual payment and the payment will be identified as an expense allowance.

Since 1998, a number of new developments in governance have taken place that should cause a rethinking of some of these principles. In particular, the City now owns a number of corporations which, by their nature, are more autonomous and the Boards have a legal fiduciary duty respecting the well-being of the company. The new City's relationship with agencies is still evolving. More autonomy, higher performance expectations, and more stringent accountability mechanisms could all impact the desired qualifications of board members and appropriate remuneration.

The new Municipal Act, which comes into force January 1, 2003, may also require changes to the remuneration or the principles for expense reimbursement. These are currently under review for any impacts on City practices.

Municipal agencies, boards and commissions were established for a variety of purposes, during different time periods, and with varying levels of responsibility, authority and impact of decisions on the public. Their remuneration practices have generally been structured independently and have resulted in a wide range of fees and payments to appointees of different organizations. Diverse compensation rates among agencies, boards and commissions are not uncommon since municipalities did not follow a systematic approach as taken by the federal and provincial governments.

Remuneration Levels

Council has clearly directed that Council Members serving on City ABC boards are not to be paid additional compensation over their Councillor salary. Some boards do pay for Councillor expenses while on board business. Table 1 illustrates where remuneration is paid or not paid to City ABCs. Further detail is provided in Appendix 3 to this report.

Table 1: Remuneration Status for Citizen Appointees to City ABCs

Type of ABC	# of Bodies	Remuneration
Corporations <ul style="list-style-type: none">• OBCA Corporations• CCA Corporations• Statutory Corporations	2 1 2	Yes Yes Yes
Quasi-Judicial Bodies	5	Yes
Fund Management Bodies <ul style="list-style-type: none">• Metro Pension Plan• Police Benefit Fund• Toronto Civic Pension Plan• Toronto Fire Superannuation• York Pension Fund• Sinking Fund• Toronto Atmospheric Fund	7	Citizen Chair only Citizen Chair only Citizen Chair only Citizen Chair only No-Chair is Councillor Citizen members only (Chair is Treasurer) No
Service Boards	9	No (except Board of Health, Police Services Board, required by legislation)
Program Operating Boards (non-corporate) <ul style="list-style-type: none">• Arena Boards (8)• Community Centre Boards (10)• Other (2)• Business Improvement Area Boards (44)	64	No
Advisory Committees	150+	No
<i>*Note that entities where the City does not have a controlling interest are not included in this analysis since the City has little or no control over remuneration paid.</i>		

Corporate Boards

Boards established under the Ontario Business Corporation Act include Toronto Hydro and Toronto Community Housing Corporation. Hydro Board members receive \$12,500 annually and \$1,000 per meeting attended with annual maximums for committee meetings. The Chair receives \$75,000 annually. Housing Board members receive \$500 per meeting attended and the Chair receives \$500 per meeting attended plus \$10,000 annually.

Statutory corporations include TEDCO whose remuneration is tentatively set at \$200 per meeting until a Remuneration Policy is finalized, and Toronto Parking Authority for which remuneration is \$7,500 for citizen members and \$10,000 for the Chair.

The Corporate Boards are most similar to private sector corporate boards whose members often receive high levels of remuneration. Corporate Boards were intended to operate their “business” fairly autonomously, albeit guided by shareholder directions outlining Council parameters. The public service component expected from and offered by citizen members is also weighted into the remuneration levels, which are not competitive with private corporations.

Quasi-Judicial Bodies

Citizen members of adjudicative bodies such as the Committees of Adjustment, Property Standards Committees, the Licensing Tribunal and others, receive remuneration. This is based on principles similar to those at senior governments based on time demands, both for attending meetings and the preparation time required and effective performance of duties. Independence is crucial in any adjudicative or quasi-judicial function and regular reasonable remuneration can help to create and maintain such independence by discouraging openness to any form of persuasion.

There is considerable variety in the payment for quasi-judicial bodies. For the Committee of Adjustment, the amount of \$300 per Member for each hearing attended is paid and an additional amount of \$1000 is paid annually for each of the six Panel Chairs. These funds are provided from the operating budget of the City Planning Division. Both members of the Rooming House Licensing Tribunal are paid \$230 per hearing to a maximum of \$6,000 per year. The Toronto Licensing Tribunal members are paid an annual amount of \$12,000 for members and \$18,000 per annum for the Chair.

In contrast, Fence viewers are paid \$30.00 per hour and Property Standards Committee members are paid \$75.00 per meeting and the Chair receives an additional \$300 per meeting.

Fund Management Boards

Fund Management bodies such as pension fund trustee boards, or the Sinking Fund Committee manage significant amounts of money (about \$300 million to \$800 million each). The fiduciary responsibilities require citizen appointees to have expertise in financial management. Four of the pension fund trustee boards (former Metro and City of Toronto) are similarly structured with representatives from the employee and management sectors with a citizen appointed as Chair.

Only the Chair of each fund receives annual remuneration of \$7,500 per annum. No remuneration is paid for the York Pension Fund Committee because a City Councillor chairs it.

Like the pension fund boards, citizen members of the Sinking Fund Committee are drawn from the financial services industry and are appointed, in part, for their areas of specific expertise and receive remuneration of \$4,913 per annum. Unlike the pension funds, the Sinking Fund Committee is chaired by the City Treasurer who receives no additional compensation. The Toronto Atmospheric Fund Board does not receive remuneration, as it is not directly involved in investing funds. Such expertise is contracted.

The Policy and Finance Committee has forwarded a motion for consideration at the November Council meeting that a consultant be engaged in 2003 to review and consider how management of the pension funds could be consolidated. Appropriate remuneration for consolidated fund management can be considered as part of the study terms of reference, if Council authorizes proceeding with the study.

Service Boards

Most Service Boards do not receive remuneration, however Board of Health members receive \$125 per meeting including sub-committee meetings. A daily rate is required by legislation, but the amount is discretionary. The legislation also stipulates, however, that the amount shall not exceed the amount paid to any member of a standing committee and Councillors are not paid.

The Police Services Board member appointed by Council receives \$8,791 and the Chair is paid \$90,963. Legislation sets a minimum of \$1,000 per annum to be paid by Council for Provincial appointees to the Police Services Board, but the amount for the Council-appointed citizen member is completely discretionary. Historically, however, all citizen members except the Chair have been paid the same.

The Police Services Board requested that the ABC Ad Hoc Committee consider increasing the remuneration for the Chair of the Toronto Police Services Board and citizen member appointed to the Toronto Police Services Board by Toronto City Council to better reflect the workload and expected commitment. The Police Services Board also recommended that the ABC Ad Hoc Committee consider establishing a base amount, plus a per diem payment, for each meeting attended. As requested by the ABC Ad Hoc Committee, the CAO wrote to the Board to inquire as to the Police Services Board's suggested amount of remuneration for the Chair and citizen members. The Police Services Board Chair advised that the matter would be addressed by the Board at its retreat in October and at its November Board meeting.

Program Operating Boards

The group of Program Operating Boards includes a range of agencies, boards and commissions. These boards do not receive remuneration.

REMUNERATION POLICY

In establishing new policies for the City of Toronto, it is informative to review the practices of the provincial and federal governments.

Payments to citizen appointees on agencies, boards and commissions, or other bodies of government, are not intended to be equal to the value of services rendered, or to be competitive with the appointee's usual occupational compensation. Remuneration partially represents a public service contribution rather than compensation for any lost income, or opportunity to earn an income. Accordingly, remuneration does not constitute a salary for appointees. The personal qualifications of appointees are not usually a factor in the type or rate of remuneration that will be received unless such qualifications are specifically required of the position as a condition of appointment.

This principle of public service as the basis for citizen appointment remuneration underlies remuneration policies at both the federal and provincial government levels. The federal guideline on the remuneration of appointees to agencies, boards and commissions states that:

“Service to the public and not strict adherence to market rates ... influences remuneration for part-time services, which, for most appointees, is incidental and additional to their regular vocation.”

Similarly, the guidelines of the Management Board of the Province of Ontario, contain the following statement respecting government appointees:

“An element of public service is implied in any appointment by the Government of Ontario and, therefore, any remuneration that may be paid is not expected to be competitive with the marketplace.”

The remuneration principles approved by Council in 1998 also reflect this principle.

Another major principle for both Federal and Provincial remuneration policies is that remuneration, however modest, will encourage participation in government by a diverse range of persons. In addition, citizens should not personally bear additional costs for their activities as Board members. Out-of-pocket expenses for activities as Board members should be reimbursed.

In contrast, the City of Toronto's current practice is to remunerate citizen board members only when the board operates in a business environment (corporations), when duties are adjudicative in nature and time commitment is substantial (quasi-judicial), or for specific financial expertise (fund investments). Although there is a guiding principle for expense reimbursement, it is not applied consistently and more detailed guidelines are required.

In summary, the Federal and/or Provincial remuneration plans take a systematic approach to establishing a framework for payments. The underlying principles in the plans of both senior governments are largely applicable to the City. Other aspects of particular interest to the City include the following:

- the nature of appointments is part-time, for a specified term, and a maximum number of terms;
- per diem rates of remuneration are maximums: individual agencies, boards or commissions may decide to pay less than the maximums or to pay no per diem at all, unless specifically legislated to do so;
- payments should be made to government appointees, other than elected officials, only for (defined) formal business of the agency, board or commission;
- preparation time should be compensated only in instances where this is of major importance in effectively conducting the business (for example, tribunals or hearings);
- no supplementary or top-up payments are permitted unless a duly approved form of 'consulting fee' payment is involved for additional, fully defined professional activities; and
- declaration of any conflict of interest, both with their appointed duties and for any personal gain or benefit that may accrue, are mandatory.

City of Toronto guidelines are generally modelled after these principles as well, but further clarification is required in some cases.

The Basis of Federal and Provincial Remuneration to Citizen Appointees

Notwithstanding a public service tenet and the expectation that this may not require recompense, most federal and provincial agencies recognize the contributions of citizen members by providing some form of remuneration. The principles that were articulated earlier acknowledge that the level of remuneration, if any, will be determined by and be dependent upon the:

- service nature and purpose of the agency, board, or commission;
- complexity of tasks to be performed by citizen appointees; and
- amount of time spent by citizen appointees in carrying out their duties.

Both the provincial and federal governments directly link remuneration to the amount of time spent by citizen appointees in conducting their tasks through the use of per diem payments. In this way the remuneration of part-time members is proportionate to the time spent carrying out their responsibilities. A member serving as Chair, or Vice-Chair, is often recognized by a higher per diem rate compared to other members to take into account the additional effort to review agendas and provide direction to staff outside of board meetings.

Both senior governments use a per diem base of 7.5 hours with the restriction that only one per diem can be claimed per calendar day. Time spent beyond the 7.5 hours in a given day is not compensated. It should be noted, however, that claiming for the full per diem varies between the provincial and federal governments. The province specifies minimum hours worked before a

member is eligible for a full per diem payment whereas the federal government does not impose this condition.

Commonly applied forms of remuneration include, for example, honoraria, retainer fees, or annual compensation levels/stipends. Remuneration can be distinguished from the payment of expenses which are paid to reimburse the out-of-pocket costs citizen appointees have incurred in order to perform their duties. In many cases at the senior government levels, a per diem rate includes an honorarium and/or expenses as specified in the relevant policy.

The City of Toronto also uses a per diem approach for many boards where remuneration is paid, but it is not universally applied and may not be appropriate for the duties of certain positions such as fund investments.

C NEW MUNICIPAL ACT PROVISIONS REGARDING ABC REMUNERATION

The Municipal Act provides some direction for Council regarding its authority to establish remuneration and expense payments. Some ABCs also have specific legislation that affects remuneration. The new Municipal Act comes into force January 2003 and therefore has been used as the starting point for developing new draft policies. As required under section 5 of the new Municipal Act the policy will have to be adopted by by-law. As set out in Section 283, both municipalities and their local boards (as defined in subsection 1(1)) are given a general power to pay remuneration to members of local boards subject to the requirement that expenses must relate to carrying out their duties. The member may be paid the actual expense or a reasonable estimate as determined by the municipality or board, however, remuneration cannot include an amount for deemed expenses. This would appear to preclude an annual payment to cover any expenses that may occur.

If a board is a local board as defined in section 216 and a (future) regulation is developed respecting prescribed changes, the City can by by-law change the remuneration despite what is in a special or general Act. The new Municipal Act continues the requirement that the Treasurer report on an annual basis the remuneration and expenses paid to Council members and members of local boards.

D DEVELOPING A REMUNERATION POLICY

Citizen participation is valued by the City and adds diverse perspectives to City decisions. The City experiences excellent responses to advertised appointments and it is clear that citizens are motivated by the opportunity to become involved and have some influence in civic engagement and city building. Monetary reward is not a primary factor in deciding to contribute to the City decision-making process.

The former municipalities had developed different policies for remuneration of their citizen appointees. These need to be rationalized into common policies and practices. A comparative assessment and analysis of current practices and costs to identify problematic inconsistencies and suggest acceptable degrees of variation in types/rates/levels of remuneration has been completed. The set of principles approved by Council has also been considered as well as the requests referred to the ABC Ad Hoc Committee. The various boards have been grouped into types and

remuneration levels have been proposed, including consideration of retainer fees, a per meeting attendance payment, a set honorarium or per diem rate.

Staff considered options of using per diems, an annual stipend, and honoraria as remuneration vehicles. Per diems are rates paid per meeting or per day or per part day. For example, adjudicative bodies are often paid for each hearing. Annual stipends are amounts paid irrespective of meeting attendance. An honorarium is a small amount that is intended to symbolically recognize or acknowledge a Board member's contribution to the board. These need to be distinguished from reimbursement of expenses.

The basic principle that board remuneration is not a salary and the City is not an employer of board members was considered in the development of the policy.

In summary the draft general policy proposes that citizen service on City agencies be considered a public service (to a lesser degree for corporations) and remuneration be eliminated or minimized, except for specified ABCs. Remuneration should be paid only when the board operates in a business environment (corporations), when duties are adjudicative in nature and time commitment is substantial (quasi-judicial), for specific financial expertise (fund investments), or where a payment is required by legislation.

Council members serve on ABCs without remuneration, but may receive reimbursement for expenses. Draft Policies regarding remuneration and expenses are included as appendices to this report. Specifically, only the following positions are suggested for remuneration in the draft policy.

Boards	Proposed Remuneration Basis for Citizen Appointees
Corporations Toronto Hydro Toronto Community Housing Corporation TEDCO Toronto Parking Authority TradeLink	Annual amount plus per diem for board meetings. Amount should reflect the relative size of corporation and impact of decisions, degree of public service component or interests represented, qualifications required.(Hydro and TCHC have recently been reviewed)
Service Boards (Legislated Payment only) Board of Health Police Service Board	Honorarium - Token amount Awaiting input PSB
Quasi-Judicial Licensing Tribunal Property Standards Rooming House Licensing Committee of Adjustment Fenceviewers	Per diem (or hourly) Amount for each should reflect the amount of preparation required and impact of each decision (sets precedent versus impact on individuals only), and degree of latitude in judgements.
Fund Management Sinking Funds Pension Funds	Annual stipend

The actual recommended amounts for each board will be based on further examination of the parameters outlined above and through consultation with individual boards and staff.

Expenses

Guidelines are required for setting an appropriate level of expense reimbursement. These include the type of expenses to be covered, a limit on appropriate amounts of such expenses, as well as guidelines on payments for meal allowances or provision of refreshments. In all cases clarity is needed to avoid misunderstandings where claims are made for expenses that were not clearly authorized in advance. The draft policies provide that expense reimbursements for members of agency boards be limited to receipted out-of-pocket expenses.

Consultation

As anticipated by the ABC Ad Hoc Committee, there is a need for consultation with the City ABCs in the development of remuneration policies. Staff will also be consulting on the remuneration amount for boards being considered for remuneration. It is recommended that the draft policies be distributed to City ABCs with a request for comments to be received by January 20, 2003. City and agency staff will also be consulted. Staff will assess the comments and report back to the ABC Ad Hoc Committee in April 2003 with the results of the consultation and a recommended policy.

Conclusion:

The general public, citizen participants, Council and staff will be well served by establishing a clear remuneration policy for citizen appointees which is based on reasoned principles, a clearer rationale for the form of remuneration, and a level which reflects the workload or type of responsibility.

As anticipated by the ABC Ad Hoc Committee, there is a need for consultation with the City ABCs in the development of the policy. It is recommended that the draft policy be distributed to City ABCs with a request for comments to be received by January 20, 2003. Staff will also be consulting with appropriate departmental and board staff on budget implications and overall impact of the changes proposed. Following the consultation period staff will assess the comments and report back to the ABC Ad Hoc Committee in April 2003 with the results of the consultation and a recommended policy with financial impacts.

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List of Attachments:

Appendix 1: Draft Remuneration Policy for City ABCs
Appendix 2: Draft Expense Policy for City ABCs
Appendix 3: Analysis of Remuneration for Citizen Board Members

Note Appendices have been revised to reflect direction from ABC Ad Hoc Committee on November 21, 2002

Appendix 1: Draft Remuneration Policy for City Agencies, Boards, Commissions and Corporations

Policy Statement

This policy applies to citizen members of City Agency, Boards, Commissions and Corporations. Council members of City Agency, Boards, Commissions and Corporations do not receive remuneration beyond their regular salary as Councillors.

- 1) Public service is implied in any citizen appointment by the City of Toronto and therefore any remuneration that may be paid is not expected to be competitive with the marketplace.
- 2) Remuneration for citizen appointees is established by Council rather than the organization to which they are appointed, recognizing that appointees represent Council's interest.
- 3) **Expenses may be reimbursed as set out in the Expense and Travel Policy**
- 4) All Council appointed citizen members of a given board shall be reimbursed at the same level except that the Chair may receive additional payment for additional duties.
- 5) Where paid, remuneration for citizen appointees to agencies, boards, and commissions should reflect the level of responsibility, the necessary qualifications, the frequency of meetings, and amount of preparation required.
- 6) Board members must be in attendance at meetings to receive remuneration where a per diem is paid.
- 7) No remuneration will be paid to members of advisory committees, task forces, or boards of Business Improvement Areas, Arena Boards and Community Centres.
- 8) Per diems are paid for meetings with durations more than 3 hours. One-half will be paid for meetings less than 3 hours.

The following positions are to receive remuneration

Toronto Hydro Corporation
Toronto Community Housing Corporation
Toronto Economic Development Corporation
Toronto Parking Authority
Board of Health
Police Services Board
Licensing Tribunal
Property Standards
Rooming House Licensing
Committee of Adjustment
Fence viewers
Sinking Funds
Pension Funds

Implementation

Note Appendices have been revised to reflect direction from ABC Ad Hoc Committee on November 21, 2002

Appendix 2: Draft Expense and Travel Policy for City ABCs

Policy Statement

The City of Toronto recognizes that Board members are volunteers and as such, make available their valuable personal time in order to tend to Board business. All reasonable expenses incurred while tending to authorized Board business will be reimbursed. The City expects that each Board will use discretion regarding the number of Board development events attended per budget year. The City of Toronto compensates Board members who are requested to use personal vehicles for the purposes of Board work. This policy deals solely with reimbursement for kilometres driven, taxi fares, TTC and parking charges, reasonable meal and incidental childcare costs.

Application

This policy applies to citizen members and members of Council appointed to City Agencies, Boards, and Commissions.

1. Board members will be reimbursed for reasonable expenses incurred in the execution of their duties. All expenses must be for business activities authorized by the Board. Receipts must be provided.
2. Travel must be approved in advance by the Board in order for a Board member to claim reimbursement.
3. Whenever a board member is required and authorized to use his/her automobile on business of the board exclusive of travel to and from Board meetings, the Board shall pay the member a travel allowance equal to the allowance for City staff. (Currently the allowance is forty-two cents (42¢) per kilometre.) Board members who use their own vehicle will be reimbursed at the rate of economy class airfare or the current approved mileage rate, whichever is less, unless specific rationale and authorization has been given for reimbursement at a higher rate. **Reimbursement for TTC costs will also be provided whenever a board member is required and authorized to travel on board business.**
4. Board members on Board business who rent a vehicle, travel by train, bus or airplane, will be reimbursed for such travel expenses incurred. Receipts must be provided.
5. Board members who travel from their point of departure to destination and are required to stay overnight in their destination area in order to tend to Board business outside of Board meetings, shall be reimbursed for their accommodation costs. Receipts must be provided.
6. Board members who are tending to Board business that span normal meal times may be reimbursed for all reasonable meal expenses if no meals are provided. Receipts must be provided.
7. Alcohol charges will not be reimbursed.
8. Incidental childcare expenses as a result of attending Board meetings or on authorized Board business may be reimbursed where the Board deems financial hardship would otherwise result. Receipts must be provided.

Conditions

9. **Upon request by a** Board member, travel costs to and from Board meetings may be reimbursed by the Board. Travel mode should be the most economical conveniently available. Receipts must be provided.

Implementation

Claim forms must be signed, both by the member making the claim and the Chair of the Board authorizing the claim, before submitting it to staff for processing. Another Board Member must sign the claim form for the Board Chair.

Board	Remuneration formula (citizen \$ per meeting)	Remuneration formula (chair \$ per meeting)	Total 2001 for members Reported by Fin	Total 2001 for chair Reported by Fin.
Corporations				
Toronto Hydro	\$12,500 plus \$1,000 per board meeting	\$75,000 Annually	Not avail. from Hydro	\$75,000
Toronto Community Housing	\$500 per meeting	\$500 per meeting plus \$10,000 as chair	Not yet full year	Not yet full year
Parking Authority	\$7,500 (Annually)	\$10,000 Annually	\$45,854.69	\$9,959.61
TEDCO	\$200 per meeting	\$12,000 Annually	Not yet full year	Not yet full year
Tradelink	Nil	Nil		
Quasi-Judicial				
Committee of Adjustment	\$300.00 per hearing day	\$1,000 per annum plus \$300 per hearing	\$165,458.49	\$8,100
Fence Viewers	\$30.00/hr	\$30.00/hr	Unknown	unknown
Property Standards Committee	\$75.00 per meeting	\$300 per annum plus \$75.00 per meeting	\$22,755.88	\$228
Rooming House Licensing	\$230/meeting max \$6000	\$230/meeting max \$6000		
Toronto Licensing Tribunal	\$12,300 Annually	\$18,000 Annually	\$73,786.44	\$12,297.74
Fund Management				
Toronto Fire Dept. Superannuation	Nil	\$7,500 Annually		\$7,500
Toronto Civic Employees Pension	Nil	\$7,500 Annually		\$7,500
Metro Pension Plan	Nil	\$7,499 Annually		\$7,499
Police Pension Fund	Nil	\$7,499 Annually		\$7,499
Sinking Fund Committee	\$4,913.00 Annually	N/A chaired by the City Treasurer	\$19,652.00	
York Employees Pension	Nil	N/A chaired by Councillor		
Toronto Atmospheric Fund	Nil	Nil		
Service Boards				
Hummingbird Centre	Nil	Nil		
Exhibition Place	Nil	Nil		
Board of Health	\$125.00 per meeting, incl. sub-commts	N/A Chaired by Councillor	\$9,625	
Zoo	Nil	Nil		
St. Lawrence Centre	Nil	Nil		
Toronto Centre for the Arts	Nil	Nil		
Police Services Board	\$8,791 Annually	\$90,963 Annually	\$18,660.94	\$94,395.11
Library Board	Nil	Nil	(\$500 expenses per member)	
TTC	Nil	Nil		
Program Operating Boards				
Arena Boards of Management	Nil	Nil		
Assoc of Community Centres (AOCC)	Nil	Nil		
Business Improvement Area Boards	Nil	Nil		
Heritage Toronto	Nil	Nil		
Yonge Dundas Square	Nil	Nil		