

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 28, 2022**

Item 41, Report No. 30, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on June 28, 2022.

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#### **41. COUNCIL ADMINISTRATIVE SUPPORT REVIEW**

**The Committee of the Whole recommends:**

- 1) That consideration of this matter be deferred to the September 2022, Committee of the Whole (Working Session) meeting.**

#### **Recommendation**

1. That Committee provide direction on the future of Council Administrative Support.

## Committee of the Whole (2) Report

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**DATE:** Tuesday, June 21, 2022

**WARD(S):** ALL

**TITLE:** COUNCIL ADMINISTRATIVE SUPPORT REVIEW

**FROM:**

Wendy Law, Deputy City Manager, Legal and Administrative Services & City Solicitor

**ACTION:** DECISION

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**Purpose**

To provide Committee with options for the staffing of offices for the Mayor and Members of Council, including consideration for the recruitment process, reporting structure, compensation model, appropriate budget source and staff composition.

**Report Highlights**

- The Office of the City Clerk conducted a survey of comparator municipalities to determine trends in the recruitment, reporting structure, compensation, budget source and staffing structure for Council office staff in Ontario.
- Staff have identified 12 options for Committee to consider for the structure and processes involved in Council administrative staff.

**Recommendations**

1. That Committee provide direction on the future of Council Administrative Support.

**Background**

By Member's Resolution at the Council meeting of January 25, 2022, Council directed staff to report to a future Committee of the Whole meeting, no later than the end of June 2022, with options for the staffing of Council Member offices, including but not limited to a review of the following:

- a) Recruitment process
- b) Reporting structure
- c) Compensation model
- d) Appropriate budget source

## **Previous Reports/Authority**

[Council Member Office Staffing, Item 9, Report No. 1, Committee of the Whole \(1\), January 25, 2022](#)

## **Analysis and Options**

Staff conducted a survey of comparator municipalities (Attachment 1) to analyze the recruitment process, reporting structure, compensation and budget source for council administrative support.

### 1. Recruitment Process

Two-thirds of respondents indicated that the Mayor and Members of Council are directly involved in the interview process for their office staff. Members lead the interview and selection of their staff, with support from municipal staff.

<b>Option 1-A (Status quo)</b>	Mayor and MOC involved in recruitment.
<b>Option 1-B</b>	Recruitment process conducted by City staff only.

### 2. Reporting Structure

Half of all respondent municipalities identified that their council administrative support staff report to the Clerk, while the other half report to their respective member of Council.

Presently, at the City of Vaughan the council administrative support staff report to the City Clerk for administrative purposes but take daily direction from the Member of Council. The Clerk is responsible for administration of attendance, corporate training, managing Human Resource matters, annual performance management plans and other daily corporate activities.

<b>Option 2-A (Status quo)</b>	Council administrative staff report to the City Clerk.
<b>Option 2-B</b>	Council administrative staff report to the Mayor/MOC.

### 3. Compensation Model

All respondent municipalities indicated that their council office staff are compensated according to a standardized salary grid for the municipality, with established pay bands based on the position, duties and responsibilities.

<b>Option 3-A (Status quo)</b>	Council office staff are compensated according to the City's salary grid.
<b>Option 3-B</b>	Alternative compensation model as directed by Committee.

### 4. Appropriate Budget Source

The majority of respondents indicated that their municipalities provide funding for council administrative staff from their City Clerk's budget. The Cities of Hamilton and Toronto indicated that council administrative staff are funded from their council office budgets rather than the Clerk's budget.

<b>Option 4-A (Status quo)</b>	Full-time staff are funded from the Office of the City Clerk budget, part-time staff are funded from Mayor/MOC office budgets.
<b>Option 4-B</b>	All Council administrative support staff will be transferred to and funded from the Office of the City Clerk budget.
<b>Option 4-C</b>	All Council administrative support staff will be transferred to and funded from Mayor/MOC office budgets.

### 5. Council Administrative Support Staff Composition

Based on an analysis of council office staffing from comparator municipalities, staff have proposed the following options for Council's consideration:

<b>Option 5-A (Status quo)</b>	The existing staff complements for the Mayor and Members of Council are maintained.
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<p><b>Option 5-B</b></p>	<p>Incremental increase to the staff complements of the Mayor and Members of Council to include a fulltime Chief of Staff to the Mayor and fulltime Administrative Assistants for each of the 9 Members of Council. Implementation of this option would have the approximate cost between \$756,456.00 and \$914,214.00.</p>
<p><b>Option 5-C</b></p>	<p>Replace the existing council administrative staffing structure which is based on a common structure and roles, with a set of staff complement options. Members of Council would have the option to select a combination of fulltime and parttime positions within their office staff budget. Potential positions available from the complement options include executive assistant, administrative assistant, research assistant, policy analyst or communications advisor. As an example, a Member of Council with a staff budget of \$250,000.00 might choose to hire an Administrative Assistant (\$71,293.00 - \$84,873.00), a Communications Advisor (\$78,423.00 – \$93,357.00) and a Council Aide (\$53,560.00 - \$63,765.00). Another Member of Council with the same staff budget might choose to hire a Policy Analyst (\$86,269.00 - \$102,697.00) and a Communications Advisor (\$78,423.00 – \$93,357.00). A set of Job Descriptions would be prepared with salaries against the City of Vaughan’s existing salary grid, with the determination of which positions to hire left to each Member of Council based on their own needs.</p> <p>This model would also require Option 4-C to be implemented, to consolidate all funds for Council administrative support staff in one place.</p>

## **Financial Impact**

Costs associated with a change to the present staffing composition for the Mayor and Members of Council ranges from approximately \$756,456.00 and \$914,214.00, these additional costs will need to be accommodated in the 2023 Budget. Gap funding for the balance of the 2022 Fiscal Year may be required should Committee direct an increase in the Council office staff complement.

## **Broader Regional Impacts/Considerations**

There are no regional impacts or considerations associated with this report.

## **Conclusion**

Based on the areas of assessment identified by Council in the Member's Motion on Council Member Office Staffing, the Office of the City Clerk conducted a survey of comparator municipalities to assess the existing landscape. The results of the survey revealed a number of common structures and processes in place for municipal council office staff. Staff have prepared a set of options for Council consideration that allow for flexibility based on the priorities and preferences of the Mayor and Member of Council for the recruitment process for council administrative staff, the source of office staff budgets, the reporting structure for council office staff, compensation model and staffing structure.

**For more information**, please contact: Evan Read, Manager, Elections and Special Projects, ext.8241

## **Attachments**

1. Council Administrative Staff Survey Responses, Office of the City Clerk, 21 June, 2022

## **Prepared by**

Evan Read, Manager, Elections and Special Projects, ext.8241  
Todd Coles, City Clerk, ext.8281

## **Approved by**



Wendy Law, Deputy City Manager,  
Legal and Administrative Services &  
City Solicitor

## **Reviewed by**



Nick Spensieri, City Manager

	<b>Population</b>	<b>Type of Municipality</b>	<b>Full-time or Part-Time Council</b>	<b>Number of Council Members</b>
<b>City of Toronto</b>	200,000+	Single-tier	Full-time	26
<b>Thunder Bay</b>	100,000 - 199,999	Single-tier	Part-time	13
<b>City of Hamilton</b>	200,000+	Single-tier	Full-time	16
<b>Chatham-Kent</b>	100,000 - 199,999	Single-tier	Part-time	18
<b>Town of Caledon</b>	50,000 - 99,999	Lower-tier	Not currently classified	9
<b>City of Guelph</b>	100,000 - 199,999	Single-tier	P/T currently but Council is considering a move to F/T at the start of 2022 term.	13
<b>City of Mississauga</b>	200,000+	Lower-tier	Full-time	12
<b>City of Burlington</b>	100,000 - 199,999	Lower-tier	Full-time	7

	<b>What full-time council administrative positions does your municipality have?</b>
<b>City of Toronto</b>	<a href="https://www.toronto.ca/city-government/council/policies-and-guidelines/councillor-office-staff-positions/">https://www.toronto.ca/city-government/council/policies-and-guidelines/councillor-office-staff-positions/</a>
<b>Thunder Bay</b>	"Policy Analyst - hired and reports directly to the Mayor Council Support Clerk - supports administrative work (budgets, ordering office supplies, mail) - reports directly to the City Clerk and supports all 12 members of council "
<b>City of Hamilton</b>	All council administrative positions are contracted by the Member of Council. Roles are developed by Member and HR helps to determine the pay grade.
<b>Chatham-Kent</b>	Council Coordinator - 1 full time position. (agendas, minutes, assists 17 members with mileage, budgets, phones, etc). Clerk/Director - oversee the Municipal Governance Area including Licensing, Records Mgmt, FOI, POC
<b>Town of Caledon</b>	The Mayor and Council Office has two Coordinator positions and a Manager that oversees the operations of the office and provides specialized support to the Mayor and Councillors.
<b>City of Guelph</b>	Executive Assistant - scheduling, managing inbox and phone calls for predominantly the Mayor but also for some other members. Communications Advisor - predominantly for the Mayor - supports messaging, greetings, social media initiatives, speaking notes for engagements
<b>City of Mississauga</b>	Councillor - Executive Assistant and Administrative Assistant Mayor - Chief of Staff, Communications, Community Relations, Administrative Assistant
<b>City of Burlington</b>	Councillors - 1 assistant each, provides budget, work planning, community liaison, administrative and community engagement support Mayor - 1 assistant, 1 chief of staff, 1 media specialist and community liaison

	<b>What part-time council administrative positions does your municipality have?</b>
<b>City of Toronto</b>	<a href="https://www.toronto.ca/city-government/council/policies-and-guidelines/councillor-office-staff-positions/">https://www.toronto.ca/city-government/council/policies-and-guidelines/councillor-office-staff-positions/</a>
<b>Thunder Bay</b>	Executive Assistant to the Mayor - Reports to the Office Manager in the City Manager's Office
<b>City of Hamilton</b>	Some administrative roles are part-time to help with the vacation coverage of the full-time staff.
<b>Chatham-Kent</b>	Council Assistant - 1 part time position (0.6fte) - assists Coordinator on Council meeting prep and minutes
<b>Town of Caledon</b>	None
<b>City of Guelph</b>	None
<b>City of Mississauga</b>	No Part Time
<b>City of Burlington</b>	Occasional School Interns

	<b>Does the number of staff assigned differ depending on what role the elected official holds? If so, what is the composition of the support?</b>
<b>City of Toronto</b>	<p>Councillors are provided with a staff salary envelope. If the requirements for staff payroll exceed the staff salary budget envelope, Councillors can use their Constituency Services and Office Budget to supplement the funding required.</p> <p>Councillors cannot transfer salary budget between years or use their Staffing Budget to pay for office expenses.</p> <p>Benefits for Councillor staff are budgeted and accounted for separately. Mayor's Office staff are funded from the Mayor's annual operating budget.</p> <p>Members other than the Mayor can hire full-time or part-time staff in any combination from the following five staff positions:</p> <p style="text-align: center;">Executive Assistant Constituency Assistant Administrative Assistant Administrative Assistant Councillor's Aide (summer student)</p> <p>Mayor's Office positions and salary ranges are distinct from Councillor staff positions and salary ranges.</p>
<b>Thunder Bay</b>	No
<b>City of Hamilton</b>	yes. most councillors have one full-time and one or two part-time positions. the mayor has 5 full-time persons.
<b>Chatham-Kent</b>	N/A
<b>Town of Caledon</b>	Currently, all positions with the Office as permanent full-time positions and report to the Corporation. Each Coordinator provides administrative and communication support to 4 Councillors and both split up support for the Mayor. They each support two Regional Councillors and two Area Councillors.
<b>City of Guelph</b>	Only Mayor has F/T staff but some work of the other members are supported by these staff (see comments above).
<b>City of Mississauga</b>	Councillor - Executive Assistant and Administrative Assistant Mayor - Chief of Staff, Communications, Community Relations, Administrative Assistant
<b>City of Burlington</b>	Councillors - 1 assistant each Mayor - 1 assistant, 1 chief of staff, 1 media specialist and community liaison

	<b>Is the application process for council administrative staff the same as for other municipal employees?</b>	<b>Are the HOC/councillors involved in the recruitment and hiring process for their administrative staff</b>	<b>To whom do council administrative staff report in your municipality?</b>
<b>City of Toronto</b>	No	Yes, entirely. There is no involvement of public service staff in selecting candidates	The Council member that they support.
<b>Thunder Bay</b>	Yes	Yes for the policy analyst and the executive assistant	See previous responses
<b>City of Hamilton</b>	no - applications are all handled by the office of the member.	yes -all interviews are attended by both the member and HR.	all administrative staff report to the member
<b>Chatham-Kent</b>	N/A	N/A	Clerk
<b>Town of Caledon</b>	Yes	No	The two Coordinators report to the Manager, Mayor and Council Office. The Manager reports to the Director, Corporate Services / Town Clerk.
<b>City of Guelph</b>	Yes, posted on the City's website. Supported by HR in partnership with the Mayor.	Yes	Operationally to the Mayor, administratively to the City Clerk (vacation approvals, expense sign-off, etc.)
<b>City of Mississauga</b>	Depends - some Members of Council chose to post positions and interview while others appoint	yes - interview only	City Clerk
<b>City of Burlington</b>	For Councillor support yes; Mayor hires their own	Yes	Manager of Customer Experience - part of the Customer Experience Department

	<b>Are council administrative staff salaries/wages standardized?</b>	<b>Are salaries and wages standardized against salaries/wages for municipal employees, or are they unique to council staff roles?</b>	<b>Who is responsible for determining the salary/wages for council administrative staff?</b>
<b>City of Toronto</b>	No		Members have a global budget they can divide up as they like using base job descriptions.
<b>Thunder Bay</b>	Yes	Defined by pay band	Human Resources
<b>City of Hamilton</b>	Yes	Yes	all job descriptions are rated by HR to determine salaries
<b>Chatham-Kent</b>	No		N/A
<b>Town of Caledon</b>	Yes	A bit of with. We recently conducted a full compensation review and the evaluation of the roles within the Mayor and Council Office were certainly compared to similar roles within the various levels of government, taking into account the specialized support and experience required in assisting politicians.	The Manager of the Office in consultation with the Director and staff within People Services typically set the salary for such positions.
<b>City of Guelph</b>	Yes	Standardized against existing City pay grids.	Determined corporately based on existing pay/comp grids.
<b>City of Mississauga</b>	Yes	standarized	Human Resources
<b>City of Burlington</b>	Yes	within the pay grades of municipal employees	Human Resources

	<b>Where does the budget for council administrative staff sit in your municipality?</b>	<b>How is the council administrative staff budget calculated (i.e. role, electoral population, geographic location, etc)?</b>
<b>City of Toronto</b>	Council budget <a href="http://www.toronto.ca/legdocs/mmis/2022/bu/bgrd/backgroundfile-174607.pdf">http://www.toronto.ca/legdocs/mmis/2022/bu/bgrd/backgroundfile-174607.pdf</a>	Each Councillor has the same staff salary envelope, Mayor's is larger
<b>Thunder Bay</b>	Council Support Clerk - sits in clerks budget, Policy Analyst & Executive Assistant - both sit in Mayors office	Its been the same for many years, I am unaware of how it was originally calculated
<b>City of Hamilton</b>	each councillor has a yearly budget and all office costs are paid through that budget, including salaries.	electoral population
<b>Chatham-Kent</b>	Clerk's Budget	N/A
<b>Town of Caledon</b>	Clerk's Budget	Role, required expertise (training, etc.), needs of the Mayor and Council, spending trends, etc.
<b>City of Guelph</b>	Mayor's Office	Role predominantly and subject to annual budgeting processes supported by Finance
<b>City of Mississauga</b>	Clerk's Budget	Standardized - every Council office has the same allocation of staff
<b>City of Burlington</b>	Budget for Customer Experience Department	Role