

## Committee of the Whole (Working Session) Report

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**DATE:** Wednesday, January 18, 2023

**WARD(S):** ALL

**TITLE:** COUNCIL ADMINISTRATIVE SUPPORT REVIEW  
(REFERRED)

**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**

Council, at its meeting of September 28, 2022, adopted the following recommendation, (Item 1, Committee of the Whole, Report No. 34), as amended:

By approving the recommendation contained in the report of the Deputy City Manager, Legal & Administrative Services and City Solicitor, dated September 14, 2022, subject to approving the following in accordance with Communication C18, memorandum from the Deputy City Manager, Corporate Services, City Treasurer and Chief Financial Officer and the Chief Human Resources Officer, dated September 28, 2022:

The part time Council Administrative Assistant will be eligible for economic adjustments made to the non-union employee salary schedule, and the new rate will be effective at the start of the new Term of Council on November 15, 2022.

Recommendation, in part, of the Committee of the Whole of September 14, 2022:

- 1) That consideration of this matter be referred to the Committee of the Whole (Working Session) meeting on January 18, 2023.

Council, at its meeting of June 28, 2022, adopted the following recommendation, (Item 41, Committee of the Whole, Report No. 30), without amendment:

Recommendation of the Committee of the Whole of June 21, 2022:

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

Recommendation of the Deputy City Manager, Legal and Administrative Services & City Solicitor, dated June 21, 2022:

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.

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| <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.

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| <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.

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| <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.

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| <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:

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| <b>Option 5-A (Status quo)</b> | The existing staff complements for the Mayor and Members of Council are maintained.  |
| <b>Option 5-B</b>              | 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.  |
| <b>Option 5-C</b>              | 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 |

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|  | <p>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> |
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### **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.

### **Attachment**

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

### **Prepared by**

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