

From: **"Mochrie, Paul" <Paul.Mochrie@vancouver.ca>**
To: **"Direct to Mayor and Council - DL"** [REDACTED]
Date: 2/11/2022 11:37:00 AM
Subject: Council Memo - Response to Motion on Effective and Equitable Staffing for Council - RTS 14723
Attachments: CCO - Effective and Equitable Staffing for Council - RTS 14723 (002).pdf

Dear Mayor and Council,

The attached memo from the City Clerk, Katrina Leckovic, is in response to the Council motion on Effective and Equitable Staffing (RTS 14723). The motion was referred to staff to report back with options to implement the direction in the motion and include human resources and budget implications of staffing for Councillors from an equity lens.

- ☐ Staff conducted a jurisdictional scan of local municipalities and similar sized cities across Canada and present options and considerations for Council support models for Council's consideration including budget and staffing implications in the memo.
- ☐ In summary, Council could continue with the current support model or increase the support model with budget implications.
- ☐ With respect to attendance of political staff at In Camera meetings, staff recommend that the minimum number of individuals be involved in handling confidential information. Staff do not recommend access to confidential information be extended to political staff as this is not the best practice in municipal governance and increases the risk of information being mishandled. Council could, however, formally adopt a resolution to allow or disallow attendance of political staff at these meetings.

Should you have any questions, please contact Katrina Leckovic at Katrina.leckovic@vancouver.ca or Rosemary Hagiwara at rosemary.hagiwara@vancouver.ca

Best,
Paul

Paul Mochrie (he/him)
City Manager
City of Vancouver
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[REDACTED]



MEMORANDUM

February 11, 2022

TO: Mayor and Council

CC: Paul Mochrie, City Manager
Karen Levitt, Deputy City Manager
Armin Amrolia, Deputy City Manager
Katrina Leckovic, City Clerk
Lynda Graves, Administration Services Manager, City Manager's Office
Maria Pontikis, Chief Communications Officer, CEC
Anita Zaenker, Chief of Staff, Mayor's Office
Neil Monckton, Chief of Staff, Mayor's Office
Alvin Singh, Communications Director, Mayor's Office
Rosemary Hagiwara, Deputy City Clerk

FROM: Katrina Leckovic
City Clerk

SUBJECT: Effective and Equitable Staffing for Council

RTS #: 14723

PURPOSE

This memo provides a response to the September 22, 2021 Council motion titled "Effective and Equitable Staffing for Council". The motion was referred to staff to report back with options to implement the direction in the motion and include Human Resources and budget implications of staffing for Councillors from an equity lens:

THEREFORE BE IT RESOLVED

A. THAT Council direct staff to create or update City of Vancouver policies to allow staff contracted by all Council members, who have signed a City of Vancouver services agreement, to have the same level of access, responsibilities and privileges as the Mayor's Chiefs of Staff including but not limited to attending briefings, meetings with staff and access to Council members' offices.

B. THAT staff consider and execute any addendums and amendments to current and future City of Vancouver service contracts to ensure compliance to the Vancouver Charter and protect the integrity of information within the Vancouver Charter.

C. THAT to provide fair and equal opportunities for all Council members, Council direct staff to bring any necessary decisions of Council forward, in time to implement these changes before November 2021.

DISCUSSION

As requested by Council, staff present options below for Council's consideration along with a summary of an environmental scan of four comparable sized cities. Council could also consider a combination of these options.

Existing Council Support Model in Vancouver

The current model is comprised of five administrative staff supporting 10 Councillors. This model has been in place since 2017 when it was increased from four to five staff. The responsibilities of the administrative staff are primarily managing calendars, preparing responses to correspondence, conducting minor research, monitoring and reconciling expenses and handling inquiries and complaints from citizens.

In 2016, Council approved an annual discretionary budget of \$6,000 per Councillor and this budget was subsequently increased to \$30,000 per Councillor in [2019](#) to be utilized for the purposes of obtaining research support and constituency management functions that are outside the scope of the duties performed by the administrative staff. This is primarily how Councillors are utilizing their discretionary budget by hiring temporary part-time political staff working 10 hours per week. The rationale for the budget increase was to enable Councillors to better meet the public needs and ensure timely responses to their constituents.

Environmental Scan

Table 1 below summarizes Council support models from four larger Canadian municipalities and two local municipalities, however the local municipalities do not have political staff supporting their Councillors. Staff did not receive a response from City of Richmond. The common thread amongst the Canadian municipalities is that Councillors are supported by political exempt staff hired by Councillors. Their duties are similar to the duties currently assigned to both administrative support and political staff for Vancouver including conducting research and attending constituency meetings. Political support staff are not permitted to attend official meetings on behalf of Councillors, including in camera meetings, or have access to confidential information. It is important to note that the municipalities surveyed are on a ward system as oppose to the at-large system in Vancouver, where they have one-to-one support.

The environmental scan also confirmed the attendees in closed meetings are similar to Vancouver's where closed meetings are attended only by the elected officials and those who are subject matter experts on the agenda items. They also noted that all confidential matters are only to be discussed in closed meetings and those discussions would not continue beyond those closed doors and, as such, there should be no ongoing work or dialogue happening outside of closed meetings with staff who were not present in those meetings.

Table 1. Environmental scan of Council support models in Burnaby, Surrey, Edmonton, Halifax, Toronto and Winnipeg

Municipality	Number of Councillors	Council Support Positions	Political Staff Access
Burnaby	8	Administrative (exempt and unionized) staff at regular fulltime capacity supporting council meetings and very limited support to Council	<ul style="list-style-type: none"> Not applicable
Surrey	8	Administrative (exempt) staff at regular fulltime capacity	<ul style="list-style-type: none"> Not applicable
Edmonton	12	Combination of political staff and administrative (exempt) staff at regular fulltime and temporary capacity	<ul style="list-style-type: none"> not permitted to perform the duties of a Councillor not permitted to attend a meeting on behalf Councillor can communicate with City department staff, community groups, and manage constituent communications access to council meeting agendas when publicly available no access to confidential information or closed meetings
Halifax	16	Combination of political staff and administrative (exempt) staff at full time capacity	<ul style="list-style-type: none"> not permitted to attend Council, Board, Standing Committee, Regional Council or Community Council meetings on behalf of a Councillor can on occasion attend community meetings, meet with staff on the Councillors' behalf access to council meeting agendas when publicly available no access to confidential information or closed meetings
Toronto	25	Combination of political staff (full time) and administrative (exempt) staff; employment status to be determined by each Council member	<ul style="list-style-type: none"> Councillors determine their staff's duties and duties are similar to a combination of City of Vancouver's political and administrative staff access to council meeting agendas when publicly available no access to confidential information or closed meetings
Winnipeg	15	Combination of political staff (full time or part time capacity) staff	<ul style="list-style-type: none"> can meet with staff can receive agenda packages not permitted to attend briefings on the Councillors' behalf can receive council meeting agendas no access to confidential information or closed meetings

Council Support Options

Table 2 provides Council support options for Council to consider to support Councillors in their work as elected officials.

Table 2. Council support options

Option #	Description	Comment
Option 1	Status quo	Continue with providing discretionary budget at \$30,000 per Councillor (a total of \$300,000) for activities prescribed in the Mayor and Councillors Expense By-law such as contracted services (part-time political staff), communication expenses, consulting and community outreach and events.
Option 2	Increase discretionary budget	Hiring of one-to-one Political Support by each Councillor similar to the support model in Halifax, Toronto and Edmonton. This option requires an additional budget of \$500,000 to the existing \$300,000 discretionary budget (\$800,000 total).
Option 3	Reduce the current administrative model and reallocate budget to Option 2	<p>This option would be a consideration if Councillors want to hire full-time political staff under Option 2. Councillors would require less support from the current administrative support staff as some of the duties would be delegated to the political staff. With less administrative support required, the funding from the reduction can offset the additional budget required to increase the discretionary budget to hire full-time political staff.</p> <p>The reduction of administrative staff would eliminate the existing 2-1 support model and replace with a fewer Assistants providing support to all of Councillors.</p>

Table 3 provides another considerations Council may implement in addition to one of the above support models.

Table 3. Other Considerations

Consideration	Description	Comment
1	Restrict attendance of political staff attending In Camera meetings	Sections 165.21(1) and (2) of the Vancouver Charter, give Council the authority to decide who may be present at In Camera meetings. Restricting attendance of political staff at In Camera meetings may be more equitable for all elected officials and is the norm for the cities that were surveyed. Staff recommend this approach.
2	Permit attendance of political staff attending In Camera meetings	Should Council wish to include political staff at In Camera meetings, Council would direct staff to amend existing and new political contracts to include a confidentiality provision that is subject to the Code of Conduct Policy particularly around handling of information. This would include Council formally adopting a resolution to permit attendance of political staff at In Camera meetings. Staff

		do not recommend this approach as it is not a best practice in municipal governance and increases the risks associated with confidential information being mishandled. Staff recommend that the minimum required number of individuals be involved in handling confidential information, including those persons who are privy (such as staff on the file) to the information and those making the decision (Council members).
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CONCLUSION

This memo contains information obtained from an environmental scan and Council support options for Council's consideration. Council could continue with the current support model or increase the support model with a budget implication. With respect to attendance of political staff at In Camera meetings, staff recommend that the minimum number of individuals be involved in handling confidential information. Staff do not recommend access to confidential information be extended to political staff as this is not the best practice in municipal governance and increases the risk of information being mishandled. Council could, however, formally adopt a resolution to allow or disallow attendance of political staff at these meetings.

Staff require further direction, including budget requirements, from Council should Council decide to amend the existing support model.

Please contact me or Rosemary Hagiwara, Deputy City Clerk, at rosemary.hagiwara@vancouver.ca with any follow-up questions.

Sincerely,



Katrina Leckovic
City Clerk

604.873.7998 | katrina.leckovic@vancouver.ca