



SUBJECT: Council Remuneration Review Working Group Terms of Reference

TO: Corporate Services, Strategy, Risk & Accountability Cttee.

FROM: Office of the City Clerk

Report Number: CL-08-21

Wards Affected: Not Applicable

File Numbers: 130-01

Date to Committee: April 7, 2021

Date to Council: April 20, 2021

Recommendation:

Approve the revised terms of reference attached as Appendix A to office of the City Clerk report CL-08-21 for the Council Remuneration Review Working Group; and

Direct the City Clerk to proceed with appointments to the Council Remuneration Review Working Group (2022-2026 term) outside of the public appointment policy, with the slate of selected appointments reviewed by the City Manager; and

Direct the Council Remuneration Review Working Group to report its findings to Council on or before October 19, 2021.

PURPOSE:

Vision to Focus Alignment:

- Building more citizen engagement, community health and culture

Background and Discussion:

Under the *Municipal Act, 2001, S.O. 2001, c. 25*, the City pays Members of Council the remuneration (salary and benefits) approved by Council. Since at least 2003, Council's practice has been to determine Member's remuneration and expenses

based on recommendations of a citizen committee to review council's remuneration plan, expense limits and staffing requirements.

The last Committee was established in 2017. It's Terms of Reference were approved in January 2017 (report CL-04-17, attached as Appendix "B") and its' mandate was to complete the necessary research and make recommendations to Council on the following matters:

- The remuneration plan for Council members,
- The expenditures budget for Council members to meet their Council duties and responsibilities considering City, Region, local board and committee work,
- The annual administrative and technical support that should be provided to Council members through the Councillors' Office and Mayor's Office,
- Any other matter arising during the review determined to be relevant to the tasks of the working group.

The 2017 Committee met five times between May and October 2017 when they submitted their final report. Members appointed included John Chisholm (Co-Chair), Ruta Stauskas (Co-Chair), Brian Wrixon, Colleen Mulholland, Diana Tuszynski and Sharon Portelli. The Committee conducted survey interviews with Members of Council and City Manager individually to determine their experiences with resource allocation, budget, and office constraints.

The Committee's final report (report CL-17-17, attached as Appendix "C") recommended:

- Increase the annual expense budget for Mayor and Council by \$1,000 for the 2018-2022 term of Council,
- Direct the City Clerk to work with the Mayor to outline roles and responsibilities of the Deputy Mayor for the 2018-2022 term of Council,
- Move toward the implementation of a Customer Relationship Management System at the earliest possible date,
- Replace the current Administrative Assistant to the Mayor position with an additional Councillor's Assistant position reporting to the Manager of Council and Committee Services and assigned to the Mayor's office,
- Approve a Code of Conduct for Council as soon as possible, and
- Approve a new Use of Corporate Resources Policy.

The recommendation was approved by Committee of the Whole on October 30, 2017 and ratified by Council on November 13, 2017.

Establishing a Council Remuneration Review Body

In keeping with past practice, Clerks staff is recommending that a similar body to previous years be established. Further to the Advisory Committee Review report (CL-17-20), and Council's approval in principle of the committee definitions, the purpose, appointment, composition and mandate of this body is more suited to a working group as opposed to an advisory committee.

Staff Working Group: proposed by staff by way of a staff report and authorized by Council resolution. Must have a clear mandate that has a beginning and an end. Will inform a staff report on the matter that is brought back to Council. Appointments may be made outside the public appointment policy and with the slate of selected appointments reviewed by the City Manager. Staff working group meetings are not clerked by a representative of the City Clerk.

The proposed Terms of Reference attached as Appendix "A" have been modified to reflect the structure of a working group.

Proposed Terms of Reference

The proposed Terms of Reference are in keeping with municipal best practices implemented by Richmond Hill, Markham, Brampton, Windsor, Grey Highlands and South Huron. The proposed purpose, mandate, membership and composition, term of assignment and budget provisions remain unchanged from previous years.

Minor modifications were made to the Terms of Reference to clarify the reporting relationship and any delegated authority, remuneration and selection of members. These modifications are highlighted below.

- **Reporting Relationship / Delegated Authority:** The proposed Group does not have any delegated authority except to direct staff to assist with administrative support including the gathering of information and resource materials to assist the Group with its review. This is consistent with past practices but not documented.
- **Administration:** The proposed Terms clarify that Members will serve without remuneration other than reimbursement of expenses approved by the Chief Financial Officer or designate incurred in the performance of their duties. The meeting frequency and staff support remain unchanged.
- **Selection of Members:** Due to the type of representation on this committee, recruitment has typically not been conducted through advertisement in any form. In keeping with the Working Group construct, staff will:

- approach all members of the previous citizens committee regarding their interest in serving again and request representation from the appropriate organizations, and if the required composition cannot be secured,
- proceed with selecting new members based on the composition, for final review by the City Manager.

The Group once established will develop a schedule with staff at their first meeting and determine the frequency of meetings required to complete the work.

Meetings will be held virtually and meeting summaries will be posted to the City's website.

The Committee will review previous recommendations and reports, policies, conduct research, and interview members of Council and the City Manager. The Group will develop guiding principles and build consensus on recommendations to formulate a final report.

The following is an outline of the proposed process the Group will follow once established:

1. Convene Council Remuneration Review Working Group and discuss the process plan, ideas, establish the guiding principles and consider the recommendations from 2017.
2. Consider City policies and information required to inform the process.
3. Conduct research and review background, options and impacts with staff resources (i.e. Human Resources, Finance, City Manager's Office, Clerks, Legal if required).
4. Discuss options, formulate recommendations and draft report.
5. Finalize report.
6. Report to the Corporate Services, Strategy, Risk and Accountability (CSSRA) Committee.
7. With work completed, disband the Group.

Options Considered

Research yielded there are a number of municipalities that have established an arms-length review body to consider any amendments to council's remuneration, expense limits and staffing requirements including Richmond Hill, Markham, Brampton, Windsor, Grey Highlands and South Huron.

Such a body has been effective in the City since 2006 and removes politics from the discussion by having an objective third party review remuneration and expenses.

If Council does not proceed with establishing the review body, other alternatives, could include aligning salaries to administrative staff salaries based on current annual rates, aligning salaries to administrative staff salaries based on responsibilities or reviewing

salaries in comparison to other Halton Region municipalities. Further research would be required if Council opted to pursue one of these options.

Financial Matters:

All meeting expenses for the Group will be within the Committee Services cost centre 481000 of the Clerks Department. The majority of the background information the Group will require is readily available and has no cost associated with its retrieval and circulation.

Climate Implications

None.

Engagement Matters:

Following Council approval of the proposed Terms of Reference, Clerks' staff will contact the previously appointed members to determine their interest in participating.

If the required numbers are not met, Clerks staff will proceed with selecting new members based on the composition categories, for final review by the City Manager.

Appointees will receive a copy of the Terms of Reference for the Group and will undergo any further required orientation.

Conclusion:

The establishment of a group of impartial and knowledgeable individuals to review council's remuneration, expense limits and staffing requirements is an effective way to examine the needs of the City's elected officials.

Respectfully submitted,

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Appendices:

- A. Proposed 2021 Terms of Reference for Council Remuneration Review Working Group
- B. Report Establishing 2017 Citizen Committee Review of Council Compensation, Expense Limits and Staffing Requirements (CL-04-17)
- C. Final report of 2017 Committee Citizen Review Committee on Council Compensation, Expense Limits and Resources (CL-17-17)

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.