Tuesday, November 15, 2016
9:30 a.m. – Special Meeting
Boardroom CH-6A – 6th Floor – City Hall

Members: Regional Councillor G. Gibson – Wards 1 and 5 (Chair)
Regional Councillor M. Palleschi – Wards 2 and 6 (Vice-Chair)
Regional Councillor E. Moore – Wards 1 and 5
Regional Councillor G. Miles – Wards 7 and 8

For inquiries about this Agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:

Terri Brenton, Legislative Coordinator
Phone (905) 874-2106, TTY (905) 874-2130, cityclerksoffice@brampton.ca

Note: Some meeting information may also be available in alternate formats, upon request
Note: Please ensure all cell phones, personal digital assistants (PDAs) and other electronic devices are turned off or placed on non-audible mode during the meeting.

Note: At its September 12, 2016 meeting, the Member Services Committee requested that the matters listed below be considered at a Special Meeting.

1. Approval of Agenda

2. Declarations of Interest under the Municipal Conflict of Interest Act

3. Consent
   * The following items listed with an asterisk (*) are considered to be routine and non-controversial by the Committee and will be approved at this time. There will be no separate discussion of any of these items unless a Committee Member requests it, in which case the item will not be consented to and will be considered in the normal sequence of the agenda.

   (nil)

4. Announcements

5. Delegations

6. Staff Presentations
   6.1. Presentation by Community Services staff re: Accommodation Strategies Update

   Note: The presentation will be distributed at the meeting.

7. Reports

8. Other/New Business
   8.1. Discussion re: Council Liaison Coordinator Position and Recruitment
8.2. Discussion re: Council Office Staff Banked Lieu Time

8.3. Discussion re: Council Office Working Protocol

Note: Material regarding this item will be distributed at the meeting.

9. Deferred/Referred Matters

10. Notices of Motion

11. Correspondence

12. Councillors' Question Period

13. Public Question Period

15 Minute Limit (regarding any decision made at this meeting)

14. Closed Session

15. Adjournment

Next Meeting: Monday, December 5, 2016 – 9:30 a.m.
The Corporation of the City of Brampton

JOB DESCRIPTION

Title: Coordinator, Council Liaison
Code: 000060
Department: Corporate Services
Date: Dec 07 2007
Division: City Clerk's Office
Updated: Oct 2016
Reports To: City Clerk
Evaluation: Apr 2012

Position Purpose

Reporting to the City Clerk, this role provides supervisory and coordination support for the day to day administration of the Council Office and administrative staff to facilitate the operations of the Council Office while maintaining strong relationships with City staff, constituents and other members of the public. Acts as a key contact to provide coordination and guidance and advice to resolve issues to meet council and staff needs.

Distinctions: Serves as a connector between the Council Office and the Corporation providing supervisory oversight and administrative support to Council Office Constituency Assistants in their delivery of effective support to Councillors. Initial point of contact for Council Office contentious/political issues for proper escalation and resolution of the matter. Where deemed necessary, elevate matters to City Clerk for advice, guidance and decision-making. Inform City Clerk of actions through regular meetings and communication.

Corporate Profile Distinctions: Political office with requirement to deal with confidential and political matters. Required to sign an oath regarding confidential information

Leadership/Functional Guidance

☐ This role has direct reports
☐ Provides work direction/functional guidance to Contract and Part-Time Staff
☐ Provides work direction/functional guidance to Full-Time Staff
☐ Conducts annual PMP evaluations
☐ Responsible for disciplinary action
☐ Responsible for hiring and firing
☐ Subject matter expert consultative direction
☐ Position is not responsible for providing leadership/functional guidance

Please provide details on direct reporting relationships.

IMPORTANT: Indicate if the direct report(s) is Non-Union or Union and the Job Title(s)

Supervise Constituency Assistants who are responsible for providing daily administrative tasks to assigned Councillors, as well as the Council Office Assistant position providing front counter reception services to the Council Office.

Key Duties and Responsibilities

1. Manage the day-to-day operations Administrative oversight and support to Constituency Assistants who receive functional work direction from their respective Ward Councillor(s). Establish performance objectives and work assignments, and motivate and support staff through coaching and guidance. Develop and implement efficiencies to support the Council Office administration. Responsible for promoting and supporting staff’s compliance
to City policies, procedures and protocol. Assist with workload balancing and rotational change or redistribution of core tasks to provide seamless, integrated administration services. Responsible for recruitment, training and development and creating a positive team environment. Coordinates with space planning logistical requirements for Councillors and staff, new furnishings, ergonomic assessments, and Health and Safety issues ensuring staff/councillors are protected from workplace hazards. Coordinate and approve for the Council Office accommodations, supplies, payroll, vacation, attendance, absence and overtime approvals.

2. **Coordinate the efficient and effective functioning of the Council Office.** Supervise and support administrative and communication functions across the Council Office. Administer the Performance Management system, where applicable for the development and administration of goals, objectives and procedures for the affected Council Office staff ensuring corporate and divisional goals are addressed, and the Attendance Management System to comply with corporate initiatives. Coordinate record keeping functions including filing and confidential records, FOI requests, audit requirements to ensure corporate compliance and tracking of data, including financial records of Councillors. Liaise and supervise office technology systems and work with I.T. to ensure uninterrupted systems support, and service levels and equipment are up to date and meets the Councillors needs. Liaise and supervise general office and equipment needs for Councillors and Council Office staff based on established policy and procedures.

3. **Public relations.** Work with Constituency Assistants and Councillors on constituent matters as required. With Constituency Assistants, liaise and support Councillor communications (print and digital). Monitor and support public initiatives events and official invitations especially regarding Councillor attendance and event protocol. Support the Councillors and respond to public situations of sensitive, confidential and controversial matters as they arise. Supervise and support Constituency Assistant work tracking of service requests and complaints through the City’s corporate tracking systems, the Councillors’ portal and related systems. Liaise with Clerk’s Office for Council and Committee meetings, workshops, closed sessions, citizen interviews and delivery of a high level of quality customer service.

4. **Budgeting and financial reporting support.** Work with the City Clerk and Financial staff to establish the Councillor budgets and Council Office budget. Analyze accounting functions to prepare and monitor the operating budget and contribute to the overall budgeting process for the two (2) council office budget accounts. Reconcile monthly detailed financial reports and liaise with Treasury Services as required. Working with the Constituency Assistants, oversee and reconcile financial reporting requirements supporting Councillors to ensure compliance with corporate expense and financial policies. Authorize and sign off on all Council Office purchases.

5. **Liaison to Mayor’s staff and Corporate Integration.** Liaise with the Mayor’s Office staff to ensure integrated communications between the two offices enabling consistency in dealing with corporate, constituent and politically sensitive matters. As required, deal with highly sensitive issues and concerns in collaboration with the Mayor’s Office. Maintain strong relationships with City staff, the Region and other governmental agencies. Coordinate planning to ensure Council presence at key events. Collaborate with Strategic
Communications and other departments to ensure protocols and practices are followed. Act as key liaison for Councillors in the event of an emergency under the City’s Emergency Preparedness Program. Regular office activity reporting to Council through Member Services Committee, or equivalent. Serve as coordinating contact for the City and Council Office on Region of Peel governance matters affecting all Councillors and impacting the City.

**Selection Criteria**

Post-secondary Certificate or diploma in Office Administration/Business Administration or similar program.  
5 years supervisory support to a senior leader, preferably in public sector.  
General knowledge of municipal or regional government structures and functions, as well as Federal and Provincial government.  
Experience working in a political environment is an asset.

**Mandatory Requirements**

N/A

**Communication & Interpersonal Skills**

- [✓] Communicates within the workgroup
- [✓] Participates on working committees
- [✓] Communicates with community agencies and charities
- [✓] Recommends and presents to internal workgroups
- [✓] Recommends and presents to external workgroups
- [✓] Communicates with Management staff

**Complexity and Problem-Solving**

- Must deal with escalated sensitive and controversial issues which may involve Council members and the public, in a highly visible, multicultural environment
- Use appropriate discretion, diplomacy, tact and approach to objectively deal with controversial confidential matters ensuring the trust of the Councillors is not compromised, and each Councillor receives the same level of service.
- Must be able to ascertain who needs to be involved in complex and new situations, and communicate to stakeholders appropriately
- Supervise team members by making operational decisions regarding work assignment and balancing priorities, equipment, tools and technology, and lead them to implement accordingly.

**Accountability and Decision Making**

- [曙光] High degree of job structure
- [✓] Makes effective decisions regarding dismissal/hiring and termination
Makes decisions regarding co-ordinating tasks to meet deadlines
Influences others and makes decisions regarding outcomes
Structured role with some requirement for use of judgement and discretion within limits

Broader accountabilities requiring 
judgement and discretion with opportunity to interpret guidelines
Role is complex and requires judgement, discretion and requirement to make decisions
Role requires on-going decision making and senior level discretion

Physical & Sensory Demands
General office work; ability to deal with contentious and politically sensitive issues.

Working Conditions
No unfavourable conditions.
Must be flexible to respond to emerging issues at anytime including evenings and weekends.
November 8, 2016

To: Member Services Committee

From: Peter Fay, City Clerk

Subject: Council Office Lieu Time Update and Justifications

As requested by the Member Services Committee at its September 2016 meeting, please find attached an updated summary table (as of October 9, 2016) of Council Office staff lieu time hours. Staff also reviewed timesheet information for 2016 to determine reasons for staff lieu time logged and the general categories of lieu time justification reasons are itemized in the attachment.

Most all lieu time instances are documented by email confirmation from the Constituency Assistant to their Supervisor in the City Clerk’s Office and their respective Councillor(s). In some cases, lieu time logged did not include a specific reason and therefore identified in the summary table as “unknown,” but appear to be documented for make-up time for brief staff absences from work for personal or medical reasons.

Sincerely,

Peter Fay
City Clerk

Attach.
## Council Office Lieu Time Bank

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016***</th>
</tr>
</thead>
<tbody>
<tr>
<td>number of months</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>number of staff **</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>total lieu hours banked (hrs)</td>
<td>131.5</td>
<td>128</td>
<td>205.75</td>
<td>131.25</td>
<td>194.25</td>
</tr>
<tr>
<td>average lieu hours per staff person (hrs)</td>
<td>18.786</td>
<td>18.286</td>
<td>29.393</td>
<td>13.125</td>
<td>17.659</td>
</tr>
<tr>
<td>average lieu hours per month (hrs)</td>
<td>10.958</td>
<td>10.667</td>
<td>17.146</td>
<td>10.938</td>
<td>21.611</td>
</tr>
</tbody>
</table>

* - Lieu time is defined to include hours worked before or after normal business hours (i.e., 8:30 a.m. - 4:30 p.m.).
** - Number of staff for 2012-2014 included 2 Council Office Assistants and 5 Councillor Assistants. Between 2015-2016, the number of staff increased to 11.
*** - Based on available data up to and including October 9, 2016.

### Lieu time Banked Justifications 2016

<table>
<thead>
<tr>
<th>Justification</th>
<th>Hours</th>
<th>%</th>
<th>Instances</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Workload</td>
<td>65</td>
<td>34%</td>
<td>49</td>
<td>40%</td>
</tr>
<tr>
<td>Special Projects</td>
<td>56</td>
<td>29%</td>
<td>19</td>
<td>15%</td>
</tr>
<tr>
<td>Evening Meetings (i.e., community / town hall mtg, regional business)</td>
<td>36.5</td>
<td>19%</td>
<td>10</td>
<td>8%</td>
</tr>
<tr>
<td>Unknown</td>
<td>28.75</td>
<td>15%</td>
<td>36</td>
<td>29%</td>
</tr>
<tr>
<td>Make up time</td>
<td>8</td>
<td>4%</td>
<td>9</td>
<td>7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>194.25</strong></td>
<td><strong>100%</strong></td>
<td><strong>123</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Proportion of Lieu Time Logged on a Weekend: 17 hours (9%), 7 instances (6%)

City Clerk’s Office
07-Nov-16
Additional Business and Changes related to the Published Agenda *no vote required*:

**Re: Item 6.1 (Presentation – Accommodation Strategies Update):**
- Copy of presentation attached

**Re: Item 8.3 (Discussion – Council Office Working Protocol):**
- Memorandum from Peter Fay, City Clerk, dated November 10, 2016, and draft Council Office Protocol attached
Administrative Space Strategy
Accommodation Planning & Interior Design Services
Community Services
November 15, 2016
Administrative Space Strategy Agenda

- Background
- Master Accommodation Planning Strategy – Goals & Initiatives
- Projects Underway – Pre-approved Funding
- Options Under Consideration
- Future Ready Initiatives
- What Others Are Doing
- Next Steps
Background

• In light of the recent organizational changes, staff will be meeting with each Commissioner and Department Head to better understand their priorities and vision for their business units, to assist us with redeveloping an overall accommodation strategy.

• The accommodation strategy will adhere to the goals and initiatives identified in the Master Accommodation Planning Strategy (MAPS).

• Interior renovation projects that were scheduled prior to the recent organizational changes are proceeding with considerations to the new organizational changes.
MAPS

Goals
• Reduce the overall ongoing cost of office accommodations;
• Formalize the formation, structure, and operation of administrative campuses;
• Support future municipal government and transformations over the next decade.

Initiatives
• Ensure decisions on administrative space consider the ‘big picture’ and impacts to other spaces;
• Anticipate and accommodate future growth of the administration;
• Increase office adjacencies to reduce fragmentation of departments by centralizing municipal employees within campuses throughout Brampton;
• Adhere to a unified approach to project development;
• Consider innovation, technology, wellbeing, and future trends, and impacts to space.
Corporate Administrative Campuses & Satellite Locations

- Sandalwood Campus
- City Hall Campus
- Flower City Community Campus
- Williams Pkwy Campus
- Civic Centre
- Fire Station 201
- Fire Life Safety
- 12 Rutherford
- 129 Glidden
- POA
Projects Underway – Pre-approved Funding
# City Hall Campus Administrative Space Strategy

<table>
<thead>
<tr>
<th>Floor</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1 Level: Print Shop Reconfigurations</td>
<td><img src="chart" alt="Status" /></td>
</tr>
<tr>
<td>1st floor: City Clerks, Service Brampton, Security, Washroom Renovations</td>
<td><img src="chart" alt="Status" /></td>
</tr>
<tr>
<td>2nd floor: Finance Renovations</td>
<td><img src="chart" alt="Status" /></td>
</tr>
<tr>
<td>4th floor: Council Chambers Upgrades</td>
<td><img src="chart" alt="Status" /></td>
</tr>
</tbody>
</table>
City Hall 1st Floor Renovations

- West Side Renovations
- Under Review
City Hall 1st Floor Renovations

PHASE 4A
5 ½ Months – Q1 2017

Clerks & Service Brampton customer service counter enhancements and administrative space refresh and space standards.

- **Accessibility** Improvements and Washroom
- **Enhanced Office & Counter Service Ergonomics**
- **Washroom** finishes modernization
- **Natural Light** to all occupants and **Improved Circulation** & creature comfort
- Pneumatic to Digital **HVAC upgrades**
- **Improved Customer Service** amenities and spaces
- **Security** Touchdown

$1,300,000.00 plus $500,000 for HVAC UPGRADES Approved Funding - Design and Construction
Proposed City Hall 4th Floor Council Chambers
City Hall 4th Floor - Council Chambers Finishes Upgrades

CURRENT SCOPE
3 Months

- Gallery Seating
- 23 Additional Seats
- Accessible Railings
- Glass Guards
- Up to 5 Accessible Seats
- Refreshed Finishes (paint, carpet)
- Accessible Lift

$930,000.00 Approved Funding - Design & Construction
## Satellite Locations Admin Space Strategy

<table>
<thead>
<tr>
<th>Location</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Flower City Community Campus</strong></td>
<td></td>
</tr>
<tr>
<td>- Building 2 – Fire Prevention &amp; Emergency Management</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Williams Parkway Campus</strong></td>
<td></td>
</tr>
<tr>
<td>- WPOC New – Phase 1</td>
<td>Design Development</td>
</tr>
<tr>
<td>- WPOC New – Phase 2</td>
<td>Tender Ready</td>
</tr>
<tr>
<td>- Animal Shelter</td>
<td></td>
</tr>
<tr>
<td>- Fire Headquarters – Design</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Sandalwood Campus</strong></td>
<td></td>
</tr>
<tr>
<td>- Maintenance Garage</td>
<td>Design Development</td>
</tr>
<tr>
<td>- Sandalwood Expansion</td>
<td>Tender Ready</td>
</tr>
<tr>
<td><strong>Civic Centre</strong></td>
<td></td>
</tr>
<tr>
<td>- Fire Prevention Space</td>
<td>Complete</td>
</tr>
</tbody>
</table>
Options Under Consideration
City Hall 4th Floor - Council Chambers Upgrades

OPTION 1: ENHANCEMENTS
5 Months

- Relocate A.V. booth for additional Accessible Seats or Presentation
- Additional Glass Guards
- 4 New A.V. Screens

OPTION 2: ENHANCEMENTS
6 Months

- Raised Flooring in Central Bowl
- Open up back curved wall
- Relocating Staff Seating Behind Council
- Additional Security Glass Guards
- Relocate Public Access to 5th Floor
- Repurpose Pre-function Area into Council Lounge
City Hall 6th floor Options

• Prime administrative office space has become available, as per the new organizational structure;
• Various options were reviewed for the use of the vacated space which considered:
  ✓ Corporate adjacencies
  ✓ Unique limitations of the space
  ✓ Costs
  ✓ Availability of growth space
  ✓ Impacts to other spaces

New Option for Consideration
• Relocate the Elected Officials onto the 6th floor of City Hall
• Consolidate administrative staff and the CAO onto the 4th floor, to support better adjacencies and the new realignment.
Proposed City Hall 6th Floor End State

PROPOSED OPTION
12 Months (in conjunction with City Hall 4th fl renovations)

Council Offices
✓ +/- 6,670 sqft (620 m²)
✓ Can accommodates up to 12 offices
✓ Can accommodate up to 16 workstations
✓ Corporate guidelines will be applied
✓ Includes use of existing Boardroom, Lounge & Kitchenette

Council Offices
Proposed City Hall 4th Floor End State

PROPOSED OPTION
12 Months (in conjunction with City Hall 6th fl renovations)

Administrative Office Space
✓ +/- 10,150 sqft (943 m²)
✓ Accommodates approximately 62 staff
✓ Corporate guidelines will be applied

CAO Offices
✓ +/- 1,900 sqft (177 m²)
✓ Accommodates approximately 5 staff
✓ Achieves adjacency to staff

CAO’s Offices
Administrative Office Space
Under Review
Future Trends to Consider (IT, HR & Community Services Initiatives)

- Attracting and retaining employees
- Improving staff engagement and productivity
- Encouraging innovation
- Providing flexible workstyles for all generations
- Working ‘anywhere’ policies
These sectors are either in the development stage, piloting, or implementation stage of their workplace strategy.
Next Steps

1. Continue to meet with each Commissioner and Department Head to better understand their priorities and vision for their business units, to assist us with evolving an overall accommodation strategy.

2. Continue interior renovation projects currently underway.

3. Evolve the workplace strategy, appropriate for the Corporation’s needs, and update Member Services in 2017.
Thank you
November 10, 2016

To: Member Services Committee

From: Peter Fay, City Clerk

Subject: Council Office Protocol

At the September 2016 Member Services Committee, various agenda item discussions regarding the Council Office concluded the need for a Council Office Protocol to provide consistent guidance to the activities involving the Council Office. The attached Protocol is presented to Committee for discussion, and with the support of the Committee a motion of approval could be considered for Council adoption.

Background – The Current Council Office Support Model:

In May 2015, City Council established its Council Office support model, adopting the following resolution:

“one (1) additional Assistant (non-union term of Council contract position) for each Councillor (resulting in a net total of 10 Assistants assigned to each Councillor, and all 10 staff reporting to the Manager, Council Office, for administrative purposes), with such position:

1. reporting directly to each pair of Councillors for work direction, with administrative oversight by the Manager, Council Office;
2. hired in accordance with City hiring policy and procedures;
3. hired with direct involvement by each Councillor in the process to interview and choose their own Assistant, including any secondments, as may be necessary; and,
4. based on the existing Assistant position description, with any necessary job description enhancements determined by staff based on consultations that occurred in April 2015 with each Councillor;

and that respective pairs of Ward Councillors, in consultation with their two assistants, determine the best functional approach to meet their respective support needs, including but not limited to, the division of functional responsibilities between the two assistants supporting the pair of Ward Councillors and/or division of individual responsibilities between the two assistants supporting the pair of Ward Councillors, to ensure an effective support model is in place that supports each pair of Ward Councillors and best serves ward constituency demands.”

The Corporate support model for each pair of Ward Councillors includes two Constituency Assistants, who are administrative (and not political) staff engaged by the Corporation to provide administrative support to the Councillors in their respective Ward pairings. Council established its administrative support model to be adaptable to the respective needs of each
Ward Councillor pairing. The two assistants provide administrative support to two Ward Councillor pairings, ideally in a coordinated and integrated manner, but sometimes primarily based on individual-level support while maintaining productive communication and information sharing channels between the two respective Councillors on various ward matters.

For the most part, this administrative support model has worked well to support the Councillors. However, as 2016 has progressed, the support model has been showing signs of inconsistency in its application with some tendencies for Members to utilize Constituency Assistants in more of a political-support role, away from the Council-established model. While the Constituency Assistants are corporate staff hired for administrative support only to the Councillors, the Council Office support model has started to move away from the Council-approved position towards a model characterized with less sharing of information between Ward Councillor pairings (and by extension their assistants) and more individualized use of Constituency Assistants, resulting in inefficiency, inequality and duplication of Corporate efforts to support Councillors.

During the spring of 2016, Clerk’s staff met with Councillors and their Assistants to discuss and confirm roles and responsibilities for effective support to the Ward Councillors. In July 2016, a guideline was issued to Councillors on constituency records within the Council Office and information sharing between respective Ward Councillor pairings.

The Protocol attached to this memo starts to document existing practices and conventions to ensure an effective working relationship continues between the Councillors, Council Office staff and Corporate staff.

The Protocol:

The Protocol puts into place a number of formal and informal practices to ensure Brampton Councillors are supported in the governance of the municipality. The Protocol documents existing operational practices related to the Council Office to ensure consistent working relationships between Members of Council and the Corporation to serve the City of Brampton.

This Protocol is a first step towards developing a comprehensive City Council Handbook outlining responsibilities and operational matters to support an effective Council Office.

After discussion of the Protocol, Committee should recommend to Council the adoption of the Protocol as a statement of Council’s commitment to a collaborative working relationship between Members and with Corporate staff. As circumstances warrant, the Protocol can be updated by the City Clerk, in consultation with Councillors and Corporate Staff, and confirmed through the Member Services Committee.

Peter Fay
City Clerk

attach.
Council Office Protocol

Purpose:

This administrative Protocol provides further clarification of the working relationships between the Council Office, including City and Regional Councillors, and the Corporation.

Scope:

These procedures apply to all City and Regional Councillors and City staff, including the Council Office staff, as well as the Mayor’s Office, as applicable.

Protocol:

Introduction:

The Corporation, and its staff, serve Council as a whole to deliver quality public services and programs. Service and support provided to the Mayor and individual Councillors by Corporate staff is performed in a consistent, responsive, fair, equitable and objective manner without bias or preference for any individual Member.

Given the variety and complexity of Council and Corporate staff working relationships, this Protocol does not seek to be either prescriptive or comprehensive. It simply offers guidance on some of the issues which most commonly arise. It is hoped, however, that the approach which it adopts to these issues will serve as a guide to dealing with other circumstances, as they may arise from time to time.

This Protocol is to a large extent a written statement of current practice and convention. It seeks to promote greater clarity and certainty in service delivery involving Members of Council. If the Protocol is followed it should ensure that Members receive objective and impartial advice and professional support from Corporate staff.

This Protocol should be used and applied in conjunction with other guiding Corporate documents listed at the end of this Protocol, many of which are approved by Council.

Roles and Accountabilities:

The role of Council is to govern and the role of staff is to advise, implement and manage public service delivery. Council and staff perform their individual roles and work in partnership with one another. Although the roles of Council and staff are distinct, they are interdependent, each one requiring the other to fulfill the Corporation's mandate and purpose.

This Protocol sets out basic working responsibilities for Members of Council, Council Office and Mayor’s Office staff and Corporate staff.
Role of Members (Mayor and Councillors):

The role of Council as a whole, as expressed collectively through the views, opinions comments, proposals and votes of its individual Members, is three-fold:

- Representative role – to represent constituents - through their views in dealing with issues before Council
- Policy role – to make policy – to establish general principles to guide future actions and decisions
- Stewardship role – to be stewards of municipal resources – to ensure financial and administrative resources are being used and cared for efficiently consistent with Council objectives

In addition, the Mayor provides leadership to Council and serve as its Chief Executive Officer.

- All Councillors are City Councillors. Some Councillors are also Regional Councillors. Councillors should keep their ward colleagues informed on ward, city-wide and regional issues, information and opportunities, and other matters of mutual interest, to ensure an effective working relationship and service to ward constituents.

- Councillor requests for information or service, that is readily available to the public, shall be provided to Members in the same manner as it is provided to the public. Councillor requests for new information or service, requiring a commitment of resources (e.g., investigation, analysis, expenditures) beyond the normal course of public service delivery levels, shall only be provided after authorized by Council.

- Councillor requests for Corporate staff participation and attendance at Councillor-organized community or neighbourhood meetings shall be in keeping with existing procedures and service levels, and shall ensure both Ward Councillors are aware and in agreement of the community meeting logistics, purpose and outcomes.

- Councillor direction or requests to staff to undertake an action, expend funds, commit resources beyond the normal course of public service delivery levels, or prepare a staff report to Council or a committee, shall only be acted upon by staff when authorized by Council. No individual Councillor, the Mayor or informal groups of Councillors can make a decision on behalf of the Council, unless authorized by Council or statute.

- It is expected that Members will:
  - discuss issues with staff and advise staff of questions prior to committee meetings whenever possible;
  - request advice from the City Clerk about the appropriate wording of motions, amendments and formal staff directions in accordance with the Procedure By-law;
  - consult with staff prior to making commitments to constituents.

- Appendix 1 to this Protocol provides further clarification regarding the constituency records of a Councillor and information sharing between Ward Councillors.
Council Office Staff:

Constituency Assistants are Corporate staff under the responsibility and direction of the Corporation and bound by the Corporation’s policies and procedures. Constituency Assistants provide administrative support to their assigned Councillors. Supervision and management is provided through the City Clerk’s Office and they receive administrative work direction from their assigned Councillors or their supervisor within the City Clerk’s Office.

- Each pair of Ward Councillors is assigned two (2) Constituency Assistants for administrative support. Each pair of Constituency Assistants will work cooperatively together to support both assigned Ward Councillors with work distribution decisions agreed to by both Councillors and the City Clerk based on principles of consistency, equality and balance.

- Work expectations are established by the Corporation, as set out in the approved job description, and managed through the City Clerk’s Office in accordance with prevailing Corporate policy and procedure.

- The nature of work assigned to Constituency Assistants shall include Corporate and Councillor responsibilities (including Regional Councillor responsibilities, as applicable) only, and shall not include work or tasks that are personal in nature or outside the jurisdiction of the municipality.

- Constituency Assistants may receive and handle communications for Members on topics unrelated to the Council or the Corporation. Care should be taken to avoid Corporate resources being used for private or personal purposes.

- Constituency Assistants shall provide administrative support to both assigned Ward Councillors in a respectful, assistive and consistent manner.

Role of Corporate Staff:

The role of Corporate staff is to provide advice, support and recommendations to Council collectively, and Members of Council individually, and implement Council decisions, in keeping with legislation, City policy and procedure.

- Staff responses to a Councillor on specific ward issues (e.g., complaints, questions, requests) will be provided to both Ward Councillors for consistency.

- Staff responses to a Councillor on city-wide or Corporate issues will be provided to all Members for consistency.

- Meeting requests and invitations from Corporate staff to Ward Councillors on ward-related or city-wide issues should, to the extent possible, include both Ward Councillors or affected Councillors, to ensure consistency in information sharing.

- Any staff-led community or neighbourhood meeting organized on a City or Ward matter shall include consultation with the affected Ward Councillors, and to the extent possible...
accommodate the availability of the Ward Councillors. Councillor attendance at a staff-led meeting is optional.

- Staff shall address Members in conversation or written communication using formal titles (e.g., Councillor…Mayor…).

- Staff responses to requests from Members for readily-available public information shall be provided generally within 24 hours, whenever possible.

Related Documents:
This Protocol shall be read and applied in conjunction with the following Corporate documents, as updated from time to time:

- Council Code of Conduct
- Employee Code of Conduct
- Council Procedure By-law 160-2004
- Use of Corporate Resources During an Election Period
- Access and Privacy Guide for Council
- Council Event Protocol

Accountability:
Staff in the Clerk’s Office are responsible to ensure compliance with this Protocol. Any assistance required with the application of this Protocol shall be the responsibility of the City Clerk, in conjunction with the CAO, and if deemed necessary, Council as a whole.

From time to time, this Protocol may be updated and reported to Council through the Member Services Committee.
Records in the Custody or Control of a Councillor

Under the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), Councillors are not considered to be officers or employees of the corporation and records related to interactions with their constituents as elected officials (constituency records) are not covered by MFIPPA and therefore are not accessible under the Act. These records are considered the personal property of the Councillor. However, in the spirit of transparency and accountability, Members of Council may wish to disclose their records to their shared Ward Councillor, staff or the public (upon request) provided they do not contain personal information (unless consent has been provided).

Corporate records in the custody or control of a Member of Council are covered by MFIPPA and access provisions apply. Council Office staff members are considered City employees, so access provisions likewise apply to any records in their custody or under their control.

What are Constituency Records?

All records of a Councillor acting on behalf of a constituent and representing their interests are considered constituency records. This includes all content, opinions, and personal information contained in any correspondence to and from a constituent.

Examples of constituency records include:
- Correspondence from a constituent concerning a pothole in the neighbourhood;
- Email from a constituent requesting that the Member of Council attend a community event; and,
- Correspondence between a Councillor and a private sector company.

Obtain Consent Prior to Forwarding a Constituent Complaint/Concern to Staff

Personal information contained in meeting notes, emails, voicemails, and correspondence to and from constituents cannot be forwarded to staff for action without the consent of the affected person.

What are Corporate Records?

Corporate records include information that is related to the business of the City. A key factor in determining whether a record held by a Member of Council is considered a corporate record is whether the record is in the custody or under the control of the municipality. The Ontario Information and Privacy Commissioner (IPC) has issued a number of Orders concerning this...
determination and numerous factors must be considered. When in doubt, contact the Freedom of Information Coordinator.

Examples of corporate records that may be held by a Member of Council include:

- Emails sent to both city staff and Members of Council;
- Communication from a constituent to a Member of Council which is then forwarded by the Council Member to a member of staff for action or follow-up (such as an email or voicemail reporting a pothole that is forwarded to Operations for action);
- Email between a Member of Council and staff; and, records related to a Council Member’s involvement with a City agency, when acting on behalf of the City

The following guide can be used to help determine Councillor ownership for constituency records obtained during the course of the Councillor’s duties and information sharing:

<table>
<thead>
<tr>
<th>Method of Constituent Contact with Councillor</th>
<th>Who’s information is it?</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constituent <strong>emails directly to</strong> Councillor or his/her Constituency Assistant</td>
<td>The Councillor who received the constituent email.</td>
<td>If consent provided by constituent, information can be shared by Councillor. Councillor decides whether to share the information with other Ward Councillor.</td>
</tr>
<tr>
<td>Constituent <strong>telephones directly to</strong> Councillor or his/her Constituency Assistant</td>
<td>The Councillor who received the constituent telephone call.</td>
<td>If consent provided by constituent, information can be shared by Councillor. Councillor decides whether to share the information with other Ward Councillor.</td>
</tr>
<tr>
<td>Constituent <strong>in-person contact</strong> with Councillor (at or outside City Hall)</td>
<td>The Councillor who made the constituent contact.</td>
<td>If consent provided by constituent, information can be shared by Councillor. Councillor decides whether to share the information with other Ward Councillor.</td>
</tr>
<tr>
<td>Constituent completing <strong>“Contact Councillor” Web Form</strong> online to Councillor</td>
<td>The Councillor who received the constituent “Contact Councillor” Form.</td>
<td>If consent provided by constituent, information can be shared by Councillor. Councillor decides whether to share the information with other Ward Councillor.</td>
</tr>
</tbody>
</table>
Method of Constituent Contact with Councillor | Who’s information is it? | Comment
---|---|---
Constituent telephone call directly to Councillor (e.g., after hours) transferred to Service Brampton | The Councillor who received the constituent information via Service Brampton. | If consent provided by constituent, information can be shared by Councillor. Councillor decides whether to share the information with other Ward Councillor.

Constituent telephones or emails Service Brampton (or completes 311 Contact Us Form) about Ward issue/request (e.g., a service request) | Both Ward Councillors, unless constituent is specific to only provide to one Councillor. | Councillors (or their Assistants) decide who leads on matter.

Exceptions:

Service Request Contacts to the City:

All service requests filed with the City through Corporate staff, including Service Brampton, are to be shared with both affected Ward Councillors and their Constituency Assistants.

Regional Matters:

If the matter is a Regional matter, regardless of whether one or both Councillors are identified, it will be sent to the Regional Councillor and his/her Assistant for follow-up. Regional Councillors should keep City Councillors informed about regional issues within shared ward pairings.

Information shared with Corporate Staff:

Once information is shared with Corporate Staff, it becomes corporate information and staff responses need to be shared with affected Ward Councillors. One particular Councillor may still take the lead on the matter, but Corporate staff provide the same information to both Ward Councillors.