



City-building
for our future



Council Orientation – New Term

November 24, 2014
9:00 AM to 12:00 PM

**Brampton City Hall
Council Chambers**

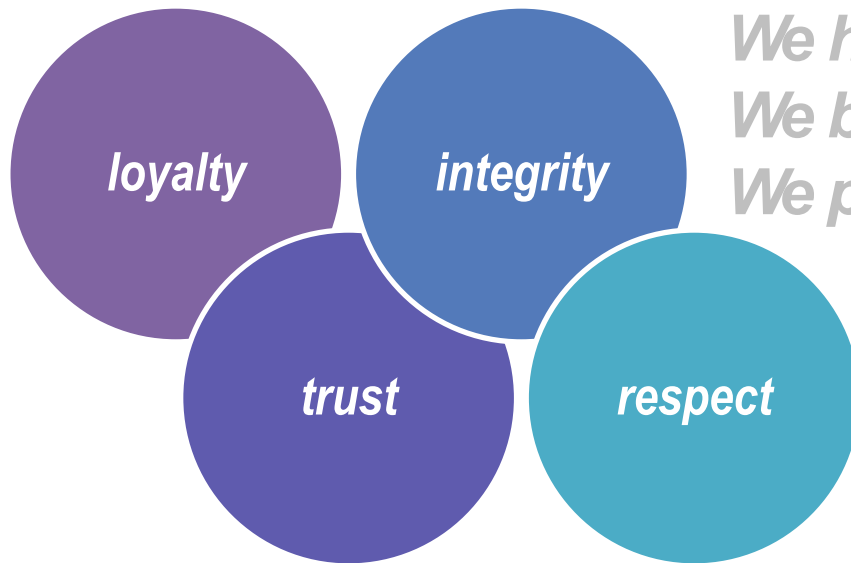
Welcome and Introductions

Brampton is a world-class city of opportunity.

We honour the past

We build on success

We plan for a future that thrives



Orientation Outline

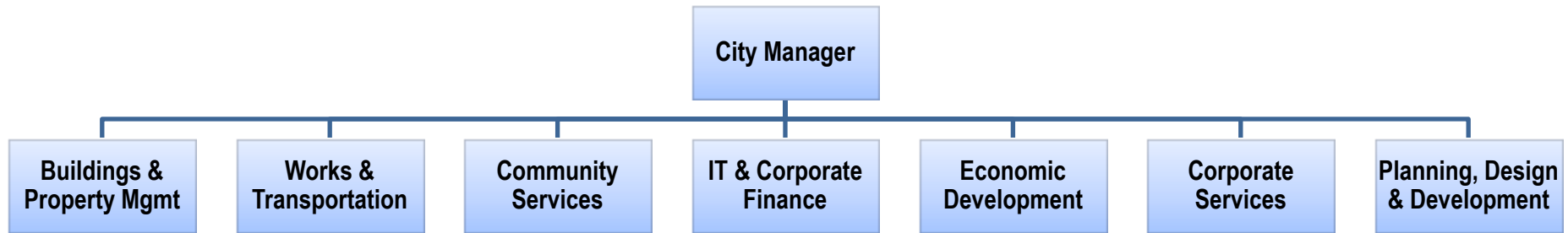
1. Corporate Overview
2. 'City-building'
3. Departmental Overviews
4. Governance Structure
5. Council Structure
6. Council-Staff Relations
7. What's next

1. Corporate Overview



1. Corporate Overview

Previous Organizational Structure

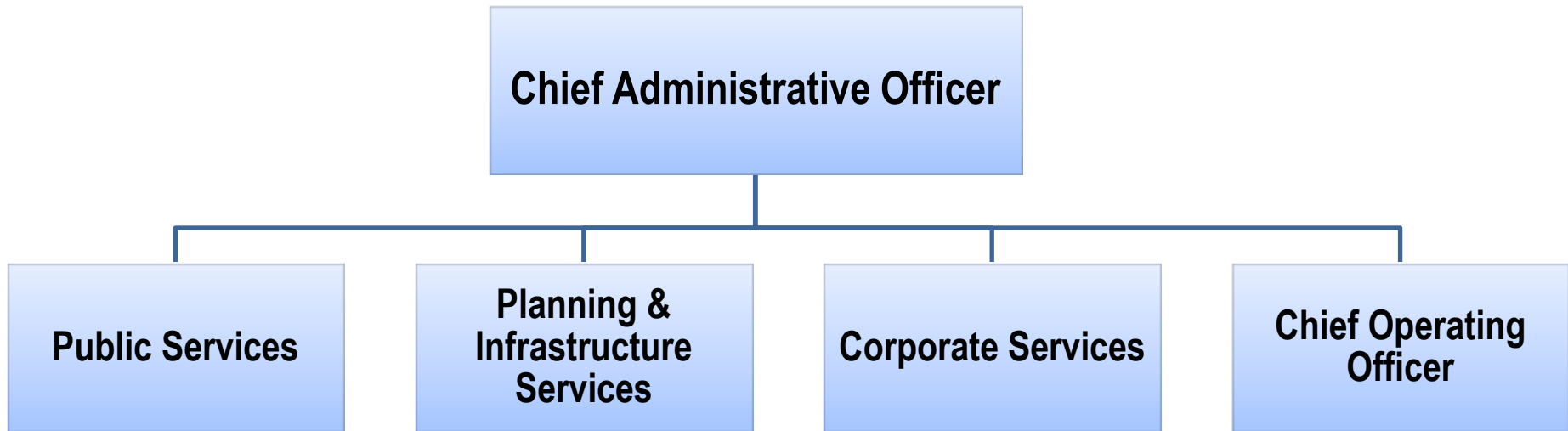


Challenges and Disadvantages

- Seven (7) Departments
- Collaboration limitations – “Silos”
- Service delivery overlaps
- Limited horizontal decision making
- Competing interests

1. Corporate Overview

New Organizational Design (Launched 2013)



1. Corporate Overview

New Organizational Design (detailed)

Role: To oversee the planning, delivery and management of all City programs and services consistent with corporate direction and priorities

Chief Administrative Officer
John Corbett

EA, Government Relations
Dir, Internal Audit

ELT

Chief Public Services Officer/CPSO
Julian Patteson

To plan, operate and manage all services provided directly to the public and the community at large

Chief Planning & Infrastructure Services Officer/CPO
Marilyn Ball

To plan, design, construct and manage all assets of the City in support of service delivery to the community

Chief Corporate Services Officer /CSO
Peter Simmons

To provide corporate , financial, information and administrative services to support the ongoing operations of the City

Chief Operating Officer /COO
Dennis Cutajar

To support the CAO and administration in the planning, delivery & management of City-wide services and initiatives

- Ex. Director, Facility Services
- Director, Recreation & Culture
- Fire Chief
- Ex. Director, Transit
- Director , Service Brampton
- Business Services Office

- Sr. Ex. Director, Planning and Building
- Ex. Director, Eng & Development Services
- Ex. Director, Maintenance & Operations
- Business Services Office

- Ex. Director, Council & Admin Serv/City Clerk
- City Solicitor
- Director, Enforcement & Bylaw Services
- Director, Info Services/ CIO
- Ex. Director, HR
- Ex. Director, Finance & Treasurer
- Business Services Office

- Director, Strategic & Enterprise Services
- Ex. Director, Strategic Communications
- Director, Economic Development
- Office of Community Engagement
- Business Services Office

1. Corporate Overview

Key Benefits of new Organizational Design

- Streamlined decision making (7 departments reduced to 4)
- Allows for a strategic focus for the CAO and Chiefs
- Forward-thinking and builds external relationships
- More collaboration between departments and “horizontal” decision-making
- Increases accountability to the Executive Director and Director levels
- Like business service and function alignment
- Supports “City-building” with effective organizational design and supportive culture
- Based on extensive collaboration with staff

2. 'City-building'



THRIVING



GROWING



SERVING



PRESERVING



ENGAGING

2. 'City-building'

'City-building' – Ongoing Initiatives

- Legislated High Growth Municipality
- Ability to Shape the City of the Future
- Central Theme for Customer Service Delivery both internally and externally
- Establish Strong Corporate / Municipal Identity
- Corporate Culture and Values
- Strategic Plan Implementation
- Capital Program Management
- Business Process Review
- University in Brampton
- New Build Canada Plan (NBCP)
- Higher Order Transit (HOT) and Light Rail Transit (LRT)
- Community Engagement
- Ice Storm Impact (Provincial Claim)

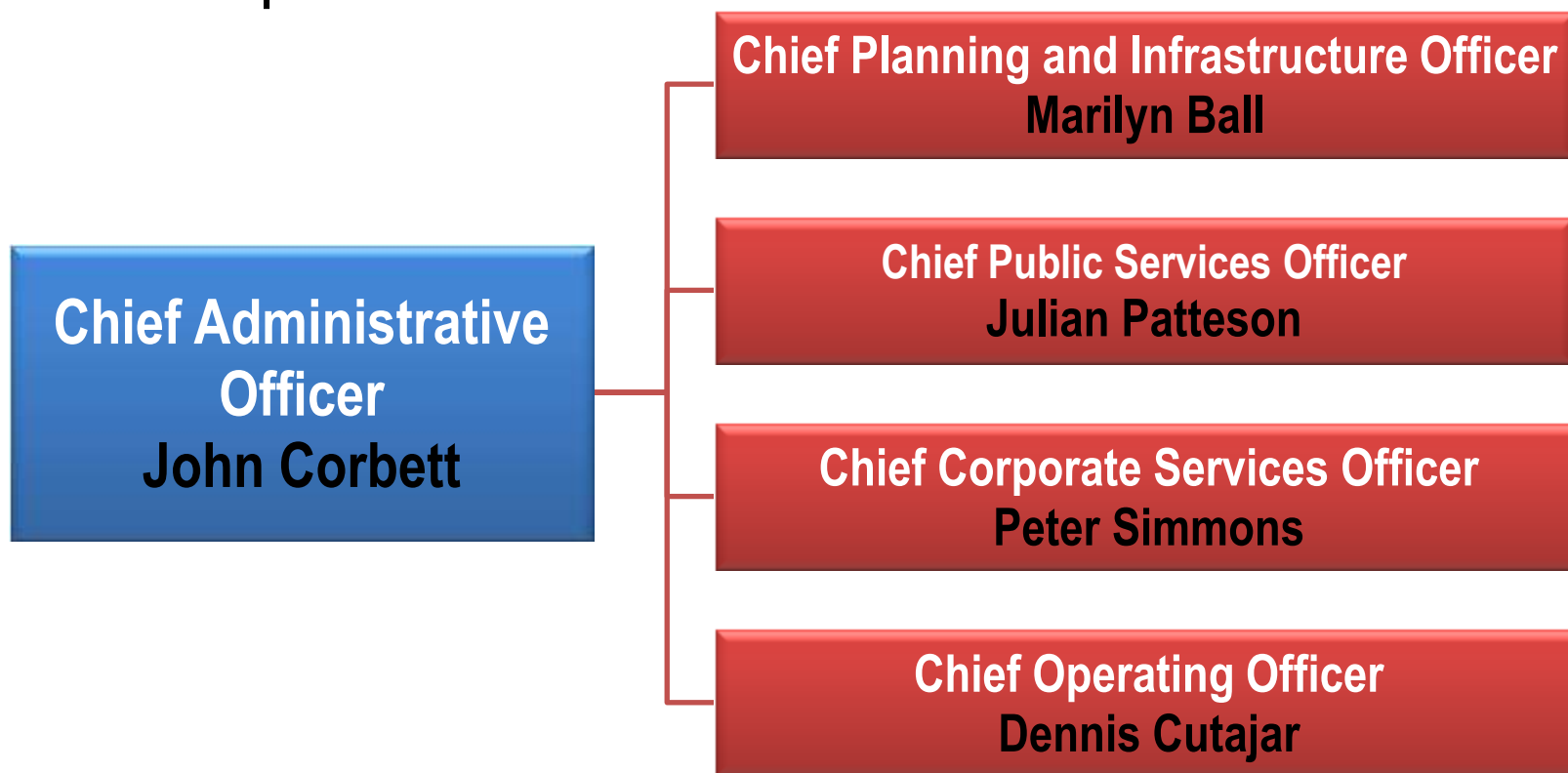


3. Department Overviews



3. Department Overviews

Five Departments



3. Department Overviews

Office of the Chief Administrative Officer

CAO John Corbett

Department Overview

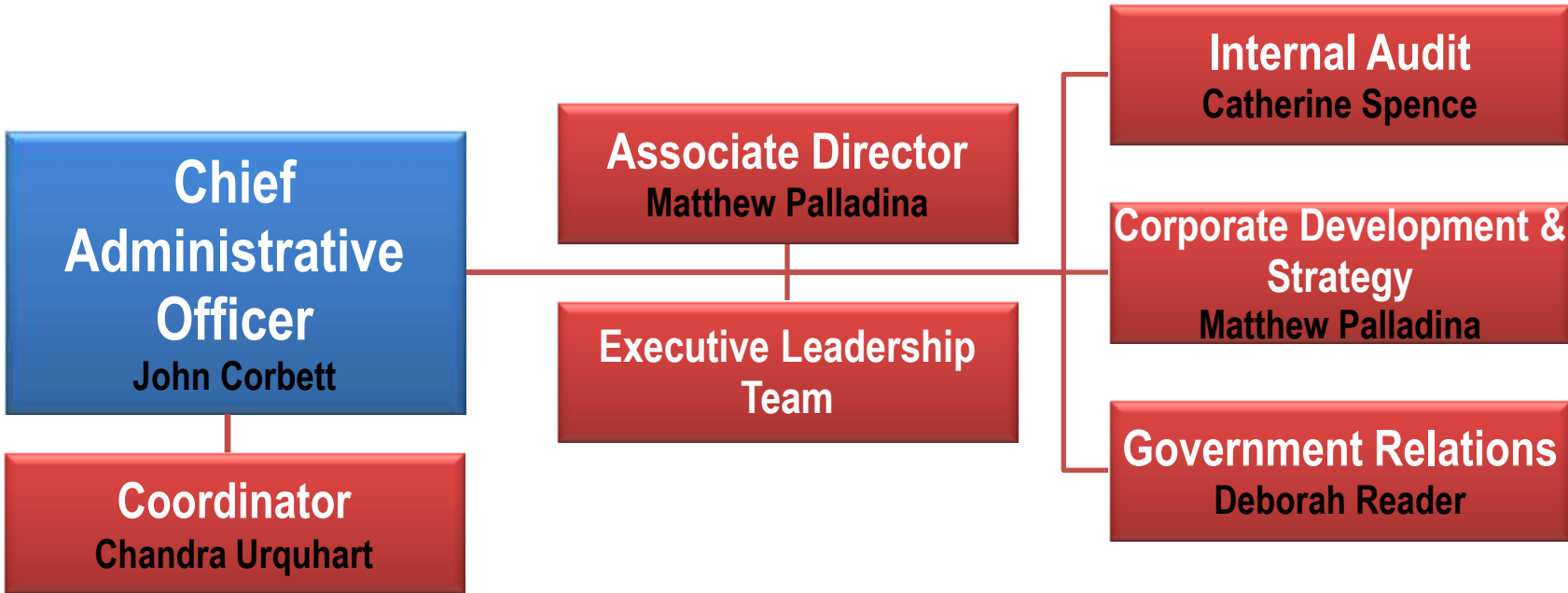
The Office of the CAO leads the Corporate Administration providing management and administrative leadership for all departments in support of Council's vision and goals.

The Office provides:

- Strategic support and primary liaison between the Mayor and Council and the Administration
- Comprehensive Management and Oversight of the entire Corporation
- Special Studies and Initiatives
- Leadership for the Executive Leadership Team (ELT) and the Senior Management Team (SMT)
- Customer Service Excellence
- Direction on Strategic and Corporate Initiatives
- Commitment to Strengthening Brampton's Economic Development
- Support the needs of our Growing and Diverse City

Office of the Chief Administrative Officer

Organizational Structure



Internal Audit

The Internal Audit Division is responsible for providing independent, objective assurance and consulting activities that are designed to add value and improve the City's operations.

Key functions:

- Evaluate and improve the effectiveness of risk management, control and governance processes
- Conducts audits/reviews/investigations to help City departments and related Boards meet their business objectives
- Enhances the efficiency and effectiveness of City processes by providing guidance and advice on existing processes and systems

Corporate Development and Strategy

The Corporate Development and Strategy Division manages the Office of the CAO and provides insight, strategic counsel and advice to support the City's key strategic priorities and corporate values.

Key functions:

- Governance through the execution of corporate reports, policy development, issue prioritization and monitoring of senior-level action items
- Research, tactical advice, writing, briefing, impact analysis and assessment of opportunities for the Chief Administrative Office on emerging best practice issues
- Represents the Chief Administrative Office with key internal and external stakeholders
- Administrative support and strategic advice as part of the Executive Leadership Team

Government Relations

Government Relations promotes positive intergovernmental relations and provides public policy advice and analysis. The Division works to enhance the City's reputation, profile and perceived public value, while advocating for Brampton's priorities.

Key functions:

- Advocacy for the City's Strategic Plan, Council priorities, Executive Leadership Team goals and objectives, and departmental service plans
- Monitoring and advising on emerging issues, policies and directions from other levels of government that impact the City
- Building and maintaining relationships with senior government staff and agencies
- Aligning government relations activities with the City's branding
- Raising awareness and visibility of Brampton as a model of municipal government

Office of the Chief Administrative Officer

Staff and Financial Overview

| Description | Value |
|--------------------------------|--------------|
| Number of Staff | 15 |
| Operating Budget | \$ 1,905,632 |
| Variance | \$ (31,918)* |
| Labour Budget | \$ 1,825,023 |
| Capital Funds under Management | \$ 448,742 |

Note: * - number in brackets indicates anticipated savings

3. Department Overviews

Planning and Infrastructure Services

Chief Marilyn Ball

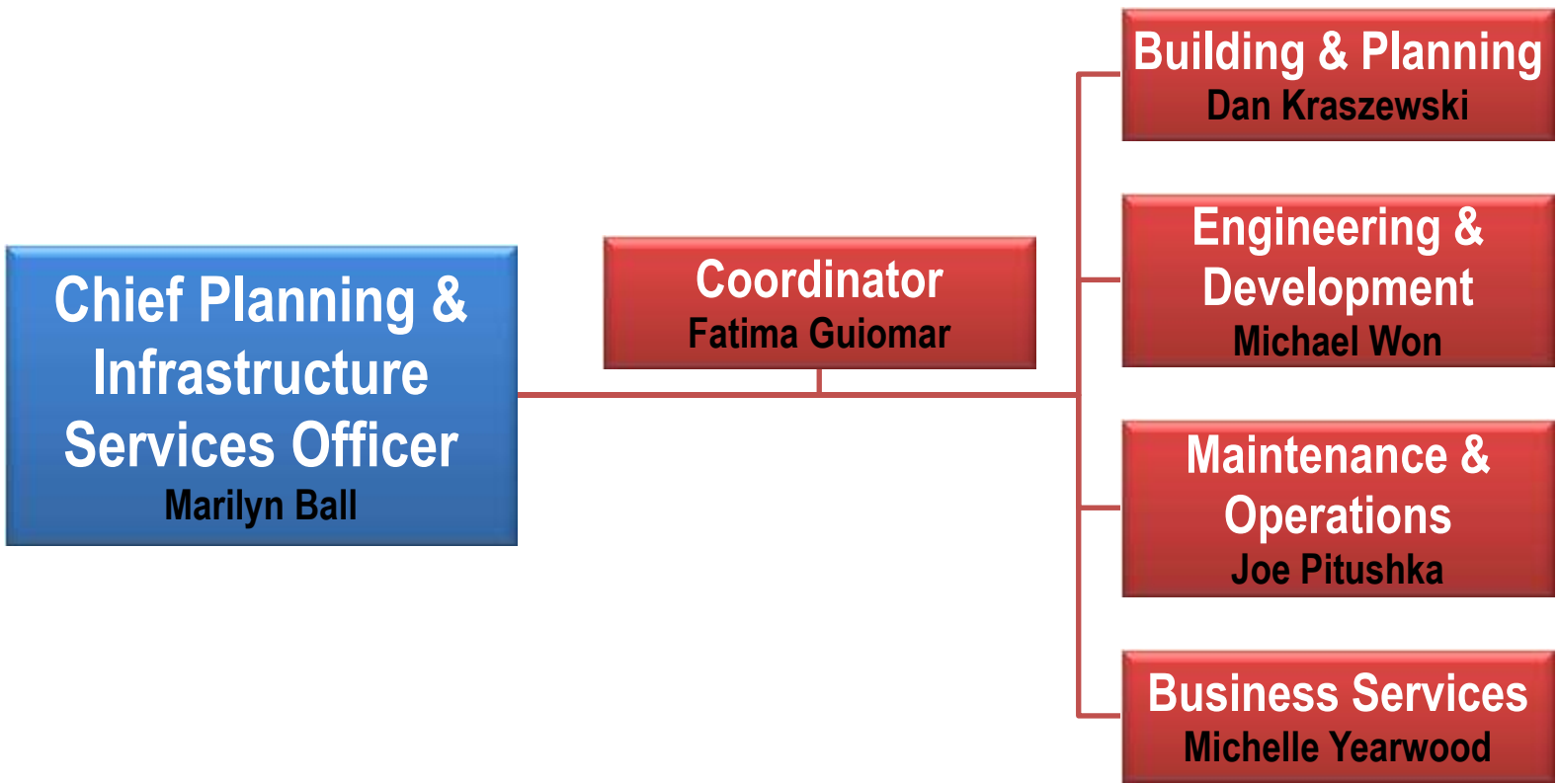


Department Overview

The Planning and Infrastructure Services Department is accountable to plan, design, construct and maintain all assets of the City with optimal coordination to enhance service delivery to the community.

In addition, Planning and Infrastructure Services is responsible for providing professional services and advice to City Council, the public, and the development/building industry on a broad range of items related to planning, building, capital construction, maintenance and operations.

Organizational Structure



Planning and Building

Planning Policy & Growth Management section undertakes long-range planning and policy studies and recommendations to Council to ensure that Brampton's communities are well-planned and designed to meet the needs of residents and businesses, by managing growth effectively and maintaining a healthy and sustainable natural environment.

Development Services section is responsible for all development application review processes and provides professional advice on the division of land, amendments to land use designations and policies, zoning by-law amendments, and site specific planning approvals. Professional recommendations to City Council, the public and the OMB strive to ensure development of quality communities and individual sites that satisfy market demands.

Building section is the regulatory and enforcement arm of the City of Brampton for the administration and enforcement of the Ontario Building Code, including the issuance of permits and completion of mandatory inspections for building construction, water and sanitary systems and on-site sewage systems.



Development and Engineering Services

The Development and Engineering Services Division is responsible for review and approvals of all engineering associated with new development including landscaping approvals, environmental and transportation engineering. This Division also undertakes park and open space planning, engineering and construction.

Key functions:

- Storm water management
- Environmental engineering
- Transportation planning and engineering
- Park design, project management, construction in coordination with Parks maintenance

Maintenance and Operations

The Maintenance and Operations Division is responsible for the maintenance and operation of roads, bridges, storm water, traffic, parks, cemeteries, open spaces, forestry and horticulture infrastructure, and the delivery of animal services programs. It is also responsible for all capital construction on public rights-of-way and water courses.

Key functions:

- Road Construction
- Environmental Assessments for capital projects
- Vehicle and equipment procurement, maintenance and training
- Animal Services and Control
- Parks Maintenance
- Forestry and Horticulture
- Cemeteries
- Winter Maintenance
- Road Maintenance
- Traffic Management and Parking
- Permits and providing inspection
- Street lighting

Business Services

The Business Services Office is responsible for providing financial, business and administrative support and leadership to the department and each of its divisions.

Key functions:

- Financial management including budget coordination, financial reporting, analysis and planning
- Business analysis and advisory services
- Administrative support including payroll and accounting services, standard operating procedures, corporate policy implementation
- Records management
- Information technology business systems development and maintenance
- Audit compliance
- Communications and content management
- Special projects execution and contracts management
- Human Resources planning and administration
- Space planning and coordination

Staff and Financial Overview

| Description | Value |
|--------------------------------|----------------|
| Number of Staff | 939 |
| Operating Budget | \$ 87,598,392 |
| Variance (as of Q3 2014) | \$ 728,067 |
| Labour Budget | \$ 66,108,282 |
| Capital Funds under Management | \$ 880,860,779 |

3. Department Overviews

Public Services

Chief Julian Patteson

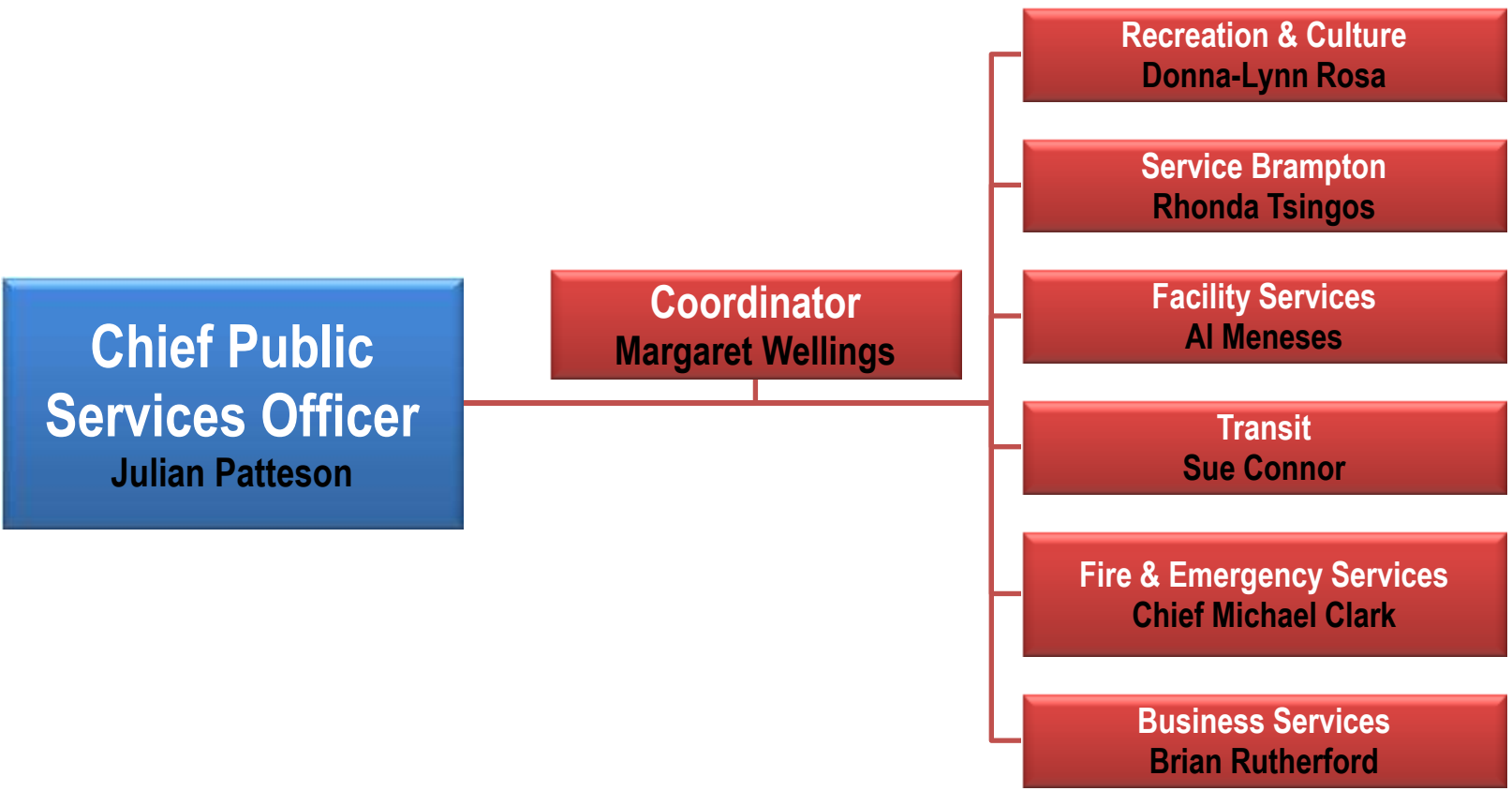
Department Overview

The Public Services Department **plans, operates and manages most of the City's public-facing services**. Delivery of services is organized to support and align with the Strategic Plan. The department's brand and commitment to the delivery of essential services is demonstrated by:

- Enhancing quality of life
- Supporting responsible and sustainable growth management initiatives
- Strategically driving customer service excellence city-wide
- Demonstrating operational excellence
- Promoting civic pride by engaging stakeholders, volunteers and service partners
- Showing leadership in environmental stewardship



Organizational Structure



Recreation and Culture

Recreation and Culture engages the community through the delivery of arts, culture, sports and recreation activities, that positively contribute to healthier communities, through active and well balanced lifestyles.

Key functions:

- Delivery of arts, culture, sports, recreation and volunteer opportunities
- Register approximately 1,800,000 participants
- Support over 5,500 volunteers
- Facilitate over 205,000 rentals (ice, room, floor)
- Rose Theatre presenting series over 60% sold out, already 5% more than entire season last year
- Active Assist Program to remove financial barriers to participation
- 22 Affiliated Youth Groups with over 23,000 participants
- 62 Adult Sport Groups
- Host approximately 60+ Tournaments/Special Events annually

Service Brampton

Service Brampton provides residents, businesses and members of the public with an integrated customer service experience. The Division is responsible for leading the Corporate Customer Service Strategy, providing front line customer service, and supporting City service areas that collect and manage revenue.

Key functions:

- Operating the City's 24x7 Corporate Contact Centre and 3-1-1 Service to process citizen requests for information, programs and services received by telephone, email or online
- Operating the Service Brampton Centre concierge reception and Cashiers service during regular business hours at City Hall
- Delivering Corporate customer service enhancements, related process improvements and training



Facility Services

Facility Services provides support for the development, operation and management of properties and facilities. Responsible for the coordination of the City's building assets including design and project construction management of new buildings, additions and renovations, realty services, facility operations and management, corporate security, asset preservation and strategic facility support services and initiatives.

Facility Services (cont'd)

Key functions:

- Facility capital construction projects
- Capital planning and building assets maintenance
- Administrative space programs and accommodation planning initiatives
- Industry best-practices and corporate standards for all facility and property-related initiatives
- Day-to-day maintenance of the City's facilities and asset preservation plans
- Preventative and demand maintenance contracting
- Energy management, environmental remediation, facility condition assessments, designated substance surveys, green procurement and green building practices
- Corporate security program
- Realty transactions and occupancy agreements

Transit

This Division provides reliable, efficient and accessible transit services for the citizens of Brampton. Transit plays a central role in maintaining mobility and quality of life by supporting objectives such as individual access to employment, education, recreation, culture and health care.

Transit (cont'd)

Key functions:

- Service level enhancements through expansion of conventional and rapid transit service, transit priority solutions, revitalization of urban cores, service in new development areas and seamless coordination with neighbouring transit systems
- Improved transit customer experience through:

| | |
|--|--|
| On-time performance | Minimal cancelled service |
| Improved processing times at Terminals | Cleanliness of buses and shelters |
| Effective marketing and communications | Access to accurate real-time information |
| PRESTO fare payment system | |

- Environmentally responsible Transit system with cleaner technologies, new energy efficiencies and increased transit use
- Facilities and fleet in a state of good repair
- Strategic initiatives and service delivery options that contribute to continuous improvement, sustainability and reliability
- Revenue-generation



Fire and Emergency Services

Fire & Emergency Services achieves the City's three mandated obligations under the Fire Protection and Prevention Act, including: providing education to the public in fire and life safety, providing fire safety standards and code enforcement, and providing emergency response. Brampton's Emergency Management Office also reports directly to the Fire Chief.

Key functions:

- As part of the Joint Fire Communication Centre, Fire & Emergency Services processes emergency calls and dispatches fire vehicles for Brampton, Mississauga and Caledon
- Fire & Emergency Services maintains its fleet of vehicles and its various specialized equipment, ensuring that they are in a state readiness and meeting legislated obligations.

Fire and Emergency Services (cont'd)

Key functions:

- Working out of the Fire and Life Safety Centre, Fire & Emergency Services provides instruction to over 20,000 citizens annually.
- Fire and Emergency Services provides fire code enforcement upon complaint and request for residential and commercial occupancies. Beginning 2014, Fire & Emergency Services also provides annual legislated inspections for all vulnerable occupancies--care homes for seniors and people with disabilities.
- Fire and Emergency Services responds to approximately 18,000 emergencies annually. Those emergencies include medical assists, fires, motor vehicle collisions, hazardous material incidents and technical rescues.

Fire & Emergency Services (cont'd)

Key functions:

- Fire and Emergency Services provides over 60,000 hours of training to its firefighters. The training is delivered at numerous sites, including its state of the art live-fire training building.
- Brampton's Emergency Management Office develops programs to prevent, respond and recover from major emergencies, such as winter storms, flooding, hazardous spills and wide-spread power outages.

Business Services

The Business Services Office is responsible for providing financial, business and administrative support and leadership to the department and each of its divisions.

Key functions:

- Financial management including budget coordination, financial reporting, analysis and planning
- Business analysis and advisory services
- Administrative support including payroll and accounting services, standard operating procedures, corporate policy implementation
- Records management
- Information technology business systems development and maintenance
- Audit compliance
- Communications and content management
- Special projects execution and contracts management
- Human Resources planning and administration
- Space planning and coordination

Staff and Financial Overview

| Description | Value (as of Sept 30, 2014) |
|--------------------------------|-----------------------------|
| Number of Staff (FT & PT) | 4,506 |
| Operating Budget (GROSS) | \$ 257,799,892 |
| Revenues | \$ 94,376,237 |
| Operating Budget (NET) | \$ 163,423,655 |
| YTD Variance | \$ 15,272,347 |
| Labour Budget | \$ 198,192,000 |
| Value of open capital projects | \$ 874,418,693 |

Note: * - numbers in brackets indicates anticipated savings



3. Department Overviews

Corporate Services

Chief Peter Simmons

Department Overview

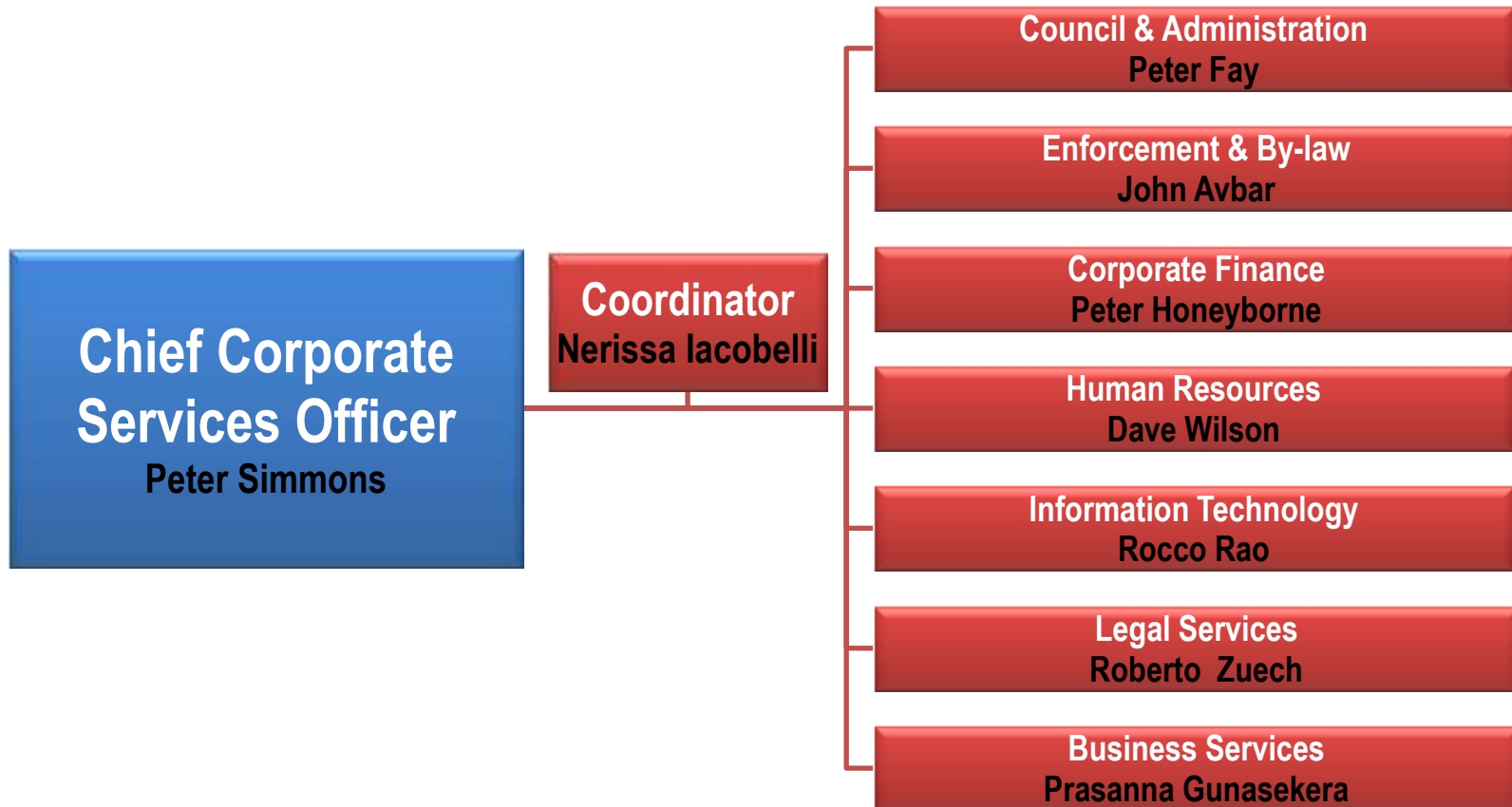
The Corporate Services Department is responsible for the provision of legislative, administrative and support services to City Council, the Corporation and, by extension, the public.

The Department enforces the by-laws passed by City Council, which establish community standards and ensure public safety while providing legal and administrative advice to City Council, the Corporation and departments to protect the legal interests of the Corporation.

Corporate Services develops, manages and coordinates corporate finance and treasury services, and delivers information technology services, solutions and management. The same may be said for the full range of human resource services and products that are developed and applied for the efficient and effective management of the organization.



Organizational Structure



Council and Administration Services

Council and Administrative Services is responsible for providing administrative and legislative services in accordance with legislative requirements in the City Clerk's Office and Provincial Offenses Courts.

Key functions:

- Legislative services
- Management of corporate records and by-laws
- Administration of licences
- Execution of elections
- Administrative support to council
- Court operations
- Information access and privacy management
- Accessibility and multi-lingual services

Enforcement and By-law Services

This Division is responsible for the enforcement of municipal by-laws passed by Council that establish community standards, and ensure a safe and enjoyable City consistent with Brampton's vision "...to be a vibrant, safe and attractive city of opportunity where efficient services make it possible for families, individuals and the business community to grow, prosper and enjoy a high quality of life."

Key functions:

- By-law enforcement
- Property standards enforcement
- Licencing enforcement
- Public education
- Proactive / reactive patrols
- Proactive / reactive patrols
- Maintenance of community standards
- Mobile business licensing
- Parking enforcement

Corporate Finance

The Finance Division has the statutory responsibility to fulfill the duties of the Municipal Treasurer for “handling all the financial affairs of the municipality on behalf of and in the manner directed by Council” (Municipal Act, Sect. 286).

Key functions:

- Departmental budget guidance
- Financial planning
- Reporting and analysis
- Budget management and control
- Risk management
- Investment and cash management
- Taxation
- Revenue billing and collections
- Procurement
- Payroll
- Corporate accounting

Human Resource Services

The coordinator of services and programs that support the Corporation's employees. The division engages staff to promote a safe and productive work environment. They develop and implement policies, programs and services designed to support and promote sound people practices.

Key functions:

- Talent Acquisition and Development
- Compensation and Benefit policies and programs
- Occupational Health, Safety and Wellness policies and programs
- Management of Grievance/Arbitration processes
- Job Design, Job Evaluation and Classification
- Human Resource consulting services
- Disability Management Program
- Human Resources Management Systems
- Union/Management relations and Collective Bargaining
- Administer and interpret Collective Agreements and Human Resources policies

Information Technology (IT) Services

The Information Technology (IT) Division operates in partnership with all City departments.

Key functions:

- Manage corporate technology solutions to deliver city-wide service excellence
- Maintain a secure infrastructure of systems and network resources to support the City's telecommunications and information services
- Manage a Customer Service Web Channel (website) that provides online information, collaboration, e-services and e-commerce to citizens and businesses
- Manage an IT Service Desk to support department and employee technology needs
- Develop and manage strategies for mid-to-long range information and communication technology planning and overall IT budget and Governance

Legal Services

Legal Services Division delivers its services through two sections: Litigation and Administrative Law, including prosecutions, and Real Property and Commercial Law. The Division provides a broad range of legal services to City Council, the Corporation and all departments.

Key functions:

- Advise on legal implications
- Negotiate and conduct legal transactions
- Monitor legislation
- Litigate and prosecute
- Advocate and represent at courts and tribunals

Business Services

The Business Services Office is responsible for providing financial, business and administrative support and leadership to the department and each of its divisions.

Key functions:

- Financial management including budget coordination, financial reporting, analysis and planning
- Business analysis and advisory services
- Administrative support including payroll and accounting services, standard operating procedures, corporate policy implementation
- Records management
- Information technology business systems development and maintenance
- Audit compliance
- Communications and content management
- Special projects execution and contracts management
- Human Resources planning and administration
- Space planning and coordination

Staffing and Financial Overview

| Description | Value |
|--------------------------------|---------------|
| Number of Staff | 450 |
| Operating Budget | \$ 49,119,492 |
| Variance | \$ (570,070)* |
| Labour Budget | \$ 41,221,362 |
| Capital Funds under Management | \$ 50,326,841 |

Note: * - numbers in brackets indicates anticipated savings

3. Department Overviews

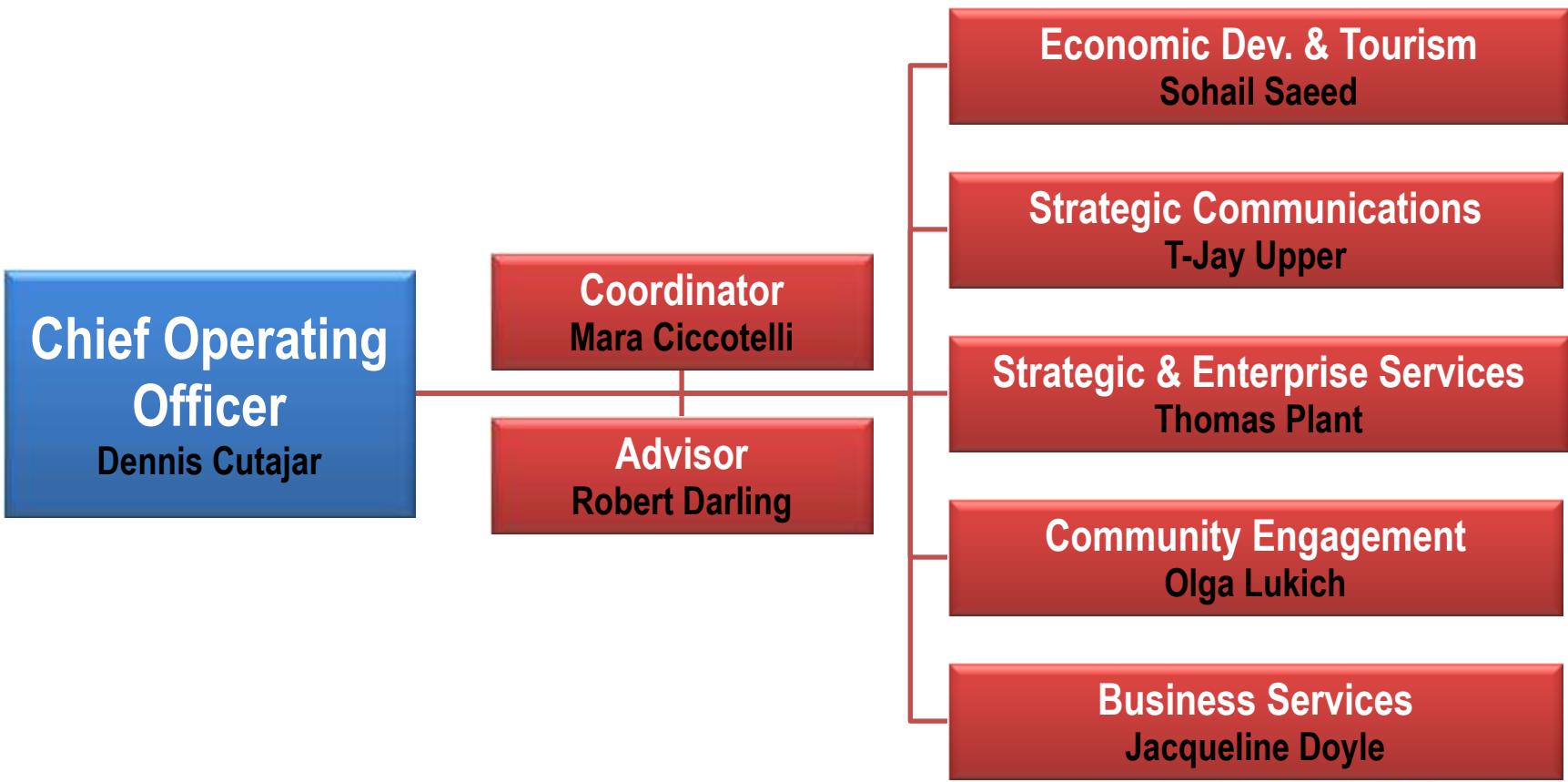
Office of the Chief Operating Officer Chief Dennis Cutajar

Department Overview

Formed in 2013, the mandate of the newly established Office of the Chief Operating Officer is to provide support to the Chief Administrative Officer (CAO) and the Executive Leadership Team on the planning and delivery of corporate programs, projects and services. This Department comprises approximately 65 professionals working from various office locations at Brampton City Hall. The annual net operating budget for this Department is approximately \$8.5 million (2014).

Office of the Chief Operating Officer

Organizational Structure



Economic Development and Tourism

The primary mandate of the Division is to plan and implement activities that serve to support the City's economic development vision, mission and strategic economic goals. The Division is governed by the Economic Development Committee section of the Committee of Council and the Business Attraction and Retention Advisory Committee.

Key functions:

- Business Development and Marketing (International and Domestic)
- Brampton Entrepreneur Centre
- Film and Tourism
- Policy and Research
- Heritage, Arts, Culture and Entertainment (HACE)
Creative Economy Program

Strategic Communications

The Division's mandate is to build, enhance and protect the City's corporate reputation and Flower City brand identity with key internal and external stakeholders and to support the City in achieving its corporate priorities and initiatives through effective communications. To that end, Strategic Communications develops and delivers strategic and corporate communications services to Council and departments. While this Division is aligned with all priorities of the 2013 Strategic Plan, it has roots in the "Serving" priority.

Key functions:

- Communications planning and tactical execution
- Graphic design and production
- Media relations/issues management



Strategic and Enterprise Services

This Division's mandate is to support the CAO and Executive Leadership Team on the planning and implementation of corporate strategic priorities, such as corporate business process review, Strategic Plan Framework review, enterprise initiatives, Office of the Central Area and Festivals and Special Events Office. The Division is aligned with multiple priorities in the 2013 Strategic Plan, including "Growing", "Engaging" and "Serving".

Key functions:

- Management Advisory Services (Corporate Effectiveness and Internal Management Consulting)
- Office of the Central Area
- Festivals and Special Events Office

Community Engagement

The mandate of this Division is to develop a corporate culture of community engagement by building the City's capacity to inform, engage and consult through professional programs, services and products aligned with the City's Strategic Plan, including the "Engaging" priority.

Key functions:

- Outreach Services - Inform and raise awareness of City of Brampton local government
- Survey Research Services - Generate two-way dialogue and measure the pulse of the community on strategic priorities
- City support of the community through goodwill
- Corporate Resource and Advisory Services (operating departments and Council)

Business Services

The Business Services Office is responsible for providing financial, business and administrative support and leadership to the department and each of its divisions.

Key functions:

- Financial management including budget coordination, financial reporting, analysis and planning
- Business analysis and advisory services
- Administrative support including payroll and accounting services, standard operating procedures, corporate policy implementation
- Records management
- Information technology business systems development and maintenance
- Audit compliance
- Communications and content management
- Special projects execution and contracts management
- Human Resources planning and administration
- Space planning and coordination

Office of the Chief Operating Officer

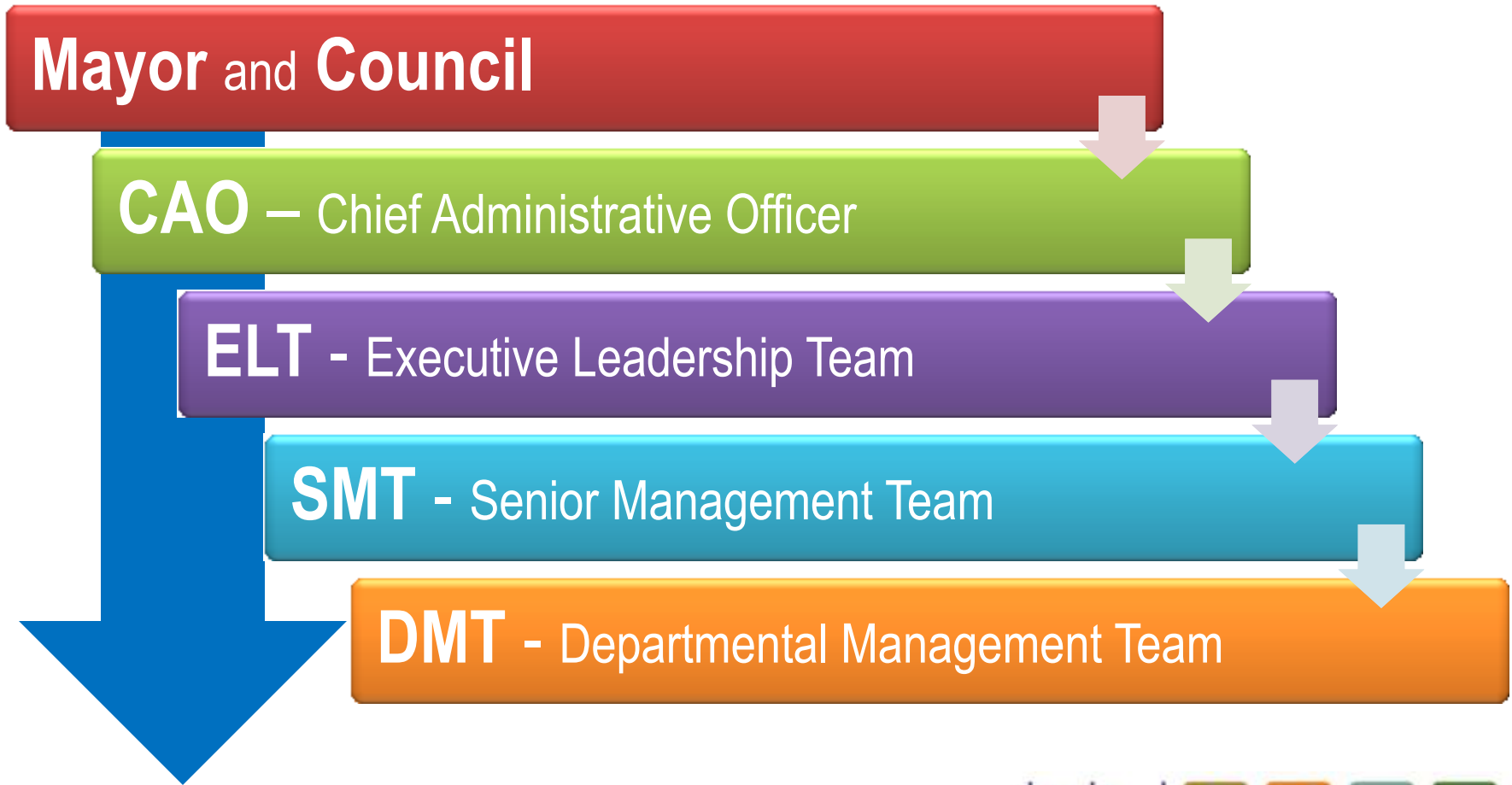
Staff and Financial Overview

| Description | Value |
|--------------------------------|---------------|
| Number of Staff | 67 |
| Operating Budget | \$ 8,539,127 |
| Variance (as of Q3 2014) | \$ (898,231)* |
| Labour Budget | \$ 6,467,514 |
| Capital Funds under Management | \$ 10,083 |

Note: * - number in brackets indicates anticipated savings

4. Governance Structure

4. Governance Structure



4. Governance Structure

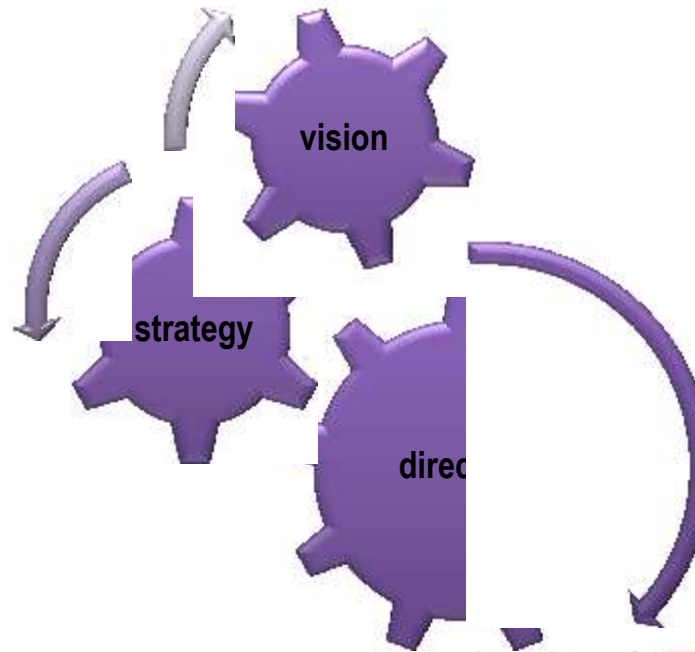
ELT - Executive Leadership Team

Strategic Vision

Corporate Priorities

Public Facing

Advocacy



 City-building
for our future



4. Governance Structure

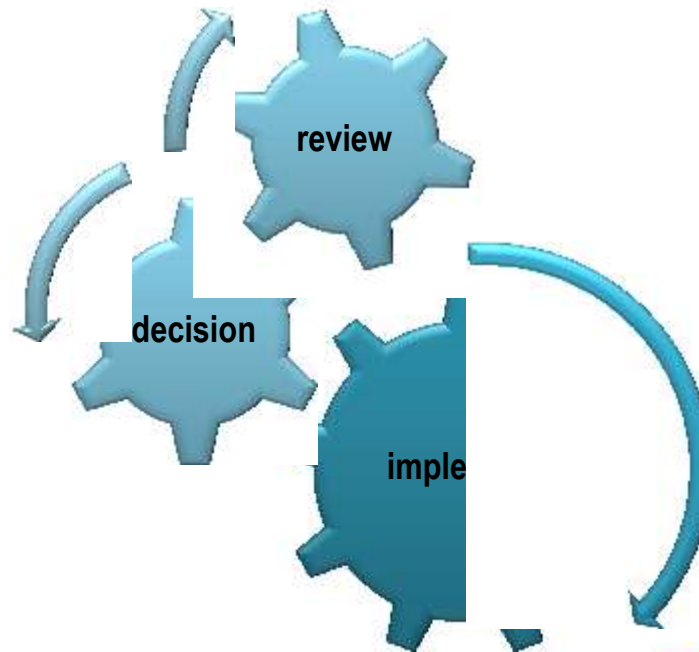
SMT - Senior Management Team

Operations

Decision-Making

Information-Sharing

Service Delivery



 City-building
for our future



4. Governance Structure

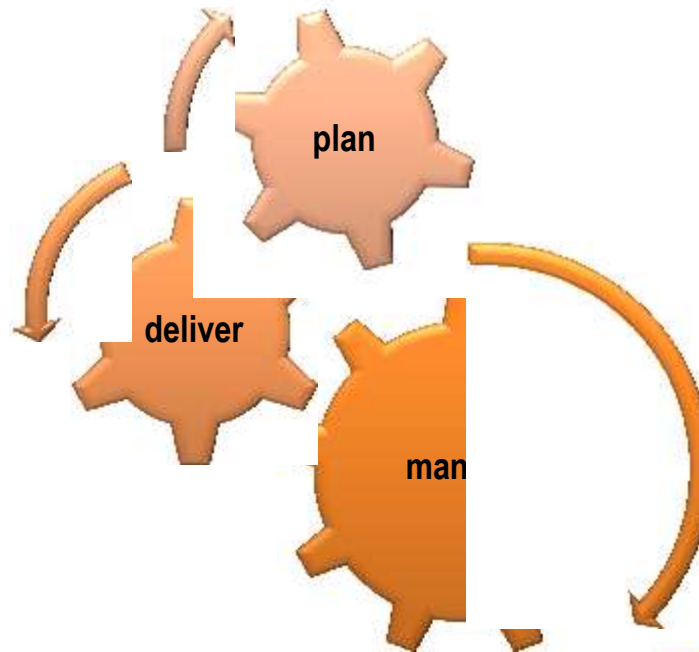
DMT - Departmental Management Team

Service Planning

Capital Delivery

Management

Service Excellence



 City-building
for our future



4. Governance Structure

Definition of Key Responsibilities – Mayor and Council

| | |
|-----------------------|--|
| <p>Mayor</p> | <ul style="list-style-type: none"> • Head of Council and Chief Executive Officer of the corporation • Acts as the representative of the community |
| <p>Council</p> | <ul style="list-style-type: none"> • Represents the public • Develops and evaluates policies and programs • Determines services • Ensures policies and practices are in place to implement Council decisions • Ensures accountability and transparency of operations • Maintains financial integrity |

4. Governance Structure

Definition of Key Responsibilities – ELT

| | |
|----------------------|---|
| <p>CAO</p> | <ul style="list-style-type: none"> • Chair of the Executive Leadership Team • Exercises general operational control and strategic management for efficient and effective City operations |
| <p>Chiefs</p> | <ul style="list-style-type: none"> • Functional orientation towards Mayor and Council and key external stakeholders • Set direction and provides strategic oversight for critical portfolios • Build capability and capacity within the department |

4. Governance Structure

Definition of Key Responsibilities – SMT

| | |
|-----------------------------------|--|
| <p>Executive Directors</p> | <ul style="list-style-type: none"> • Represent the corporation’s strategic priorities / portfolios • Business and administrative affairs management • Lead strategic and business planning of portfolio • Set short and medium-term priorities • Develop policies and ensure compliance • Broad corporate responsibilities in strategic areas • Member of the Senior Management Team (SMT) • Participation at ELT and Council meetings |
| <p>Directors</p> | <ul style="list-style-type: none"> • Plan, deliver, lead and manage service delivery • Ongoing operations management • Customer service and issues management-focused |

4. Governance Structure

Corporate Values



LOYALTY

- We work collaboratively to achieve our corporate vision.

TRUST

- We demonstrate confidence in our colleagues and make responsible decisions.

INTEGRITY

- We perform to the highest standards of ethics and accountability.

RESPECT

- We conduct ourselves in an open, transparent and considerate manner.

5. Council Structure

Municipal Governance

City of Brampton Council

10 Councillors plus the Mayor

- Mayor
- 5 Regional Councillors
- 5 City Councillors



Region of Peel Council

24 Councillors plus the Regional Chair

- Regional Chair (elected by Regional Council)
- City of Brampton, 7 Councillors
 - Mayor
 - 5 Regional Councillors
 - 1 Appointed City Councillor
- Town of Caledon, 5 Councillors
- City of Mississauga, 12 Councillors

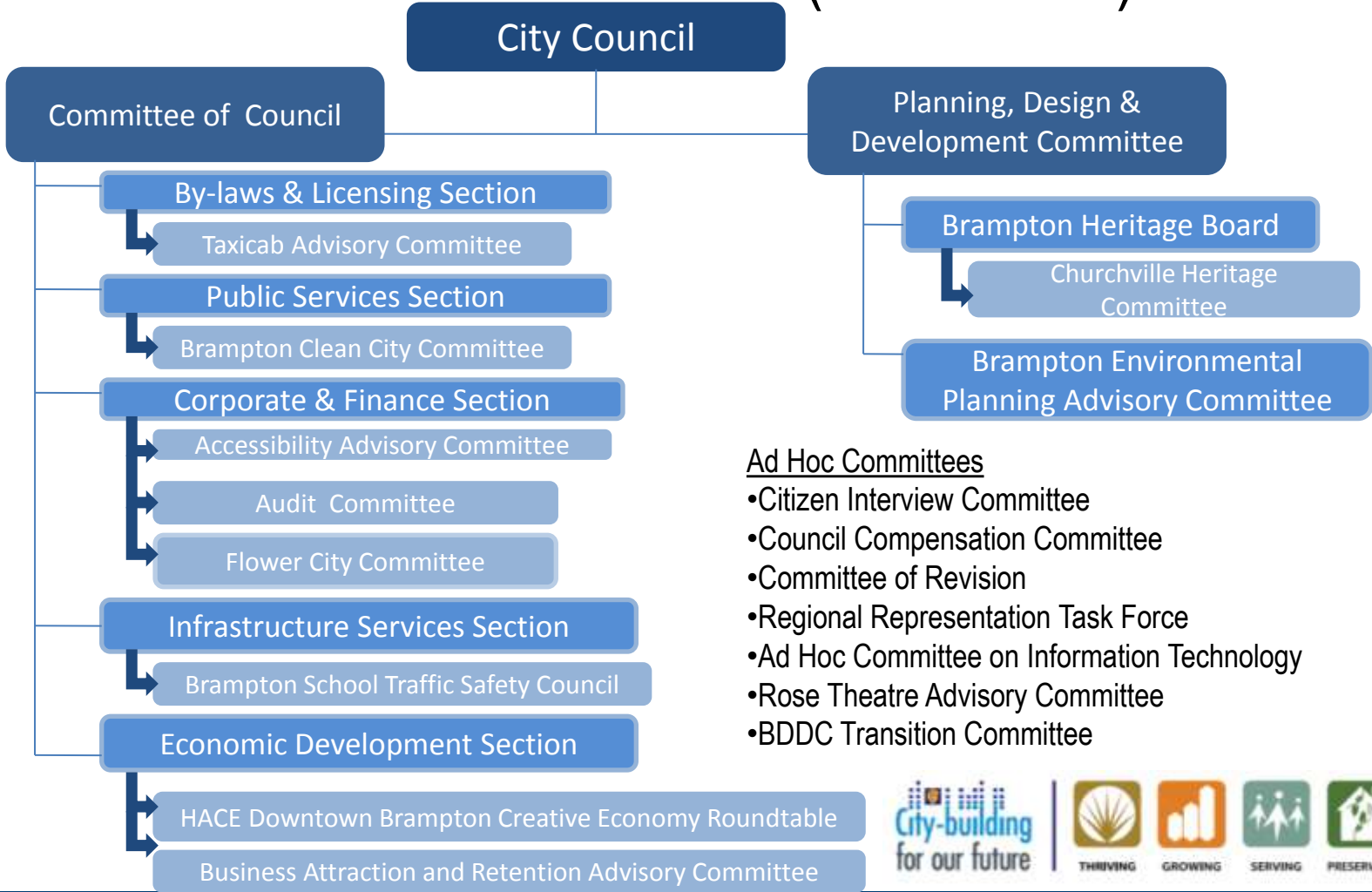


City Council Governance

- City Council makes decisions for the Corporation, unless:
 - authority is assigned to another body or individual, by Provincial statute
 - authority is delegated to another body or individual, by City Council
- City Council receives recommendations, advice and input from:
 - Public
 - Members
 - Staff
 - Committees
- Council makes decisions by voting on Motions (Resolutions) and By-laws

Council Structure

Council-Committee Structure (2010-2014)



Ad Hoc Committees

- Citizen Interview Committee
- Council Compensation Committee
- Committee of Revision
- Regional Representation Task Force
- Ad Hoc Committee on Information Technology
- Rose Theatre Advisory Committee
- BDDC Transition Committee



Proposed Standing Committees

City Council

Community & Public Services Committee

- Chair (1)
- Vice-Chair, Service Brampton and Facilities (1)
- Vice-Chair, Recreation and Culture (1)
- Vice-Chair, Fire Services (1)
- Vice-Chair, Transit Services (1)

Planning & Infrastructure Services Committee

- Chair (1)
- Vice-Chair, Planning (1)
- Vice-Chair, Engineering and Construction (1)
- Vice-Chair, Maintenance and Operations (1)

Corporate Services Committee

- Chair (1)
- Vice-Chair, By-law Enforcement (1)
- Vice-Chair, Corporate and Financial Affairs (1)

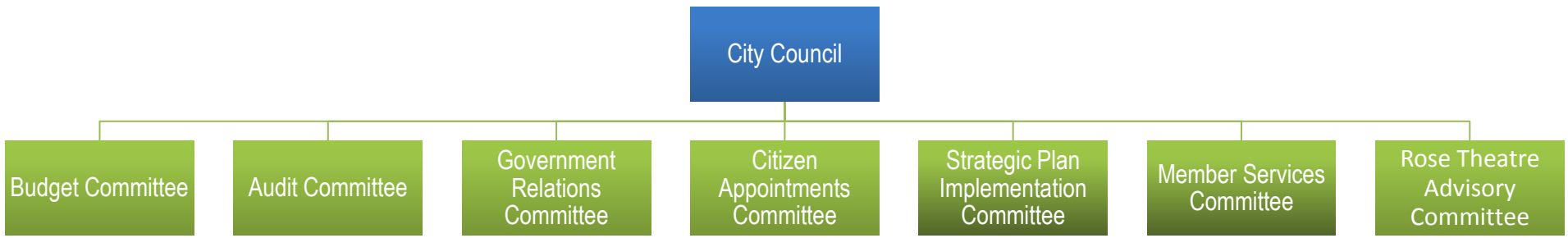
Economic Development Committee

- Chair (1)
- Vice-Chair, Economic Development and Enterprise Services (1)

10 Members on each Standing Committee



Proposed Functional and Ad Hoc Committees



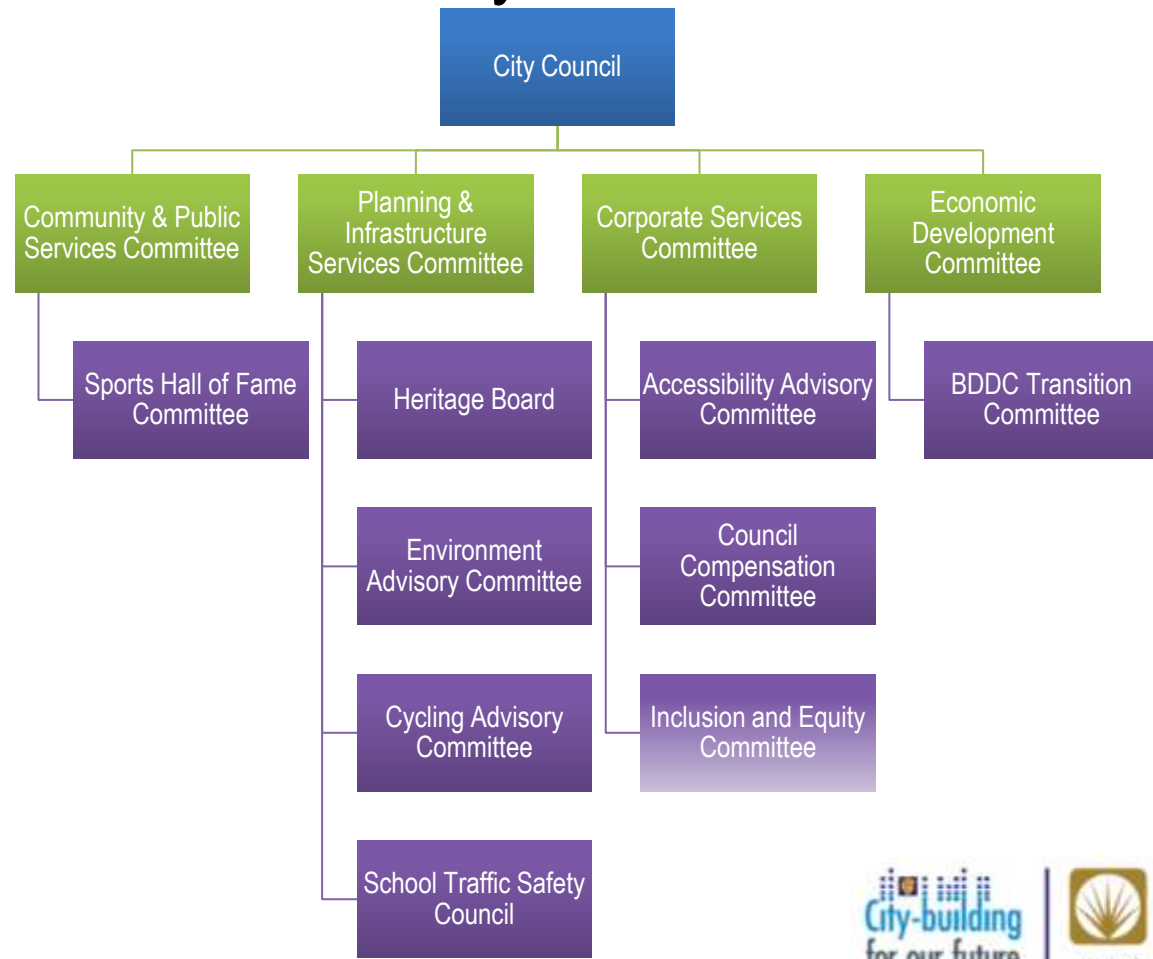
Membership

| | | | | | | |
|-----------|-----------|-----------|-------------|-----------|-----------|-----------|
| 10 | min. 5 | 10 | min. 3 | 10 | min. 5 | min. 5 |
| Quarterly | Quarterly | Quarterly | As Required | Quarterly | Quarterly | Quarterly |

Meetings



Proposed Citizen-based Advisory Committees



Proposed Adjudicative Committees and Administrative Tribunals

Property
Standards
Committee

Brampton Appeal
Tribunal

Committee of
Adjustment

Election
Compliance Audit
Committee

Committee of
Revision

Council Structure

Local Boards / Grant-receiving Organizations

Independent operational boards (with partial annual City funding)

Brampton Public Library

Brampton Downtown
Development Corporation

Subject to Council review resulting
from BDDC Transition Committee work plan

Community-based operational organizations (with partial annual City funding)

Brampton Arts
Council

Brampton Safe
City Association

City-building
for our future



THRIVING



GROWING



SERVING



PRESERVING



ENGAGING

Typical Legislative Meeting Schedule

| JANUARY 2015 | | | | | | |
|--------------|---------------------|-------------------|--------------------------|-----------------------------|--------|----------|
| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
| | | | | 1 | 2 | 3 |
| 4 | 5 PISC | 6 CPSC | 7 EDC CSC | 8 | 9 | 10 |
| | Advisory Committees | | | | | |
| 11 | 12 | 13 | 14 COUNCIL | 15 Region of Peel | 16 | 17 |
| | Advisory Committees | | | | | |
| 18 | 19 PISC | 20 CPSC | 21 EDC CSC | 22 | 23 | 24 |
| | Advisory Committees | | | | | |
| 25 | 26 | 27 | 28 COUNCIL | 29 | 30 | 31 |
| | Advisory Committees | | | | | |



Committee Instructions

- Mayor *ex-officio* of all Council-established committees
- Standing and Functional/Ad Hoc Committees
 - Standing Committees defined in Procedure By-law
 - Functional/Ad Hoc Committees defined by Council-approved terms of reference
 - 2 leadership roles for each Member (Chair/Vice-Chair)
 - “buddy system” between Chair/Vice-Chair and Chief/Division Head
 - Chair introduces Committee Report (actions/minutes) at Council
 - Chair/Vice-Chair rotation at mid-term point

Committee Instructions

- Citizen-based Advisory Committees
 - Criteria-based rules / Council-approved terms of reference:
 - i.e.,
 - aligns with Strategic Plan
 - requires citizen voice
 - broad subject matter
 - emerging issues important to City
 - helps streamline discussion
 - handles work that staff do not regularly perform
 - mandate/work plan can be clearly defined
 - Require annual workplan and results reporting
 - Update Citizen Appointment Policy
 - only police checks for some committees
 - non-resident Brampton business participation

Council Structure

Proposed Meeting

Procedure Amendments

Council Meeting

- Business first – approving Committee recommendations and some new business (find different way to deal with core vs. non-core business)

| Issue/Opportunity | Staff Recommendation |
|--|--|
| Announcements – information-sharing and not a debating point | <ul style="list-style-type: none"> • reinvent as Member Statements |
| Proclamations – ceremonial business | <ul style="list-style-type: none"> • publish outside meetings (web site) and list on agenda for information only |
| Delegations – germaneness / relevance to subject before Council | <ul style="list-style-type: none"> • ask for additional delegations on agenda business at the start of the meeting; no new business delegations at Council meetings |
| Public Question Period – relevancy | <ul style="list-style-type: none"> • delete since amended delegation rules permit delegations “as of right” on agenda business |
| Accountability and Transparency – recognition | <ul style="list-style-type: none"> • include section on Council agenda for reports from Accountability Officers (i.e., Integrity Commissioner, Ombudsman, Auditor-General, Closed Meeting Investigator) |
| Outstanding Business – tracking | <ul style="list-style-type: none"> • track outstanding business / referred matter items from Council (list on agenda) |

Proposed Meeting

Procedure Amendments

Committee Meetings

- Business first - forum for discussion, public input and evaluation (where substantive debate, ideas and questions are discussed)
- Find different ways to facilitate effective and efficient meetings

| Issue/Opportunity | Staff Recommendation |
|--|---|
| Staff Direction – not recorded in minutes if not voted on | <ul style="list-style-type: none"> • direction confirmed through motion, as per existing rule |
| Chair Roles – sectional chairs and meeting chair | <ul style="list-style-type: none"> • Chair/Vice-Chair briefings; Chair/Vice-Chair introduces initiatives and reports at Committee |
| New Business – right forum for Committee discussions and enquiry | <ul style="list-style-type: none"> • continue to permit Councillor discussion items and public delegations on new business (with notice) germane to committee mandate |
| Referred Matters List (RML) – tracking and resolving | <ul style="list-style-type: none"> • permit resolution by means other than staff reports (e.g., Briefing Notes) • RML items unresolved at end of term “disappear” |
| Closed Session – maintaining business confidentiality in keeping with legislation and procedure | <ul style="list-style-type: none"> • Improve tracking and collection methods |

6. Council-Staff Relations

Council – Staff Relations

Role of Head of Council – “Mayor”

To advise Council on:

- administrative and controllership policies, practices and procedures
- accountability and transparency of municipal operations and activities of senior management

To act as Chief Executive Officer (CEO)

- uphold and promote purposes of municipality
- promote public involvement
- act as representative locally, nationally and internationally
- foster activities that enhance economic, social and environmental well-being of municipality and residents

Council – Staff Relations

Role of Council

- to represent the public and consider the well being and interests of the municipality
- to develop and evaluate policies and programs
- to determine the services to be provided
- to ensure that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council
- to ensure accountability & transparency of municipality
- to maintain financial integrity of the municipality
- to carry out the duties of Council under the Municipal Act

Council – Staff Relations

Role of Administration

- to undertake research and provide advice to Council on the policies and program of the municipality
- implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions
- carry out other duties

7. What's next



The week(s) ahead

Orientation Program

Tuesday Bus Tour

- Meet at Flower City Campus (McLaughlin & Queen) at 9:00 am

Thursday Orientation Session

- Alderlea – 9:00 am

The week(s) ahead

December Council and Committee Meetings

- **Monday, December 1 – 8:00 pm**
Inaugural Council Meeting
- **Tuesday, December 2 – 11:00 am**
Special Council Meeting
- **Wednesday, December 3 – 9:30 am**
Committee of Council Meeting
- **Monday, December 8 – 7:00 pm**
Planning, Design & Development Committee Meeting
- **Wednesday, December 10 – 1:00 pm**
Regular Council Meeting

The week(s) ahead

Continued Onboarding and Transition

- **Thursday, November 27**
 - 4:00 pm - walk-through for Inaugural Meeting (Council Chambers)
- **Monday, December 1**
 - 6:00 pm - Council arrival at City Hall for Inaugural Meeting preparation
- **Tuesday, December 2**
 - 9:00 am – Council Office “Meet and Greet”
 - 10:00 am – Member photographs
- **Friday, December 19**
 - Begin Council Office freshening (office painting, etc.)

The week(s) ahead

2015 Orientation and Meetings – continued

Council Workshops

- Monday, January 12, 2015
- Tuesday, January 13, 2015
- Wednesday, January 14, 2015
- Tuesday, January 27, 2015
- Monday, February 9, 2015

Also: Friday afternoon Mini-Sessions




City-building
for our future



Corporate Overview and Structure

THANK YOU!