



**DATE:** March 28, 2006

**REPORT NO.** CAO2006-001

**TO:** Councillor Richard Carpenter, Chair  
Members of the Committee of the Whole

**FROM:** John Brown, Chief Administrative Officer

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**1.0 TYPE OF REPORT:** **CONSENT ITEM** [ ]  
**DISCUSSION ITEM** [ X ]  
**IN CAMERA ITEM** [ ]

**2.0 TOPIC:** ADMINISTRATIVE RESTRUCTURING – PHASE ONE

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**3.0 RECOMMENDATION**

**“THAT** the administrative component of the City’s organizational structure **BE APPROVED** as outlined in Staff Report CAO2006-001.”

AND

**“THAT** the position of Manager of Corporate Policy and Management Practices **BE APPROVED** as outlined in Staff Report CAO2006-001”

AND

**”THAT** staff be authorized to undertake the necessary modifications to the organizational charts and to realign the City’s budgets and accounts to reflect the approved administrative structure.”

AND

**“THAT** the Director of Human Resources forward the approved administrative structure, including the new responsibilities of the positions affected, to Gazda, Houline & Associates Inc. for inclusion as part of the Salary Administration Review.”

**4.0 PURPOSE**

This report has been prepared for the following purposes:

1. To outline a two-phased approach to a restructuring of the “administrative” component of the City’s organization.
2. To outline the results of the first phase of the administrative restructuring dealing with the Chief Administrative Officer and Commissioner levels of the organization.

## **5.0 BACKGROUND**

### **5.1 The Importance of the Organizational Structure**

An organization’s leadership, authority and responsibilities are defined by its formal structure, which includes the division of labour and the coordinating mechanisms used to control and secure the cooperation of individuals. The most visible aspects of the formal structure are the organizational charts, together with the written rules, regulations and procedures of the organization.

The structure of an organization is important to those within and outside of it. The organizational structure is a basic means of achieving the organization’s goals, defining status relationships, channeling communications and influencing relationships with those outside the organization.

For individual employees within the organization, structure is also important. Work responsibilities determine the specific nature, scope and authority of the individual’s position, while the coordinating mechanisms define the work groups or units, by identifying the organization’s hierarchy, the immediate interpersonal relationships of the individual, and the opportunities for job growth and advancement.

### **5.2 Why is Organizational Change Occurring at the City?**

Over time, all organizations (including municipal governments) evolve as a result of the following changes to their operating environment:

- The need to improve the decision-making process.
- Increases/decreases in responsibilities or functions.
- The realignment of or changes in corporate focus or direction.
- The desire for better utilize the organization’s personnel and other resources.
- The need for more effective and efficient management systems.

Municipal governments are organizations, which vary in size and complexity (i.e. upper tier, lower tier, separated cities). In spite of these variations, all municipal government organizations include the following two structural components:

1. First is the “political” component, which consists of the members of the municipal council; the various boards and committees; and the rules,

processes and procedures that apply to this component of the municipality's organizational structure.

2. Second is the "administrative" component, which consists of the employees, together with the rules, processes and procedures that apply to this component of the municipality's organizational structure.

As a result of the City's changing operating environment, Council requested that staff commence a process of organizational change. This process of change has already commenced with the recently completed "Governance" review. This review focused on the "political" component of the City's organizational structure, and identified improvements to the decision-making structure, processes, and procedures. A major improvement identified in this review was the shift from a Sector Committee/Council model to a Committee of the Whole/Council model currently being implemented.

The current "administrative" structure was established in 1999 and was developed to reflect the former Sector Committee/Council "political" structure that was established at that time. In addition to the recent changes to the City's "political" structure, the City has also experienced changes in its operating environment since the "administrative" structure was established in 1999. Some of these changes are as follows:

- The City has been downloaded new responsibilities from the Provincial Government (i.e. land ambulance, and increased involvement in the provision of social services).
- The City provides new functional areas that have expanded the City's range of services (i.e. downtown revitalization, and brownfields).
- City Council desires to have a more "corporate and strategic focus" for both the "political" and "administrative" components of the organization.
- City Council wishes to seek ways for the administration to operate in a more effective and efficient manner.

Supporting the need for a review of the current organizational structure is the fact that, organizations should not be looked at as a static entity but rather as organisms that need to adapt to a continually changing environment. During this process of evolution, the opportunity to step back and review whether its structure needs to be modified to reflect the changing environment is beneficial. The following events suggest that taking such an opportunity is timely:

1. The hiring of a new Chief Administrative Officer just over a year ago, with a mandate to refocus the City's administration and establish a new corporate direction.
2. The undertaking and implementation of a "Governance" review that examined and identified opportunities to change the "political" component of the City's organizational structure.

3. The previously noted changes to the operating environment of the “administrative” component of the City’s organizational structure that have occurred since 1999.
4. The unexpected and unfortunate passing of Doug Wilson, former Commissioner of Corporate Services, in May 2005 and the current assignment of the Commissioner of Corporate Services function to the CAO on an interim basis.

## **6.0 STRATEGIC PLAN CONTEXT**

Goal #4 of the Strategic Plan “Excellence in Governance and Municipal Management” includes the following Long Term Desired Outcome:

“Brantford will be recognized as a fiscally responsible and well managed City that provides efficient and effective government services.”

A review of the “administrative” component of the City’s structure is a continuation of the organizational change process that started with the “Governance” review of the “political” component of the organization. A municipal government structure that includes contemporary “political” and “administrative” components is important in improving the City’s ability to be a better managed organization consistent with this Long Term Desired Outcome of the Strategic Plan.

## **7.0 AN APPROACH TO REFOCUS THE CITY’S ADMINISTRATIVE STRUCTURE**

There are many factors that must be taken into account when considering any restructuring of an organization. Some of the issues that would be included as part of a comprehensive restructuring include the following:

- How decisions are made and who is ultimately involved.
- The hierarchy of staff.
- The resources available to Council within senior management and the expertise that is made available to the public.
- The span of managerial control.
- The availability of managers to their subordinates.
- The ability to monitor the pulse of the organization including the numerous and varied functional areas within the organization.
- The flow and effectiveness of communications.
- The control of decision-making and advice.

Such a “comprehensive” restructuring is extensive in its scope and its implementation would take a significant amount of time and resources. With the many other “Repositioning Projects” that are currently taking place, the necessary resources to undertake a comprehensive review are not available at this time.

However, with the CAO’s normal responsibilities, plus the added responsibilities of the Commissioner of Corporate Services, there is an immediate need to commence at least with a portion of the review of the administrative structure. Therefore, staff suggests a two-phased approach that would include the following:

Phase One: An initial administrative review with the primary focus being at the CAO and Commissioner levels, as well as the functional areas under of the CAO’s Office and the Corporate Services Commission.

Phase Two: A detailed comprehensive administrative review that would deal with all levels and functional areas within the organization. This Phase is anticipated to take place as part of the 2007 Work Plan and would likely be undertaken by a review team consisting of staff from across the organization.

## **8.0 THE CURRENT ADMINISTRATIVE STRUCTURE**

### **8.1 The CAO/Four Commission Structure**

As was previous noted, the current administrative component of the City’s organizational structure was established in 1999 when the “Sector Committee/Council” was introduced. The structure includes the Chief Administrative Officer (CAO) as the administrative leader of the organization. The Service Review identified a total of 189 services provided by the City. The various functional areas of the organization that provide these City services are allocated into one of four “Commissions”. A “Commissioner” is responsible for each of the Commissions. A detailed listing of the functional areas reporting to the CAO and to each of the Commissioners is illustrated on **Attachment “1”**:

The CAO and four Commissioners also form the City’s senior management team. This team meets weekly to discuss the corporate and operational activities and issues affecting the City. Other staff from the organization is requested to attend these meetings on an individual basis to deal with specific issues.

### **8.2 Analysis of the CAO/Four Commission Structure**

For the past nearly seven years, the CAO/Four Commission model has generally been a useful administrative structure for the City. However, there is merit in

reviewing the current administrative structure to take advantage of improvement opportunities for the following reasons:

1. The recent change in the “political” component from the previous “Sector Committee/Council” structure to the “Committee of the Whole/Council” structure provides an opportunity to rethink of the current administrative structure.
2. In addition to the four Commissioners reporting to the CAO, the current structure also includes the following functional areas reporting directly to the CAO: Sanderson Centre, Golf Operations, Fire Department, Downtown Action Committee and Brantford Power and Energy Inc., as well as the liaison function for several outside agencies. With City Council's desire for organizational change, the CAO's attention is focused on corporate and strategic issues. While the functional areas currently reporting to the CAO are important to the organization and community, some are not of a “corporate” nature. Therefore, there may be an opportunity to realign the functional areas currently reporting to the CAO to one of the other Commissions so that those reporting directly to the CAO would better reflect the corporate and strategic focus of the position.
3. Currently the CAO and Commissioners form a management team and this team meets weekly to discuss the corporate and operational activities and issues affecting the City. With greater focus being placed on the City's corporate and strategic issues, the possible expansion of the management team to permanently include additional staff expertise could be considered.
4. When the current CAO/Four Commission structure is reviewed from a “functional area” perspective, there may be opportunities to better balance the functional areas between the CAO and the Commissions.

## **10.0 THE PROPOSED ADMINISTRATIVE STRUCTURE**

### **10.1 The CAO/Three Commission Structure**

Staff's review has identified reasons why there may be opportunities to improve the current “CAO/Four Commission” structure as a result of the City's changing operating environment. Therefore, staff concludes that such opportunities should be investigated.

With respect to the administrative structures of municipalities, there are no blueprints that identify that one structure is better than another. Therefore, while there may be similarities between the administrative structures of municipalities, there are more likely to be features that vary greatly. This is particularly true for this municipality, which is a separated city, and provides a larger range of services than most other municipalities that are generally part of a two-tier local

government system. For the most part, a municipal government organization selects an administrative structure that best reflects its services and responsibilities.

Staff concludes that the proposed administrative structure should continue to be based on the "CAO/Commission" structure, but that it include the CAO and three rather than four Commissions. The details of the proposed structure are illustrated on **Attachment "2"**.

This proposed structure includes several important components that warrant being highlight as follows:

### General Structure

- The establishment of a three Commission structure results from the elimination of the Corporate Services Commission.
- The CAO Office and the three Commissions are renamed as follows:
  - CAO Office to **City Manager's Office**
  - Social Service Commission to **Public Health, Safety and Social Services Commission**
  - Community Development Commission to **Community Development Services Commission**
  - Engineering, Public Works, Parks and Recreation to **Engineering and Operational Services Commission**
- The Chief Administrative Officer's title would be changed to City Manager and the Commissioners' titles would be changed to General Manager to reflect the need to strengthen the management and strategic responsibilities of these positions.
- With the City Manager and General Managers focusing on management and strategic issues, the directors and managers of the individual functional areas will be responsible for the leadership and management of their respective functional areas.
- **Guiding Principle #1 – Clustering of Functional Areas:** functional areas that have been realigned from either the CAO or Corporate Service Commission have been placed with functional areas that have a direct working relationship with each other or that logically fit together.
- **Guiding Principle #2 – Balancing of Functional Areas:** functional areas will be "balanced" between the City Manager's Office and the three Commissions.

### The City Manager's Office

- Under the new structure, the role and authority of the City Manager will remain unchanged from that of the Chief Administrative Officer.
- The functional areas reporting to the City Manager have changed to reflect a corporate and strategic focus and these functional areas include the following:
  - Corporate Policy & Management Practices
  - Human Resources
  - Health & Safety
  - Accounting
  - Purchasing
  - Budgets & Financial Analysis
  - Property Tax
  - Legal
  - Real Estate
  - Provincial Offences Office
  - Legislative & Administrative Services
  - Records & Mail Services
  - Licensing & Enforcement
  - Insurance & Risk Management
  - Brantford Power & Energy Inc.
- The functional areas reporting to the City Manager are of a corporate or strategic nature. However, the list is quite extensive.

### Corporate Policy and Management Practices

- All of the operational functional areas reporting to the City Manager's Office were formerly part of the Corporate Services Commission, with the exception of a newly created Corporate Policy and Management Practices functional area. With the increased responsibility of the City Manager to lead these functional areas, it will be difficult to oversee the corporate and strategic organizational change initiatives that City Council wishes to undertake. The new Corporate Policy and Management Practices functional area will be responsible for overseeing these initiatives, and will require the establishment of a new permanent staff position to undertake this function. This new position would be at the manager level.

### The Management Team

- Currently the CAO and Commissioners form the City's senior management team and this team meets weekly to discuss the corporate and operational activities and issues affecting the City. The proposed structure will expand this management team in order to ensure that those who have the relevant expertise and key pieces of information are at the decision-making table when

it comes to the corporate and strategic issues of the organization. In addition, the expansion of the management team will provide individuals beyond the City Manager and General Manager levels with experience in and an understanding of the corporate and strategic issues facing the City. This expertise and understanding will assist in succession planning at this level of the organization. The expanded management team, to be known as the Senior Management Committee, would include the following positions:

- City Manager
- General Manager - Community Development Services
- General Manager - Engineering and Operational Services
- General Manager - Public Health, Safety and Social Services
- President & CEO, Brantford Power Inc.
- City Clerk
- City Treasurer, Director of Finance
- Director of Human Resources
- Director of Legal and Real Estate
- The newly created position for Corporate Policy and Management Practices

#### Public Health, Safety & Social Services Commission

- This Commission includes the functional areas that were in the former Social Services Commission, plus the Brantford Fire Department as well as the liaison function to the following outside agencies:
  - Brantford Police Services
  - Brantford Public Library
  - Brant County Health Unit
  - Brant County Land Ambulance
  - John Noble Home/St. Joseph's Lifecare Centre
- Guiding Principle #1 (Clustering of Functional Areas) was used to group the outside agencies together. Each of these agencies has a liaison relationship from a governance perspective and is solely or partially funded by the City. It should be noted that the liaison function would continue and that there would be no change in reporting authority or governance for these outside agencies.
- In addition, Brantford Fire Department was realigned to this Commission with the other public safety and emergency services of Police, Land Ambulance and the Health Unit.
- The General Manager of this Commission has had an excellent working relationship with the City of the County of Brant as part of the four existing jointly funded Social Service functional areas that currently report to this General Manager. This good working relationship is an additional reason for

the inclusion of the liaison function for the five outside agencies, some of which are currently jointly funded by both municipalities.

- The four functional areas that were formerly part of the Social Services Commission will continue to report to City Council through the Social Service Committee. The other functional areas that have been added to create the new Public Health, Safety & Social Services Commission will report to City Council through the Committee of the Whole.

#### Community Development Services Commission

- This Commission includes the functional areas that reported through the former Community Development Commission, plus the following:
  - Information Technology
  - Growth Management
  - Sanderson Centre
  - Downtown Action Committee
- Guiding Principle #1 (Clustering of Functional Areas) was used for the areas of Growth Management, Sanderson Centre and Downtown Action Committee as they each have a direct working relationship with other functional areas in this Commission.
- Both Guiding Principle #1 (Clustering of Functional Areas) and Guiding Principle #2 (Balancing of Functional Areas) were used to realign the functional area of Information Technology to this Commission. Guiding Principle #1 was used to group together this functional area with the functional area of Corporate Communications to take advantage of the synergies related to the maintenance of the City's web site and the computer graphic design skills of the Communications area. Guiding Principle #2 was also used in this instance to balance functional areas between the City Manager and the other three Commissions. The realignment of this functional area to this Commission was discussed with the Director of Information Technology and the General Manager of Community Development Services. Both agreed with the proposed realignment of this functional area.
- All of the functional areas in this Commission will report to City Council through the Committee of the Whole.

#### Engineering & Operational Services Commission

- This Commission includes the functional areas that reported through the former Engineering, Public Works, Parks & Recreation Commission, plus the following:

- Property Management
  - Brantford Municipal Airport
  - Brantford Farmers' Market
  - Golf Operations
- To assist the CAO in dealing with the increased workload as Acting Commissioner of Corporate Services, the functional areas of Property Management, Brantford Municipal Airport and Brantford Farmers' Market have reported through this Commission for the past six months. The temporary realignment of these functional areas to this Commission was seen as being as an effective fit as these functions are similar to the other building and infrastructure related functional areas in this Commission. This temporary realignment has worked well for the past six months. Therefore, it is proposed that these functional areas be permanent realigned to this Commission.
  - Guiding Principle #1 (Clustering of Functional Areas) was used to include Golf Operations in this Commission with the other functional areas related to parks and recreation activities.
  - All of the functional areas in this Commission will report to City Council through the Committee of the Whole.

The City's Finance Department has advised that the modifications to the administrative structure will require realignment of the City's budget and accounts to reflect the proposed structure. A resolution has been included as part of the recommendation authorizing staff to initiate the necessary realignment of the City's budget and accounts to reflect the modifications to the administrative structure that are approved by City Council.

The City's Human Resources Department is undertaking a Salary Administration Review of all Exempt (non-union) Positions. As part of the Salary Review, the City has retained the services of Gazda, Houlne & Associates Inc. Should City Council approve modifications to the administrative structure, the approved structure including the new responsibilities of the positions affected, would be referred to the City's consultant so that they would have the most up-to-date information. A resolution dealing with this matter has also been included as part of the recommendation.

## 11.0 INPUT FROM OTHER SOURCES

A draft version of the proposed administrative structure was discussed with the Commissioners as well as with each of the Directors of the functional areas and those responsible for the five outside agencies that are proposed to be realigned to a different part of the administrative structure. In all cases, these individuals viewed the proposed administrative structure in a positive way.

The same draft version of the proposed administrative structure was presented to City Council at its Retreat held on March 2, 2006. The draft structure appeared to be received positively from all the members of Council attending the Retreat.

At the Council Retreat, there were suggestions made to realign additional functional areas beyond those included in Phase One of the review. As was previously noted in this Report, a comprehensive restructuring of the City's administrative structure is warranted. However, with the many other "Repositioning Projects" that are currently taking place, the resources to undertake a comprehensive restructuring (using internal not external resources) are not available. Therefore, staff proposes a two-phased approach to review the administrative structure. This Report deals with Phase One only. Therefore it is intended that the suggestions made by members of Council at the Retreat will be considered by staff as part of the analysis in the second phase of the administrative review anticipated to take place in 2007.

However, if City Council wishes to realign functional areas below the Director level as part of the first phase of the administrative review, the following resolution could be considered to reflect this change:

"THAT the administrative component of the City's organizational structure BE APPROVED as outlined in Staff Report CAO2006-001, together with the following functional areas also being realigned:

1. (name of functional area) to (name of Commission)."

AND

"THAT staff be authorized to undertake the necessary modifications to the organizational charts and to realign the City's budgets and accounts to reflect the approved administrative structure."

AND

"THAT the Director of Human Resources forward the approved administrative structure, including the new responsibilities of the positions affected, to Gazda, Houlne & Associates Inc. for inclusion as part of the Salary Administration Review."

## 12.0 IMPLEMENTATION

The implementation of the proposed administrative structure will take place in an incremental manner in order to minimize costs and disruptions to Council, the community and staff. In anticipation that City Council will approve a modified

administrative structure at its meeting scheduled for April 10, 2006, the following is an implementation timetable for the approved structure:

1. The renaming and realignment of functional areas to new reporting Commissions will become effective as of May 1, 2006.
2. The expanded management team (Senior Management Committee) will be effective immediately following City Council's approval.
3. The City's organizational charts will be updated and available by June 2006.
4. Any modifications necessary to the City's budgets and accounts to reflect the approved administrative structure will be undertaken in time for staff to prepare their 2007 budget submissions.
5. To minimize costs, all existing written material such as letterhead and business cards will be utilized before this material is modified to reflect changes resulting from the approved administrative structure.

### **13.0 FINANCIAL IMPLICATIONS**

As a result of the proposed realignment of some functional areas between the City Manager and three General Managers, the elimination of the former Commissioner of Corporate Services position, and the creation of a new position with the responsibility of Corporate Policy and Management Practices, there is an anticipated reduction in the salary compensation component of the City's Operating Budget as a result of the proposed administrative structure.

### **14.0 CONCLUSION**

The City's recently adopted Community Strategic Plan includes a goal of "Excellence in Governance and Municipal Management". In order to achieve this goal, the Strategic Plan identifies a number of "Long Term Desired Outcomes" and "Strategic Actions". The realization of these Outcomes and the implementation of these Actions will require the City to undertake organizational change.

The organizational structure that is the Corporation of the City of Brantford includes a "political" and "administrative" component. The process of organizational change and renewal commenced with the "Governance" review of the "political" component of the organization in 2005. The continuation of the change process of the City's organizational structure is outlined in this report, and includes a two-phased approach to undertaking a restructuring of the "administrative" component of the City's organization.

This report also outlines the results of the first phase of the administrative review, which proposes an administrative structure that includes the following:

- The establishment of a three Commission structure resulting from the elimination of the Corporate Services Commission.
- The CAO Office and the three Commissions are renamed as follows:
  - CAO Office to City Manager's Office
  - Social Service Commission to Public Health, Safety and Social Services Commission
  - Community Development Commission to Community Development Services Commission
  - Engineering, Public Works, Parks and Recreation to Engineering and Operational Services Commission
- The Chief Administrative Officer's title would be changed to City Manager and the Commissioners' titles would be changed to General Manager to reflect the management and strategic focus of these positions.
- With the City Manager and General Managers focusing on management and strategic issues, the directors and managers of the individual functional areas will be responsible for the leadership and management of their respective functional areas.
- The use of Guiding Principle #1 – Clustering of Functional Areas: functional areas that have been realigned from either the CAO or Corporate Service Commission have been placed with functional areas that have a direct working relationship with each other or that logically fit together.
- The use of Guiding Principle #2 – Balancing of Functional Areas: functional areas have been “balanced” between the City Manager's Office and the three Commissions.

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Gregory J. Dworak  
Senior Policy Analyst

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John Brown  
Chief Administrative Officer

attach. 1 – Current Administrative Structure

attach. 2 – Proposed Administrative Structure – Phase One

## ATTACHMENT #1 CURRENT ADMINISTRATIVE STRUCTURE

### Chief Administrative Officer

- Brantford Power & Energy Inc.
- Sanderson Centre
- Golf Operations
- Fire Department
- Downtown Action Committee

#### Liaison – Outside Agencies

- Brantford Police Services
- Brantford Public Library
- Brant County Health Unit
- Brant County Land Ambulance
- John Noble Home/St. Joseph's Lifecare Centre

### Commissioner – Social Services

- Income Support
- Employment Services
- Social Housing
- Child Care

### Commissioner – Community Development

- Development Approvals
- Heritage
- Policy Planning
- Downtown Revitalization
- Brownfields
- Building Inspection
- Property Standards Enforcement
- Economic Development
- Business Resource Centre
- Tourism
- Brantford Cultural Network
- Corporate Communications
- Corporate Customer Service

### Commissioner – Corporate Services

- Human Resources
- Health & Safety
- Legal
- Real Estate
- Provincial Offences Office
- Legislative & Administrative Services
- Records & Mail Services
- Licensing & Enforcement
- Insurance & Risk Management
- Property Management
- Brantford Municipal Airport
- Brantford Farmers' Market
- Information Technology
- Accounting
- Purchasing
- Budgets & Financial Analysis
- Property Tax

### Commissioner – Engineering, Public Works, Parks & Recreation

- Design & Construction
- Parking
- Fleet
- Transit
- Transportation
- Infrastructure Maintenance
- Subdivision Development
- Solid Waste Management
- Sanitary Sewers & Pollution Control
- Water
- Operation Lift
- Parks Operations & Development
- Aquatics & Sports Facilities
- Tournament Capital of Ontario
- Bell Homestead
- Cemeteries
- Community Recreation

## ATTACHMENT #2 PROPOSED ADMINISTRATIVE STRUCTURE – PHASE ONE

Note: Functions in *italics* have been added to the specific reporting responsibility.

### City Manager

- *Corporate Policy & Management Practices*
- *Human Resources*
- *Health & Safety*
- *Accounting*
- *Purchasing*
- *Budgets & Financial Analysis*
- *Property Tax*
- *Legal*
- *Real Estate*
- *Provincial Offences Office*
- *Legislative & Administrative Services*
- *Records & Mail Services*
- *Licensing & Enforcement*
- *Insurance & Risk Management*
- *Brantford Power & Energy Inc.*

### General Manager – Public Health, Safety & Social Services

- Income Support
- Employment Services
- Social Housing
- Child Care
- *Brantford Fire Department*

#### *Liaison – Outside Agencies*

- *Brantford Police Services*
- *Brantford Public Library*
- *Brant County Health Unit*
- *Brant County Land Ambulance*
- *John Noble Home/St. Joseph's Lifecare Centre*

### General Manager – Community Development Services

- Development Approvals
- Heritage
- Policy Planning
- Downtown Revitalization
- Brownfields
- Building Inspection
- Property Standards Enforcement
- Economic Development
- Business Resource Centre
- Tourism
- Brantford Cultural Network
- Corporate Communications
- Corporate Customer Service
- *Information Technology*
- *Growth Management*
- *Sanderson Centre*
- *Downtown Action Committee*

### General Manager – Engineering & Operational Services

- Design & Construction
- Parking
- Fleet
- Transit
- Transportation
- Infrastructure Maintenance
- Subdivision Development
- Solid Waste Management
- Sanitary Sewers & Pollution Control
- Water
- Operation Lift
- Parks Operations & Development
- Aquatics & Sports Facilities
- Tournament Capital of Ontario
- Bell Homestead
- Cemeteries
- Community Recreation
- *Property Management*
- *Brantford Municipal Market*
- *Brantford Municipal Airport*
- *Golf Operations*