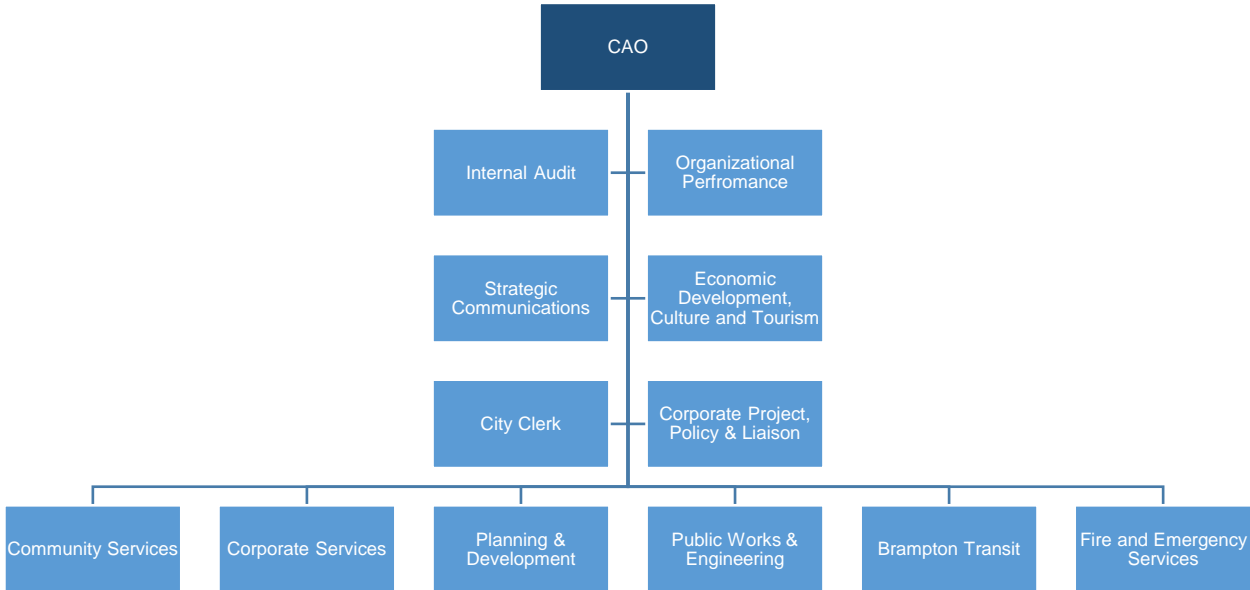


Appendix A: Environmental Scan – CAO Direct Report Count (2019)

City	Population (2016)	Area (Square Kms)	Type of Municipality	CAO Direct Reports*
Toronto	2,731,571	630.2	Single Tier	7
Ottawa	934,243	2,790.2	Single Tier	9
Mississauga	721,599	292.4	Lower Tier	7
Brampton	593,638	266.3	Lower Tier	12
Hamilton	536,917	1,117.2	Single Tier	6
London	383,822	420.6	Separated City	8
Markham	328,966	212.6	Lower Tier	5
Oshawa	308,875	145.7	Lower Tier	8
Vaughn	306,233	273.5	Lower Tier	9
Kitchener	233,222	136.8	Lower Tier	5

* As assessed by published organizational charts on websites or budget documents.

Appendix B: Organizational Chart –CAO – 12+ Direct Reports (Pre – Realignment)



Appendix C: Modernized Organizational Chart – CAO – 10 Direct Reports (Post realignment)

