

Date: 2022-04-13

Subject: **Modernizing the City of Brampton's Policies and Practices – Governing Policy 1.1.0 Updates and Overview of the Corporate Policy Program**

Contact: Mikkel Marr,
Acting Director, Corporate Projects, Policy & Liaison

Report Number: CAO's Office-2022-335

Recommendations:

1. THAT the report from Mikkel Marr, Acting Director, Corporate Projects, Policy and Liaison, Office of the CAO, to the Committee of Council Meeting April 13, 2022, re: Updates to the Governing Policy 1.1.0 and Overview of the Corporate Policy Program, be received; and
2. THAT the Governing Policy 1.1.0 be amended and be re-named the Governing Policy for Corporate Policy Program GOV-100, attached as Appendix A to this report;

Overview:

- In 2017, Council endorsed a new Corporate Policy Program including Governing Policy 1.1.0.
- The City has continued its policy modernization efforts to ensure that Council Policies and Administrative Directives are aligned, integrated and support Council in its decision-making.
- The Program supports the City's ability to act on new and innovative service delivery models, and ensure accountability and transparency, within a framework of safeguards and proper controls.
- Oversight of the Corporate Policy Program is directed by the Governing Policy which includes a mandatory three-year review cycle and was due for review in 2020.

Background:

In 2017, Brampton City Council endorsed the Corporate Policy Program to support the City's ability to act on new and innovative service delivery models, and ensure accountability and transparency, within a framework of safeguards and proper controls. Modernizing the City's corporate policies and practices is a critical step for ongoing transformation. Council Policies and Administrative Directives are the foundation of a well-run city and ensure consistent and transparent provision and operation of the City's services, programs and facilities.

The Program ensures greater alignment and integration between policies to reduce duplication, avoid confusing and contradictory direction, align with current processes and comply with legislative requirements.

The Policy Program sets out to develop policy capacity across the organization, and is assisted by the development of resources to guide staff in their policy initiatives. These include:

- Policy Library which contains the majority of Council Policies and Administrative Directives giving easy access to staff and the public. Those documents that contain matters pertaining to security and/or other sensitive information are not posted publically.
- Tools and templates to provide:
 - understanding of policy development at the City;
 - assistance in the development of quality policy including expected content areas and consistent look and feel;
 - guidance on prioritizing policy reviews based on risk and impact; and
 - guidance on the distinction and depth of policy reviews in two streams.

Governing Policy 1.1.0

The Governing Policy sets the policy framework for the Corporate Policy Program including the development and approval of Council Policies and Administrative Directives.

It also provides clear lines of accountability and ensures measures are in place for compliance, and corporate-wide consistency.

The Policy also ensures that Council Policies and Administrative Directives are reviewed at minimum every three years, unless directed by legislation to be reviewed sooner.

As approved by Council, the Governing Policy differentiates between two types of documents:

- **Council Policy:** Council Policy is a written statement of position, intent, or direction. It communicates City priorities, provides guidance for present and

future decisions, sets standards of performance and service delivery, and articulates principles of acceptable behaviour and action. Such policies may include those that have legislative requirements, are externally focused or have implications for budgets.

Council Policies can only be revised or rescinded by Council resolution.

- **Administrative Directive:** Administrative Directives are written statement of position, intent, or direction on matters that focus on the internal operations and/or administration of the City. It provides guidance for present and future decisions, sets standards of performance and service delivery, and articulates principles of acceptable behaviour and action. These are established by the CAO in consultation with the Corporate Leadership Team (CLT).

Administrative Directives are revised or rescinded by CAO/CLT

Council Policy and Administrative Directive are often supported with Standard Operating Procedures or Guidelines which operationalize the direction provided

Current Situation:

The Governing Policy 1.1.0 was enacted in 2017 and was due for review in 2020. As a result of an internal review, it was determined that overall the Policy is working well and proposed amendments below were identified. A full copy is attached as Appendix A:

- Re-name to Governing Policy for Corporate Policy Program (GOV-100)
- Clarify definitions of Council Policy, Administrative Directive, SOPs and Guidelines
- New definitions added: Approval Authority; Policy Library; Policy Registry and Policy Repository; Supervisor
- Clarify role of the Corporate Leadership team as the advisory board for the CAO
- Clarify roles and responsibilities, adding Internal Audit and Supervisors;
- Clarifying development, review, approval and rescission processes;
- Changes made to comply with Corporate Policy Program template including adding outcomes and principles, consequences of non-compliance, and references and resources.
- Housekeeping amendments to improve readability and flow

Next Steps

The focus for 2022, will be to continue to bring the existing Council Policies and Administrative Directives into compliance with the Corporate Policy Program. As a result, in the coming months, Council will receive reports and/or presentations from various departments on their policy modernization projects as they make revisions to their Council Policies and Administrative Directives, to streamline processes and to comply with legislation. Others may be brought forward for rescission, as they may no longer be effective.

Corporate Implications:

The recommendations are consistent with the provisions of the *Municipal Act, 2001*. The continued modernization effort, including continued application of the Corporate Policy Program, is a City-wide initiative. Continued implementation requires commitment and support from all City departments through collaborative partnerships and cross functional working teams.

Financial Implications

There are no financial implications related to this report.

Term of Council Priorities:

The updates to the Governing Policy supports the Term of Council Priority of Brampton is a Well-Run City: Continuously improving the day-to-day operations of the corporation by streamlining service delivery, effectively managing municipal assets, and leveraging partnerships for collaboration and advocacy

Conclusion:

Continued modernization of the City's policies and practices facilitates new and innovative service delivery models resulting in better overall service to the public. It will strengthen accountability, corporate-wide consistency, and public transparency through the policy process. It will continue to drive more integrated business decision-making.

Authored by:

Easa Thurairajah
Senior Manager, Corporate Policy

Reviewed by:

Mikkel Marr
Acting Director, Corporate Projects,
Policy and Liaison

Approved by:

Paul Morrison
Interim CAO

Attachments:

Appendix A: Governing Policy for Corporate Policy Program GOV-100 with amendments.