

To: Council in Committee of the Whole

From: Tracy Adams, Chief Administrative Officer,  
Office of the C.A.O.

Report Number: CNCL-22-69

Date of Report: November 9, 2022

Date of Meeting: November 15, 2022

Subject: Proposed Corporate Organization and Council Standing  
Committees Structure

Ward: All Wards

File: 03-05

---

## **1.0 Purpose**

The purpose of this report is to respond to the following March 28, 2022 direction of Council:

“That the C.A.O. be directed with assistance of the four Commissioners to review the City’s organization and reporting structure including Council Standing Committees and make any recommendations for changes, improvements, etc. to the newly elected 2022 Council.”

This report presents a proposed corporate organization and Council Standing Committees structure to improve customer service, more effectively align functions and streamline service delivery, achieve more balance in Department staffing and Council Standing Committee Agendas, and address community safety concerns.

Attachment 1 shows the existing corporate organization and Council Standing Committees structure.

Attachment 2 shows the proposed corporate organization and Council Standing Committees structure.

Attachment 3 are the revised 2022 – 2026 Council and Standing Committees meeting schedules.

## **2.0 Recommendation**

It is recommended to City Council:

1. That the proposed changes outlined in Attachment 2 of Report CNCL-22-69 Corporate Organization and Council Standing Committees Structure, dated November 8, 2022 be approved; and,
2. That the proposed Council Standing Committees Structure and Mandates be approved as outlined in Section 5.5 of Report CNCL-22-69; and,
3. That Council pass a By-law to amend Council's Procedure By-law 128-2022, to reflect the new Council Standing Committees and Mandates as outlined in Section 5.5 of Report CNCL-22-69 and the requirements of Notice By-law 147-2007, as amended, be waived as these amendments are minor in nature; and,
4. That Council reconsider its decision at its June 20, 2022 Council meeting, regarding Report CORP-22-41, Council and Standing Committee Meeting schedules and adopt the revised meeting schedules as outlined in Attachment 3; and,
5. That Council reconsider its decision of November 9, 2015 and disband the Airport Community Liaison Committee given the creation of the Safety & Facilities Services Committee which will provide an avenue for public engagement; and,
6. That members not be appointed to the Airport Business Plan Working Group until the action items in the 2021 – 2022 Oshawa Executive Airport Action Plan are advanced; and,
7. That the City Clerk review the 2018 - 2022 Council Standing Committees Outstanding Items lists and transfer items to the appropriate Council Standing Committee and that the revised lists be placed on the January 2023 Council Standing Committee agendas; and,
8. That any by-law amendments which are impacted by the new corporate organizational structure be updated.

## **3.0 Executive Summary**

Not applicable.

## **4.0 Input From Other Sources**

In reviewing the City's corporate organization and Council Standing Committees structure, a comprehensive change management approach was undertaken, which included municipal benchmarking and stakeholder involvement as noted below:

- One-on-one interviews with Members of Council;

- Meetings with the Corporate Leadership Team, Department Branch Heads and the Executive Director of OSCC55+;
- Meetings with the local union executives of CUPE 250, CUPE 251, CUPE 3760 and IAFF 465; and,
- Municipal benchmarking: Ajax, Barrie, Burlington, Clarington, Chatham-Kent, Durham Region, Guelph, Kingston, Kitchener, London, Oakville, Ottawa, Pickering, Sudbury, and Whitby.

## **5.0 Analysis**

The goals of the corporate organization and Council Standing Committees structure review are to improve customer service, realize better alignment of functions and streamline service delivery, achieve more balance of Department staffing and Council Standing Committee Agendas and address community safety concerns.

### **5.1 Background**

In 2006, the City's administration recognized that the corporate culture had been undergoing a transformation but it had been slow and inconsistent between Departments, Branches and individual managers.

At that time, the proposed corporate culture that the administration advanced was described as: an innovative, empowering and customer-centric organization that focuses on performance, values communication, and supports a team approach and positive working relationships.

Also, in 2006, the City's administration implemented organization changes that addressed the strategic capacity of the City Manager's Office, aligned internal services, assigned new responsibilities and resourced priority service areas. Examples of some of the changes included:

- implementing the Customer Service Strategy and the proposed Contact Centre Implementation Plan, which was assigned to City Clerk Services;
- creating a new Municipal Law Enforcement & Licensing Branch;
- renaming the Department of Operational Services to the Department of Community Services;
- transferring Legal Services from the Department of Corporate Services to the City Manager's Office; and,
- transferring Animal Services in the City Clerk's Branch of the Department of Corporate Services to Parks and Facilities Maintenance Services in the existing Department of Operational Services.

In 2012, the following minor organization changes were implemented:

- Fire Services and Corporate Communications were transferred from the City Manager's Office to the Department of Corporate Services;

- Human Resource Services was transferred from the Department of Corporate Services to the City Manager's Office;
- The animal care component of Animal Services was separated from Municipal Law Enforcement & Licensing Services. The by-law and licensing aspects of the Animal Services function remained with Municipal Law Enforcement & Licensing Services. Animal care services was transferred to the Department of Community Services; and,
- A Legislative and Regulatory Branch was created under the direction of the City Solicitor. This Branch included Legal Services, Municipal Law Enforcement & Licensing Services and City Clerk Services. This Branch reported to the City Manager's Office.

In 2013, Finance Services was moved from the Corporate Services Department to the City Manager's Office.

In 2014, the following additional minor organization changes were implemented:

- The Legislative and Regulatory Branch was dissolved as Municipal Law Enforcement & Licensing Services and City Clerk Services were moved from the City Manager's Office to the Corporate Services Department. Legal Services continued to report directly to the City Manager; and,
- Corporate Policy, Projects and Performance (Corporate Strategic Initiatives) was moved from the City Manager's Office to the Corporate Services Department.

In 2015, during the City's budget deliberations, Corporate Policy, Projects and Performance was transferred back to the City Manager's Office.

Attachment 1 is the existing corporate organization and Standing Committee structure.

In 2021, the City's administration recognized that it has been more than 15 years since the last holistic review of the corporate organization structure. In recent years, the City of Oshawa has and continues to experience unprecedented growth and changing demographics. Development and revitalization of the city as a provincially recognized urban growth centre is bringing new investment to Oshawa, creating new opportunities and at the same time, introducing new challenges. Furthermore, political, economic, technological, social and environmental issues influence municipal priorities, services and processes, which is challenging the City to continue to adapt and address a wide range of issues.

To be able to proactively respond to this changing environment, the City's corporate organization structure needs to be modified to be more strategic in its design, as well as more customer-centric in its operation and in the delivery of services. Having the appropriate corporate organization structure is key to supporting the broader strategic goals of the Corporation and to meeting the current and future priorities of City Council and the City's residents, businesses, and visitors.

Change is not being introduced for the sake of change but rather it is occurring to respond to the changes in our community and city as a whole. Ultimately, the changes will:

- improve customer service;
- realize better alignment of functions and streamline service delivery;
- achieve more balance in Department staffing;
- achieve more balance in Council Standing Committee Agendas; and,
- address community safety concerns.

Although a number of changes are being proposed to the organization structure, which include Department name changes and reporting structures, the proposed changes do not include any job losses or reduction of the municipal workforce and there would be no disruption to how residents, businesses or visitors access City services.

## **5.2 Process**

Successful change management requires effective engagement with stakeholders. In reviewing the corporate organization structure and associated Council Standing Committees structures, members of Council, staff and local union executives were consulted in the process. In addition, establishing goals and municipal benchmarking was undertaken.

### **5.2.1 Goals**

Throughout the review, the following goals were considered:

1. Improve customer service
2. Realize better alignment of functions
3. Improve and streamline service delivery
4. Improve balance of Department staffing and Council Standing Committee Agendas

### **5.2.2 Members of Council**

In Q2 2022, the C.A.O. and four Commissioners met individually with each member of Council to receive their feedback.

### **5.2.3 Staff**

In Q1 2021, Q2 2022 and Q4 2022, members of the Corporate Leadership Team, Branch Directors and the Executive Director of the OSCC55+ were consulted in the process. In October/ November 2022, meetings with the various unions took place. Additionally, staff who would be potentially impacted through a change of reporting structure were also advised.

### **5.2.4 Municipal Benchmarking**

Staff reviewed various municipal organization structures to gain a better understanding of the alignment of functions and departmental structures. It was noted that there is not a consistent approach as municipal responsibilities and organizational structures varied

depending on community and Council priorities, whether they were a single or two-tiered municipality, and scope of municipal responsibilities. For example, some municipalities are responsible for waste, social services, housing, transit, emergency services, etc. which was reflected in their organizational structures.

It should also be noted that there is a correlation between the number of departments a municipality has and financial compensation implications. It is recommended that the City continue to maintain four departments based on organizational efficiency and cost effectiveness. Further, it is recommended that the department responsibilities be aligned based on function and to more evenly disperse responsibilities.

### **5.3 Themes**

Four common themes identified below emerged when giving consideration to the proposed corporate organization and Council Standing Committees structure.

#### **5.3.1 Culture of Customer Service**

For the most part, the City is delivering effective and efficient services to our customers; however, there are some inefficiencies through the existing reporting structures that need to be addressed to ensure that the best customer service and experience is being provided. This includes further embracing and advancing a consistent culture of customer service across the organization for both external and internal customers. For the organization's culture to continue to evolve, department silos must transition to a cooperative business partner and collaborative customer service approach. Inter-departmental problem solving needs to be a common practice along with accountability and consistent measurement such as key performance indicators.

#### **5.3.2 Balance of Department Staffing**

In its current organization structure, there is an uneven balance of staffing when comparing the four Departments. For example, the Finance Services Department only has one Branch comprising of 40 staff versus the Community Services Department which comprises of four Branches and 544 staff, representing over half of the City's full-time workforce.

#### **5.3.3 Alignment of Functions and Streamline Service Delivery**

Effective and efficient organizations are structured around alignment of functions and streamlined service delivery. One example is the proposed Corporate & Finance Services Department which is comprised of Branches that provide services internally (e.g. Human Resource Services) or services across the Corporation (e.g. Innovation and Transformation, Legal Services, etc.). Other function alignment and service delivery synergies have been identified in Section 5.4.

#### **5.3.4 Address Community Safety Concerns**

The proposed organization structure addresses various challenges related to community safety concerns in our city. The proposed changes align functions related to the City's

priority of protecting the health and safety of our community members and support related to community safety and well-being plans.

## **5.4 Proposed Corporate Organization Structure**

Attachment 2 illustrates the proposed corporate organization structure, which will continue to improve customer service, more effectively align functions and streamline service delivery, achieve more balance in Department staffing and Council Standing Committee Agendas, and address community safety concerns.

### **5.4.1 Community & Operations Services Department**

It is proposed that the existing Community Services Department name be amended to include the word 'Operations' in the title. The new name would be the Community & Operations Services Department. This would provide clarity to residents that the services provided are City operations for the public and help to clarify that this does not include operations support by community organizations.

Branches that would be included in the Community & Operations Services Department are:

- Recreation Services (Central Recreation Services, Recreation Programs and Facilities, Recreation Facilities Operations, Community Partnerships);
- Operations (Fleet Services, Operations Policy and Research, Parks and Waste Operations, Road Operations); and,
- Community Support Services (currently Strategic Business Services) (Animal Services, Administration, Crossing Guards, Traffic, Streetlights & Parking). It is recommended that the Branch name Strategic Business Services be changed to Community Support Services to better reflect its responsibilities.

The Oshawa Senior Community Centres (OSCC55+), which currently reports indirectly to the C.A.O., would instead indirectly report to the Commissioner, Community & Operations Services Department as this department provides similar services to members of the public.

Current functions that would be moved from the Community & Operations Services Department (currently Community Services Department) include the following:

- Fire Services would be moved to the new Safety & Facilities Services Department to align with the mandate of public safety.
- Parks Planning & Redevelopment would be moved to the new Safety & Facilities Services Department, Facilities Management Services Branch to align the management of capital project delivery and increase efficiencies between the two work groups.
- Events and Community Engagement would be moved to the Economic & Development Services Department (currently Development Services Department), Business & Economic Development Services Branch (currently Economic

Development Services) to increase opportunities for synergies in the delivery of events, especially in the downtown.

- Culture Development would be moved to the Economic & Development Services Department, Business & Economic Development Services Branch to increase synergies in culture development.

In addition, there would be an indirect reporting relationship between Recreation Facilities Operations and Facility Management Services to better manage the City's assets. Having a stronger reporting relationship would provide more oversight of proactive facility maintenance, address deferred maintenance, allow a higher level of Quality Assurance oversight and ultimately provide opportunity for a consistent approach to operation and maintenance at all City facilities.

#### **5.4.2 Safety & Facilities Services Department**

It is proposed that a new Department is created that would comprise services that are focused on protecting the City's assets and buildings (e.g. Facilities Management Services, Parks Planning & Redevelopment, Oshawa Executive Airport) and people (e.g. Facilities Management Services, Fire Services, Municipal Law Enforcement & Licensing Services).

These work groups are aligned due to the nature of their function of protecting facilities, buildings, and people. They also work closely with Durham Regional Police Services on various initiatives. There is also alignment of capital project management, which would increase efficiencies and collaboration of delivering capital projects.

Current functions that would be moved from the Community & Operations Services Department (currently Community Services Department) include the following:

- Fire Services
- Parks Planning & Redevelopment

Current functions that would be moved from the Corporate & Finance Services Department are:

- Facilities Management Services
- Municipal Law Enforcement & Licensing Services

The Oshawa Executive Airport would also be moved from the Economic & Development Services Department to this Department.

In addition, having an indirect reporting relationship between Recreation Facilities Operations and Facilities Management Services as noted in Section 5.4.1 would provide more oversight and opportunity for a consistent approach to operation and maintenance of all City facilities.

In accordance with the Chief Administrative Officer By-law 33-98, as amended, the C.A.O. is responsible for recommendations to Council on individual appointment, retention, conditions of employment or dismissal of Commissioners. On an interim basis, the C.A.O.

would assume responsibility of the Safety & Facilities Services Department until the process of recruiting for the Commissioner position has been completed including making a recommendation to Council. It is anticipated that a report to Council would occur in Q1 2023.

#### **5.4.2.1 Airport Community Liaison Committee and Airport Business Plan Working Group**

The creation of the Safety & Facilities Services Department also provides an opportunity to better align community engagement opportunities with respect to airport related matters. In 2015, Council adopted the recommendations of DS-15-199 and created the Airport Community Liaison Committee (A.C.L.C.) and authorized the continuation of the Airport Business Plan Working Group (A.B.P.W.G.).

With respect to the A.C.L.C. it is noted that the Committee met sporadically over the last seven years ranging between a high mark of three meetings in 2021 and a low mark of one meeting in 2020.

The new Safety & Facilities Services Department will allow for more effective communication opportunities and engagement between members of Council and both airport users and airport area residents. It is expected that this will be a more effective method of engagement since airport users and area residents can often have differing views with respect to the airport and its operations.

The A.B.P.W.G. was established to assist in the creation of a Business Plan tied to the term of Council. The Business Plan is expected to establish operational and financial goals over a five year period and capital needs over a 20 year period.

Owing to a variety of matters, including both ongoing litigation at the Oshawa Executive Airport and the COVID-19 pandemic, a business plan was not prepared for the 2018-2022 Council term. In its place, Council adopted DS-21-137, the 2021-2022 Action Plan. Several of the action items are ongoing and can only be advanced upon the conclusion of ongoing litigation or the conclusion of Council's request to Transport Canada to establish a new noise abatement procedure at the Airport. Accordingly, it would be appropriate to pause consideration of a 2022 - 2026 Airport Business Plan at this time.

#### **5.4.3 Corporate & Finance Services Department**

It is proposed that the Finance Services Department would no longer exist on its own and would be combined with the Branches from the Office of the C.A.O. and the Corporate Services Department, with the exception that Corporate Communications and Legislative Services (City Clerks) would move under the Office of the C.A.O.

The Corporate & Finance Services Department would focus on services that are provided internally (e.g. Human Resource Services) and services that are provided across the Corporation (e.g. Legal Services, Finance Services), Information Technology Services, and Innovation and Transformation).

Current Branches that would be moved from the Office of the C.A.O. to the Corporate & Finance Services Department include the following:

- Innovation and Transformation and Human Resource Services as there is alignment between the two Branches, they provide services for the entire organization and they are corporate in nature.
- Legal Services as there is alignment with Finance Services and they are corporate in nature.

Further, the branch name of City Clerk Services would be changed to Legislative Services as it would better reflect legislative responsibilities and it is consistent with other municipalities. Legislative Services (currently City Clerk Services) would move under the C.A.O.'s Office.

#### **5.4.4 Economic & Development Services Department**

It is proposed that the existing Development Services Department name be amended to include the word 'Economic' in the title. The new name would be the Economic & Development Services Committee. This would provide clarity to external stakeholders that the services are focused on attracting, developing and growing the city and its economy.

Branches that would be included are Building Services, Business & Economic Development Services, Engineering Services and Planning Services. In addition, current functions that would be moved from the Community & Operations Services Department include the following:

- Events and Community Engagement would be moved to the Business & Economic Development Services Branch to increase opportunities for synergies in the delivery of events, especially in the downtown.
- Culture Development would be moved to the Business & Economic Development Services Branch to increase synergies in culture development.

It is recommended that the Branch name of Economic Development Services be updated to Business & Economic Development Services Branch to more accurately reflect their responsibilities. In addition, the current responsibility of the Oshawa Executive Airport would be moved to the new Safety & Facilities Services Department.

#### **5.4.5 Office of the Chief Administrative Officer**

It is proposed that the Commissioners, as well as Corporate Communications, Corporate Strategic Initiatives and Legislative Services (City Clerks) report directly to the Chief Administrative Officer. This approach is consistent with most municipalities. These changes would allow the C.A.O. position to have more oversight of administrative functions and focus on strategic priorities.

### **5.5 Council Standing Committees Structure and Mandates**

To ensure fair and equal representation by all members of Council, it is recommended that four Council Standing Committees remain in place. Should an additional Council Standing

Committee be approved, it would provide an unequal representation as some Council members would be on three Committees and others on two Committees.

To achieve more balance of meeting agendas, the four Council Standing Committees and associated mandates are recommended below. Matters under the Office of the Chief Administrative Officer would report as needed through the appropriate Council Standing Committee based on the subject matter unless there are urgent matters that require Council attention and cannot be delayed by the Council Standing Committee schedule.

**1. Community & Operations Services Committee**

Responsible for providing advice and recommendations to Council resulting from matters under the authority of the Community & Operations Services Department including Recreation Services, Operations Services, Community Support Services, subject matters under the authority of the Office of the Chief Administrative Officer which relate to the Community & Operations Services Committee, and any City Branches or outside agencies reporting to Council on matters similar to matters listed under the authority of the Community & Operations Services Department.

**2. Safety & Facilities Services Committee**

Responsible for providing advice and recommendations to Council resulting from matters under the authority of the Safety & Facilities Services Committee including Facilities Management Services, Fire Services, Municipal Law Enforcement & Licensing Services, the Oshawa Executive Airport, subject matters under the authority of the Office of the Chief Administrative Officer which relate to the Safety & Facilities Services Committee, and any City Branches or outside agencies reporting to Council on matters similar to matters listed under the authority of the Safety & Facilities Services Department.

**3. Economic & Development Services Committee**

Responsible for providing advice and recommendations to Council resulting from matters under the authority of the Economic & Development Services Department including Building Services, Business & Economic Development Services, Engineering Services and Planning Services, subject matters under the authority of the Office of the Chief Administrative Officer which relate to the Economic & Development Services Committee, and any City Branches or outside agencies reporting to Council on matters similar to matters listed under the authority of the Economic & Development Services Department.

**4. Corporate & Finance Services Committee**

Responsible for providing advice and recommendations to Council resulting from matters under the authority of the Corporate & Finance Services Department including Finance Services, Human Resources, Information Technology Services, Innovation and Transformation and Legal Services, subject matters under the authority of the Office of the Chief Administrative Officer which relate to the Corporate & Finance Services Committee, and any City Branches or outside

agencies reporting to Council on matters similar to matters listed under the authority of the Corporate & Finance Services Department.

Based on the Council Standing Committee and mandates outlined above, it is recommended that Council's Procedure By-law 128-2022, be amended to reflect the new Council Standing Committee structure as outlined above in Section 5.5.

### **5.5.1 Standing Committee Meetings Schedule**

City Council at its June 20, 2022 Council meeting approved Report CORP-22-41, regarding the Council and Standing Committee Meeting schedules for November and December 2022 and 2023 to 2026, with the exception of the Finance Committee commencing in the morning and the Community Services Committee commencing in the afternoon.

Based on the Standing Committee and mandates outlined above in Section 5.5, it is recommended City Council reconsider its decision of its June 20, 2022 Council meeting, and adopt the revised meeting schedules as outlined in Attachment 3. Below is a high-level summary of the Council Standing Committee Schedule:

- Safety & Facilities Services Committee – week 1, morning
- Economic & Development Services Committee – week 1, afternoon
- Community & Operations Services Committee – week 2, morning
- Corporate & Finance Services Committee – week 2, afternoon

It is anticipated that the new Council Standing Committees would begin the meeting cycle on Monday, November 28, 2022.

In addition, the Clerk will review the 2018 - 2022 Council Standing Committees Outstanding Items lists and transfer items to the appropriate Council Standing Committee and that the revised lists be placed on the January 2023 agendas.

### **5.6 Council Advisory Committees**

The City of Oshawa encourages residents to participate in their community by volunteering for a position on one of its Advisory Committees. Membership in an Advisory Committee is based on the Committee's Terms of Reference, approved by Council. Membership may include a resident, stakeholder and Council Member appointments.

The City's Advisory Committees report as needed through the appropriate Council Standing Committee based on the subject matter. Currently, there are five Council Advisory Committees, which would generally report through the Council Standing Committees identified below:

Advisory Committee	Standing Committee
Oshawa Accessibility Advisory Committee	<ul style="list-style-type: none"><li>• All</li></ul>
Oshawa Active Transportation Advisory Committee	<ul style="list-style-type: none"><li>• Economic &amp; Development Services</li><li>• Community &amp; Operations Services</li></ul>
Oshawa Animal Care Advisory Committee	<ul style="list-style-type: none"><li>• Community &amp; Operations Services</li><li>• Safety &amp; Facilities Services</li></ul>
Oshawa Environmental Advisory Committee	<ul style="list-style-type: none"><li>• Economic &amp; Development Services</li></ul>
Heritage Oshawa	<ul style="list-style-type: none"><li>• Economic &amp; Development Services</li></ul>

### 5.7 Timing

It would take approximately one month to implement the new corporate organization structure due to various administrative changes that would need to be implemented such as technology interdependencies and administrative processes.

### 6.0 Financial Implications

The financial implications associated with this report are minimal and would include costs associated with stationery and other minor items, which can be accommodated in the Council-approved Department Operating Budgets.

## 7.0 Relationship to the Oshawa Strategic Plan

The recommendations in this report respond to the Oshawa Strategic Plan Goals of Economic Prosperity & Financial Stewardship, Accountable Leadership, Social Equity, Cultural Vitality and Environmental Responsibility.



Ron Diskey, Commissioner,  
Community Services



Warren Munro, Commissioner,  
Development Services



Stephanie Sinnott, Commissioner,  
Finance Services



Tracy Adams, Chief Administrative Officer,  
Office of the C.A.O.

Mayor & Council

35  
Office of the CAO

544

124

91

40

Community Services

Corporate Services

Development Services

Finance Services

Fire Services

Clerks Services

Corporate Strategic Initiatives

Building Services

Finance Services

Operations Services

Corporate Communications

Human Resources

Economic Development Services

Recreation & Culture Services

Facilities Management Services

Innovation & Transformation

Engineering Services

Strategic & Business Services

Information Technology Services

Legal Services

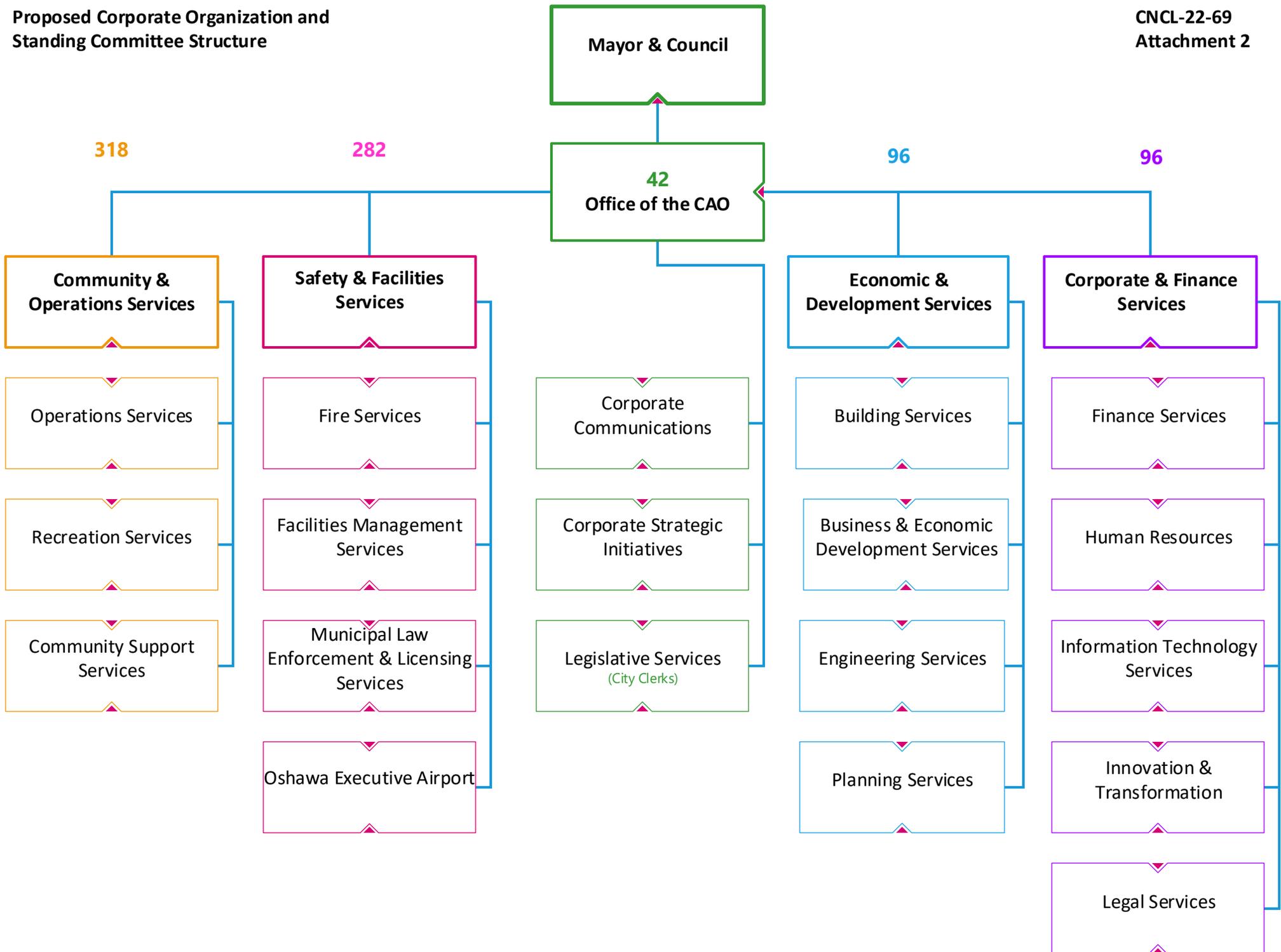
Planning Services

Municipal Law Enforcement & Licensing Services

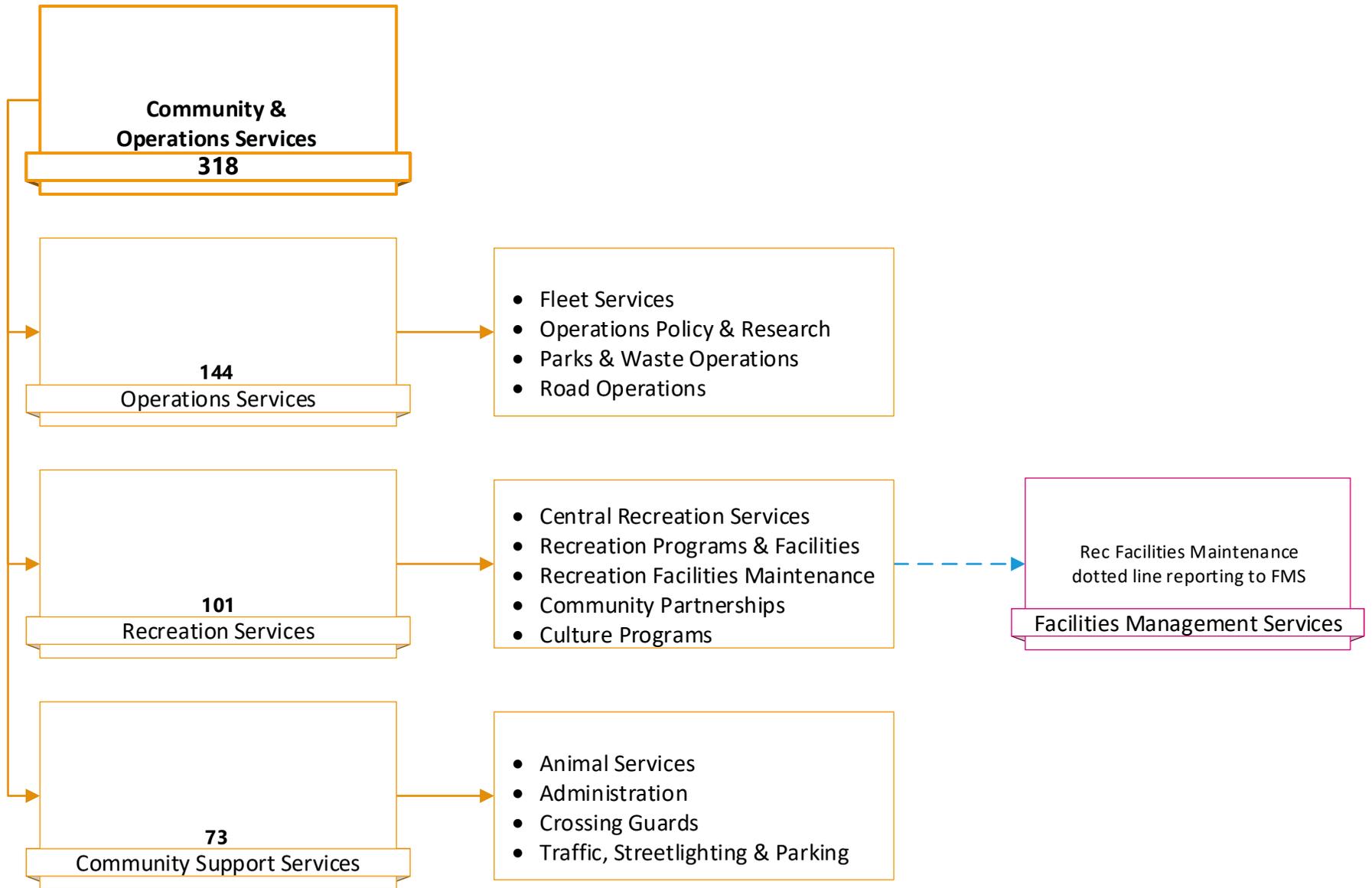
Oshawa Executive Airport

**Proposed Corporate Organization and  
Standing Committee Structure**

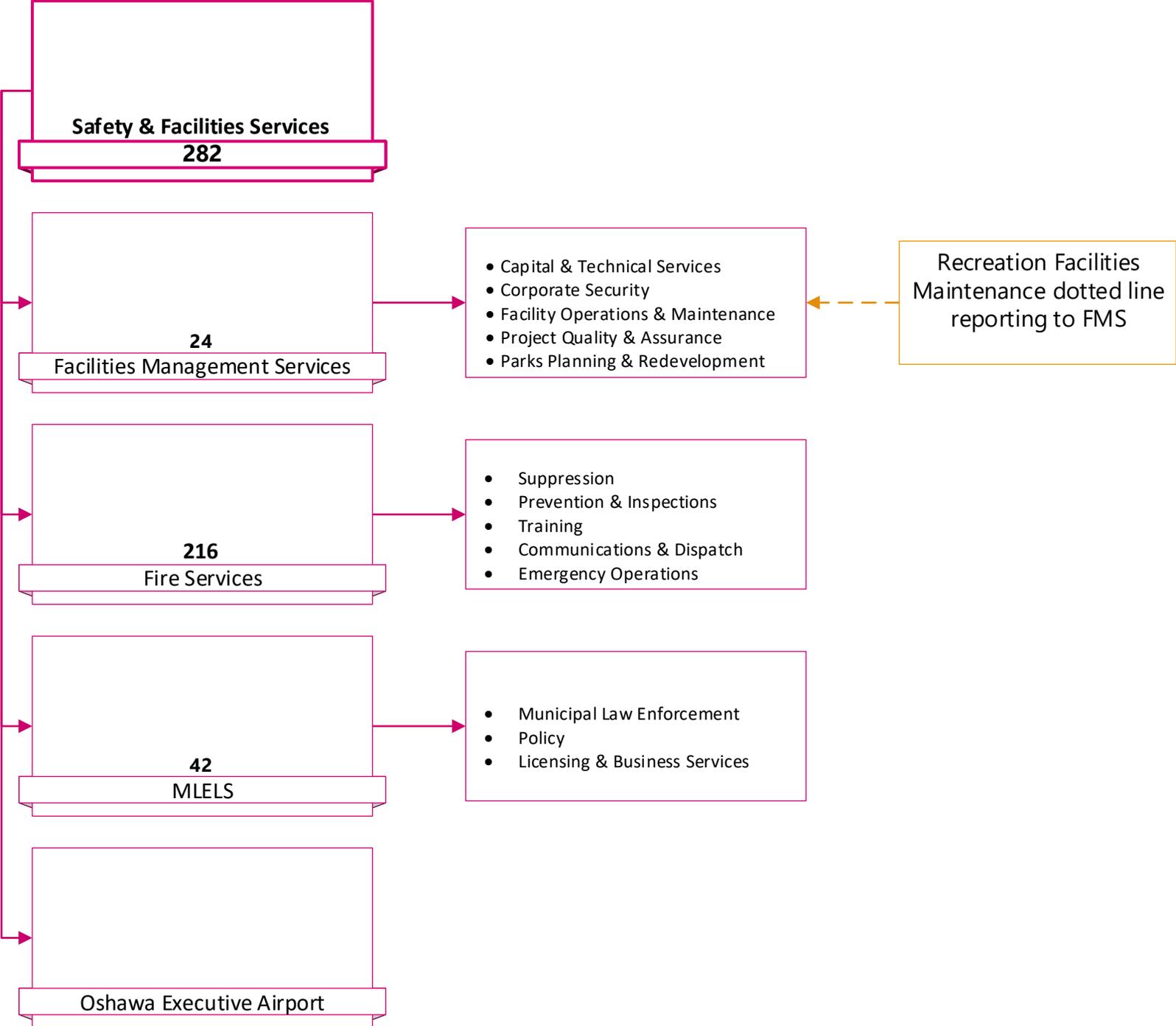
**CNCL-22-69  
Attachment 2**



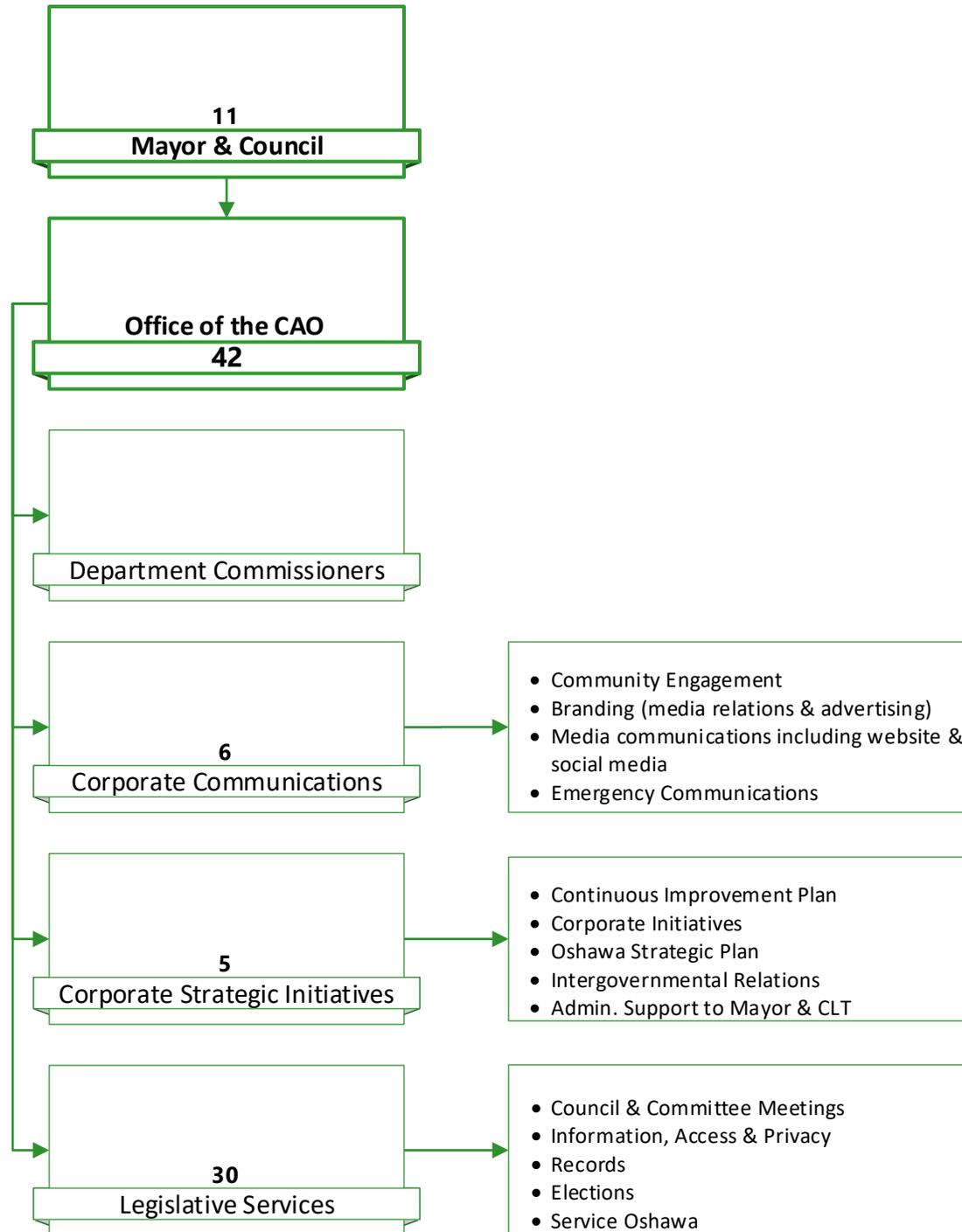
# Proposed Community & Operations Services Department & Standing Committee



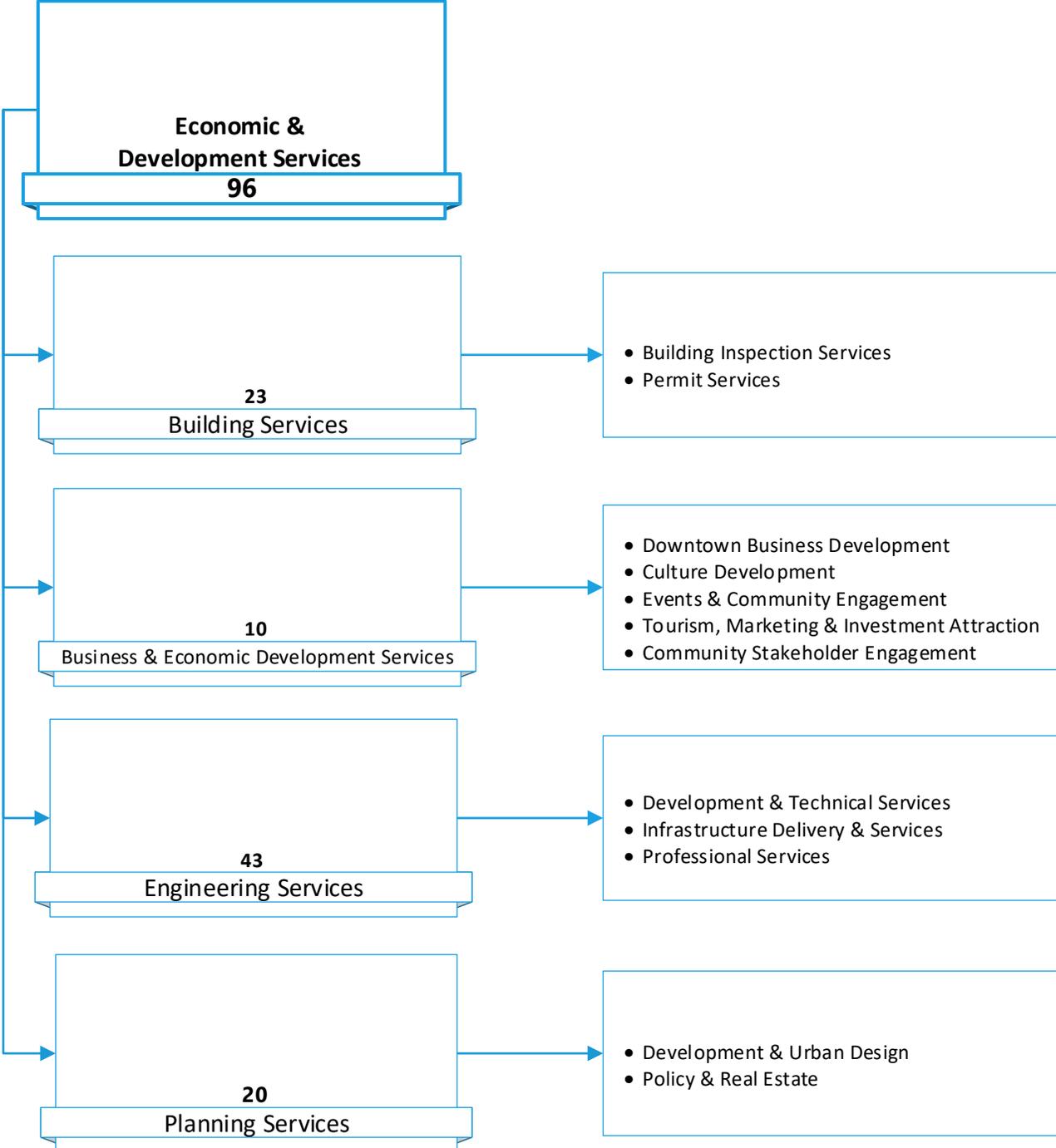
**Proposed Safety & Facilities Services Department & Standing Committee**



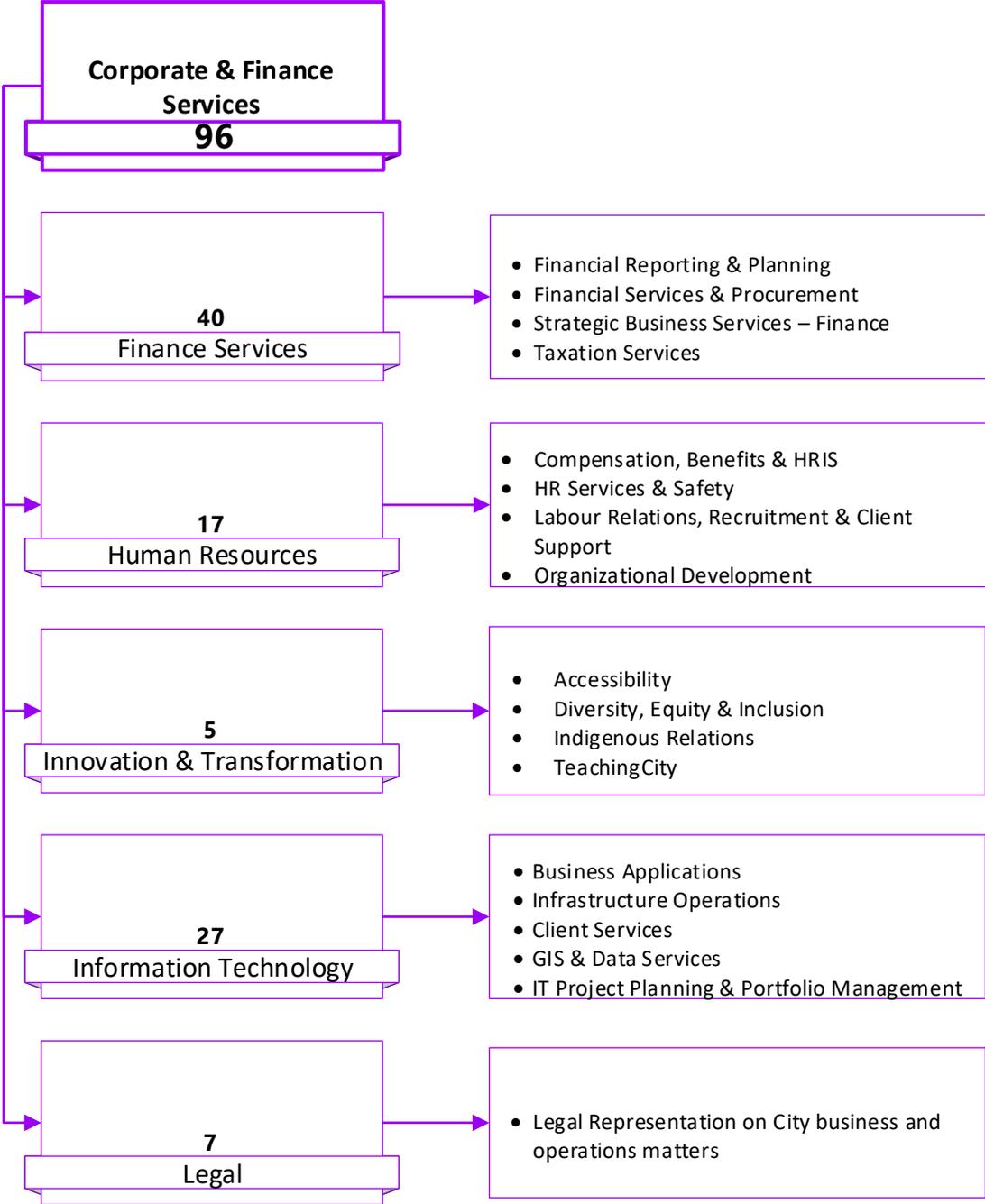
# Proposed Office of the CAO



**Proposed Economic & Development Services Department and Standing Committee**



**Proposed Corporate & Finance Services Department and Standing Committee**



# Meeting Schedule – November - December 2022

JANUARY							FEBRUARY							MARCH						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1			1	2	3	4	5			1	2	3	4	5
2	3	4	5	6	7	8	6	7	8	9	10	11	12	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28						27	28	29	30	31		
30	31																			
APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2	1	2	3	4	5	6	7				1	2	3	4
3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
24	25	26	27	28	29	30	29	30	31					26	27	28	29	30		
JULY							AUGUST							SEPTEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2		1	2	3	4	5	6					1	2	3
3	4	5	6	7	8	9	7	8	9	10	11	12	13	4	5	6	7	8	9	10
10	11	12	13	14	15	16	14	15	16	17	18	19	20	11	12	13	14	15	16	17
17	18	19	20	21	22	23	21	22	23	24	25	26	27	18	19	20	21	22	23	24
24	25	26	27	28	29	30	28	29	30	31				25	26	27	28	29	30	
31																				
OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1			1	2	3	4	5					1	2	3
2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31
30	31																			

Safety & Facilities Services	Community & Operations Services	Council	Regional Meeting
Economic & Development Services	Corporate & Finance Services	Corporate Holiday	



# 2024 Meeting Schedule

JANUARY							FEBRUARY							MARCH							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
	1	2	3	4	5	6					1	2	3						1	2	
7	8	9	10	11	12	13	4	5	6	7	8	9	10	3	4	5	6	7	8	9	
14	8	16	17	18	19	20	11	5	13	14	15	16	17	10	4	12	13	14	15	16	
21	15						18	12						17	11	19	20	21	22	23	
28	15	30	31				25	19	20	21	22	23	24	24	18	18	19	20	21	22	23
	29							26	27	28	29			31	25	26	27	28	29	30	

APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6				1	2	3	4							1
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8
14	8	16	17	18	19	20	12	6	14	15	16	17	18	9	3	11	12	13	14	15
21	15						19	13						16	10	18	19	20	21	22
28	29	30					26	20	21	22	23	24	25	23	10	25	26	27	28	29
								27	28	29	30	31		24						

JULY							AUGUST							SEPTEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6					1	2	3	1	2	3	4	5	6	7
7	8	9	10	11	12	13	4	5	6	7	8	9	10	8	9	10	11	12	13	14
14	15	16	17	18	19	20	11		13	14	15	16	17	15	9	17	18	19	20	21
21	22	23	24	25	26	27	18	12	20	21	22	23	24	22	16	24	25	26	27	28
28	29	30	31				25	19	27	28	29	30	31	29	23					
								26						30						

OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2	1	2	3	4	5	6	7
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	2	10	11	12	13	14
13	7	15	16	17	18	19	10	4	12	13	14	15	16	15	9	17	18	19	20	21
20	14	22	23	24	25	26	17	11	19	20	21	22	23	22	16	24	25	26	27	28
27	21						24	18	26	27	28	29	30	29	23	31				
	21	29	30	31				18						30						
	28							25												

Safety & Facilities Services	Community & Operations Services	Council	Regional Meetings
Economic & Development Services	Corporate & Finance Services	Corporate Holiday	

# 2025 Meeting Schedule

JANUARY							FEBRUARY							MARCH						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1							1
5	6	7	8	9	10	11	2	3	4	5	6	7	8	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22	16	17	18	19	20	21	22
26	27	28	29	30	31	23	24	25	26	27	28	23	24	25	26	27	28	29		
														30	31					
APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5					1	2	3	1	2	3	4	5	6	7
6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
27	28	29	30	25	26	27	28	29	30	31	29	30								
JULY							AUGUST							SEPTEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2		1	2	3	4	5	6
6	7	8	9	10	11	12	3	4	5	6	7	8	9	7	8	9	10	11	12	13
13	14	15	16	17	18	19	10	11	12	13	14	15	16	14	15	16	17	18	19	20
20	21	22	23	24	25	26	17	18	19	20	21	22	23	21	22	23	24	25	26	27
27	28	29	30	31	24	25	26	27	28	29	30	28	29	30						
OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1		1	2	3	4	5	6
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
26	27	28	29	30	31	23	24	25	26	27	28	29	28	29	30	31				

Safety & Facilities Services	Community & Operations Services	Council	Regional Meetings
Economic & Development Services	Corporate & Finance Services	Corporate Holiday	

# 2026 Meeting Schedule

JANUARY							FEBRUARY							MARCH								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
				1	2	3	1	2	3	4	5	6	7	1	2	3	4	5	6	7		
4	5	6	7	8	9	10	8	9	10	11	12	13	14	8	9	10	11	12	13	14		
11	5	13	14	15	16	17	15	9	16	17	18	19	20	21	15	9	16	17	18	19	20	21
18	12	13	14	15	16	17	22	16	17	18	19	20	21	22	16	17	18	19	20	21		
25	26	27	28	29	30	31	22	23	24	25	26	27	28	22	23	24	25	26	27	28		
														29	30	31						
														29	30							

APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4						1	2		1	2	3	4	5	6
5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13
12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	11	12	13	14	15	16
19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27
26	27	28	29	30			24	25	26	27	28	29	30	28	29	30				
							31													

JULY							AUGUST							SEPTEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4							1			1	2	3	4	5
5	6	7	8	9	10	11	2	3	4	5	6	7	8	6	7	8	9	10	11	12
12	13	14	15	16	17	18	9	10	11	12	13	14	15	13	14	15	16	17	18	19
19	20	21	22	23	24	25	16	17	18	19	20	21	22	20	21	22	23	24	25	26
26	27	28	29	30	31		23	24	25	26	27	28	29	27	21	22	23	24	25	26
							30	31							28	29	30			

OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3	1	2	3	4	5	6	7			1	2	3	4	5
4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19
18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26
25	26	27	28	29	30	31	29	30	31					27	28	29	30	31		
								30												

	Safety & Facilities Services		Community & Operations Services		Council		Regional Meetings
	Economic & Development Services		Corporate & Finance Services		Corporate Holiday		