

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 1, Report No. 8, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on June 24, 2014.

1 CORPORATE STRUCTURE UPDATE

The Finance, Administration and Audit Committee recommends:

- 1) That the recommendation contained in the following report of the Interim City Manager, dated June 16, 2014, be approved;**
- 2) That the presentation by the Interim City Manager and C5, presentation material entitled “*Interim Review of Organizational Structure*”, dated June 16, 2014, be received; and**
- 3) That Communication C2, memorandum from the Interim City Manager, dated June 13, 2014, be received.**

Recommendation

The Interim City Manager in consultation with the Senior Management Team recommends:

1. That the presentation from Western Management Consultants be received;
2. That the recommendations in the “Functional Review of the Commission of Engineering and Public Works – Final Report” (June 16, 2014) regarding Parks and Forestry Operations be considered; and
3. That further adjustments to the corporate structure be deferred until early 2015, allowing for a fulsome consultation process with Members of Council and senior staff, under the leadership of the new City Manager.

Contribution to Sustainability

Sustainability by definition focuses on an organizations ability to maintain a function(s) over a period of time. The recommendations contained in this report are intended to put in place and maintain an organization structure that will serve the City now and into the future.

Economic Impact

There are no economic impacts associated with the recommendation of this report.

Communications Plan

The recommendation to defer to 2015 any further adjustments to the City's corporate structure will allow a more fulsome consultation and communication process to take place.

Purpose

The purpose of this report is to provide Council with an updated review of the current corporate structure and interim placement of Community Services Commission departments, while giving consideration to the implications of another report on the June 16, 2014 Finance, Administration and Audit Committee agenda “Functional Review of the Commission of Engineering and Public Works Final Report”.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 1, Finance Report No. 8 – Page 2

Background - Analysis and Options

The City undertook a Corporate Structure Review in November 2011 in order to implement a structure that would serve to enhance the City's abilities to capitalize on challenges and opportunities as they emerge over the next decade. The structural changes approved by Council have been implemented and are:

- Evolve an existing commission into a new Corporate and Strategic Services Commission
- Create a new Innovation and Continuous Improvement Department
- Strengthen the capability and Capacity of the Strategic Planning Function – Instill a culture of shared accountability for the resulting initiatives
- Create an Executive Director position within the Office of the City Manager
- Develop more fully an Enterprise Asset Management Capability
- Strengthen Internal Audit

On March 31, 2014, the Finance, Administration and Audit Committee received an update on the Engineering and Public Works Commission Functional Review, which is a Public Service Renewal initiative. During discussion on this item, questions were raised by committee members regarding the interim placement of departments within other commissions in early 2014 resulting from a vacant commissioner position and how the interim structure may influence a decision regarding the Engineering and Public Works Commission Functional Review.

Interim Corporate Structure

An interim placement of departments under different commissions was put in place early in 2014 when a commissioner position became vacant, and has continued since that time. The interim changes were:

- Fleet and Building and Facilities report to the Commissioner of Strategic and Corporate Services
- Parks Development report to the Commissioner of Planning
- Parks and Forestry Operations report to the Commissioner of Engineering and Public Works
- Recreation and Culture report to the Executive Director, Office of the City Manager

Corporate Structure Review May 2014

Following the discussion by the Finance, Administration and Audit Committee of March 31, 2014, staff retained Western Management Consultants to revisit their Corporate Structure Review of 2011, to confirm progress made to date, to facilitate discussions relating to the interim placements of departments within the corporate structure, to interview the Senior Management Team (SMT) and Directors affected by the interim corporate structure, and to consider potential minor adjustments to the corporate structure at this time.

As a result of the interviews and discussions with staff, Western Management Consultants met with the Senior Management Team on June 5, 2014 to discuss the outcomes of their interviews, and potential corporate structure options. Western Management Consultant's initial finding is that the interim department placements within the current corporate structure are generally working very well. Minor adjustments were considered by SMT, but given the very tight timelines to consider and develop potential corporate structure options, there has not been an opportunity to effectively and fully consult with Members of Council and other city staff on potential adjustments.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 1, Finance Report No. 8 – Page 3

Staff is therefore making limited recommendations at this time, which are discussed in the Functional Review of the Commission of Engineering and Public Works – Final Report”.

Further to the June 5 meeting, Western Management Consultants will finalize their report, which will be provided to Council in a Communication the week of June 9, 2014.

Relationship to Vaughan Vision 2020/Strategic Plan

Changes to the organization structure will continue to align the organization to achieve Council's strategic goals and objectives. The report is consistent with Council's priorities and the necessary resources are in place.

Regional Implications

Not applicable.

Conclusion

Any change to the corporate structure must be considered carefully. It is increasingly apparent that many activities and projects cross more than one commission and several departments. Multiple points of consultation are now the norm, rather than the exception. Many departments are experiencing the complexity of dual reporting/consultation and “virtual” working groups are becoming a common requirement.

In addition, given the very tight timelines to consider and develop potential corporate structure options, there has not been an opportunity to effectively and fully consult with Members of Council and other city staff on potential adjustments.

Staff are therefore making limited recommendations at this time, which are discussed in the Functional Review of the Commission of Engineering and Public Works – Final Report” on the June 16, 2014 Finance, Administration and Audit Committee agenda.

Finally, staff recommends that further adjustments to the corporate structure be deferred until early 2015, allowing for a fulsome consultation process with Members of Council and senior staff, under the leadership of the new City Manager.

Attachments

Not applicable.

Report prepared by:

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Interim City Manager