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INTERIM REVIEW OF ORGANIZATIONAL STRUCTURE

Finance, Administration & Audit Committee

June 16, 2014



Context for the Review

The City implemented a new organizational structure in 2011.

Some minor departmental reporting changes have been made since then.

The Public Service Renewal (PSR) initiative identified several other opportunities for change.

A vacancy in the Community Services Commissioner position created a need for a temporary re-alignment of functions amongst the remaining Commissioners and the Executive Director.

The Engineering & Public Works commission has just completed a functional review and would like to move forward with its own re-alignment.

There is a search underway for a new City Manager.



Mandate of the Review

Within that context, the consultants were asked to:

1. Review organizational changes made since 2011
2. Review opportunities for enhancing or confirming the structure
3. Provide observations and recommendations on the organization design



3

Methodology

Over a five week period, the consultants:

- Reviewed relevant documents and structures of comparable jurisdictions.
- Met with the Interim City Manager, each Commissioner, the Executive Director, and four Directors (Human Resources, Building and Facilities, Recreation and Culture, and Parks Development).
- Drafted options for consideration.
- Facilitated a workshop with the Senior Management Team to review the options and discuss pros and cons of each.
- Developed a final report for Council.



Key Findings

In general, the current (temporary) structure is working well.

Review of similar jurisdictions shows that all have a “Community Service” portfolio reporting at the most senior level.

No real logical home for Recreation & Culture without a “Community Service” type of Commission.

Overall, most see Parks Development and Parks Operations & Forestry as being in the right place for the long run.

Differing views on whether Building and Facilities and Fleet must move together and the most appropriate reporting relationship.



Key Findings (2)

Differing views on whether Building and Facilities should be close to Recreation and Culture

Concerns expressed about overload on certain positions:

- Executive Director given expanded role in VMC
- Commissioner of Planning given expanding load and one vacant Director position
- Commissioner of Strategic & Corporate Services – addition of operational units may distract from already challenging number of initiatives underway



Current Interim Structure

Executive Director of City Mgr Off.	Finance & City Treasurer	Legal & Admin. Services	Planning	Engineering & Public Works	Strategic & Corporate Services
Economic Development	Financial Services	City Clerk's	Development Planning	Engineering	Strategic Planning
Corporate Communications	Budgeting & Financial Planning	Legal Services	Policy Planning / Urban Design	Development / Trans. Eng.	Human Resources
RECREATION AND CULTURE	Investment & Development Charges	By-Law and Compliance Department	Building Standards	Public Works	Information & Tech. Mgmt.
	Purchasing Services		PARKS DEVELOPMENT	PARKS OPERATIONS & FORESTRY	Innovation & Continuous Imp
					Environ. Sustainability
					Access Vaughan
					BUILDINGS & FACILITIES
					FLEET

BOLDED boxes are those Units from Community Services

Conclusion

- Ongoing Public Service Renewal initiative supports careful review of vacancy opportunities
- Broader consultation is required before major changes are made
- The current interim structure is working well short term but is not sustainable for the long term
- Recommendation regarding Parks & Forestry Operations is included in the Functional Review for Engineering & Public Works
- Conduct a full structure review in early 2015 with a more fulsome consultation process

