

Committee of the Whole (2) Report

DATE: Tuesday, December 07, 2021

WARD(S): ALL

TITLE: CORPORATE STRUCTURE REVIEW

FROM:

Nick Spensieri, City Manager

ACTION: DECISION

Purpose

To provide the Committee of the Whole with the recommendations for revisions to the corporate structure based on the results of the Corporate Structure Review.

Report Highlights

- On April 20, 2021 Council directed the City Manager to undertake a review of the corporate structure.
- On June 22, 2021 the City Manager provided an overview of the process to be undertaken to conduct the corporate structure review.
- The review was guided by key principles including:
 - continued alignment to strategic directions and objectives;
 - clarity of roles and responsibilities;
 - adherence to legislative and operational mandates;
 - good governance and accountability;
 - optimization of staffing and resource allocations;
 - a citizen-centric focus with dedication to service excellence and service delivery.
- As a result of the review, recommendations for revisions to the corporate structure are provided for Council's approval.
- The recommended corporate structure will come into effect January 2022 with full implementation of changes completed by end of Q1-2022.

Recommendations

1. That the recommendations for revisions to the corporate structure be approved, as presented.

Background

An organizational structure aligns and integrates the corporation's mandate and strategic directions with its people, processes, systems and technologies in order to meet its objectives and provide value to its stakeholders. From time-to-time a review of the organizational structure is prudent and a form of good governance to ensure continued alignment and to allow for modifications as required to continue to position the organization for success. An effective organizational structure provides the foundation for clarity in roles and responsibilities, accountabilities, and allocation of resources.

On April 20, 2021, Council provided direction to the City Manager to proceed with considering a corporate structure review. On June 22, 2021, the City Manager provided an overview of the process to be undertaken to conduct the corporate structure review.

This report provides the recommendations for revisions to the corporate structure based on the results of the review.

Previous Reports/Authority

- CONSIDERATION OF A CORPORATE STRUCTURE REVIEW
Item 2, Report No. 19 of the Committee of the Whole (Working Session),
April 20, 2021
- CONSIDERATION OF A CORPORATE STRUCTURE REVIEW,
Item 2, Report No. 37 of the Special Committee of the Whole, June 22, 2021

Analysis

As a form of continuous improvement and good governance, the City of Vaughan has taken this opportunity to conduct a review of its corporate structure. While it is guided by its Term of Council priorities and its commitment to service excellence the City of Vaughan continues to grow as a City of Choice and an Employer of Choice.

The purpose of this Corporate Structure Review is to ensure the achievement of the City's strategic directions and make any necessary recommendations to change the current structure to enhance the City's ability to meet future opportunities and challenges.

The corporate structure review is intended to confirm and validate current structures that are working well and identify areas that require modification, if applicable. Through this corporate structure review, we can ensure that the City will continue to provide its citizens with effective and efficient service delivery and value for their property tax dollar.

Principles to Guide the Review

The analysis and resulting recommendations from the corporate structure review were guided by the following key principles:

- Ensure that the organization continues to be positioned to meet the objectives of the 2018- 2022 Term of Council Service Excellence Strategic Plan, while positioning it for the future.
- Ensure good governance, accountabilities, transparency and appropriate reporting relationships are supported.
- Ensure clarity of functions, roles and responsibilities while also fostering cross-departmental collaboration and streamlined services.
- Address any current or anticipated future gaps in service delivery, where applicable.
- Ensure adherence to legislative requirements, operational mandates, and standards, where required.
- Allow for the provision of best services in designing an organizational structure that enables work to be performed at the right level, with the right resources.
- Optimize functional models with a citizen-centric focus / approach and dedication to service excellence and quality service delivery.
- Optimize staffing and resource allocations and be cost neutral and within approved budget.

The review was conducted from July to November 2021 and included consultations, research, gap analysis and jurisdictional comparators.

Recommendations

As a result of the review, the following recommendations are being made in support of a strengthened corporate structure:

- Establish a Chief of Communications and Economic Development Office with direct reporting to the City Manager.
- Transfer Corporate and Strategic Communications to the Chief Communications and Economic Development Office.
- Transfer Access Vaughan from the Community Services portfolio to the Chief Communications and Economic Development Office.
- Transfer Economic Development to the Chief Communications and Economic Development Office.
- Transfer cultural events/services to Recreation Services from Economic Development.
- Transfer the Program Management Office from the Infrastructure Development portfolio to the City Manager's Office portfolio.
- Transfer Procurement Services from the Corporate Services portfolio to the Legal and Administrative Services portfolio.
- Transfer Development Engineering from the Planning and Growth Management portfolio to the Infrastructure Development portfolio.

The recommended corporate structure will come into effect January 2022 with full implementation of changes completed by end of Q1-2022.

Attachment #1 provides the new recommended corporate structure.

Financial Impact

Not Applicable

Broader Regional Impacts/Considerations

Not Applicable

Conclusion

This report provides recommendations for revisions to the corporate structure based on the results of the Corporate Structure Review. The proposed changes have been vetted through meetings with all the Deputy City Managers and select Directors who are directly affected by the proposed changes.

No further changes are planned at this time (beyond any changes resulting from the City's ongoing focus on continuous improvement).

For more information, please contact:
Nick Spensieri, City Manager

Attachments

1. Recommended Organizational Structure (December 2021)

Prepared by

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Approved by

A handwritten signature in black ink, appearing to read 'Nick Spensieri', with a long horizontal line extending to the right.

Nick Spensieri, City Manager