

Special Committee of the Whole Report

DATE: Tuesday, June 22, 2021

WARD(S): ALL

TITLE: CONSIDERATION OF A CORPORATE STRUCTURE REVIEW

FROM:

Jim Harnum, City Manager

ACTION: FOR INFORMATION

Purpose

To provide the Committee of the Whole with an overview of the process which will be undertaken to conduct a corporate structure review.

Report Highlights

- On April 20, 2021, Council directed the City Manager to undertake a review of the corporate structure.
- This report provides an overview of the process to be undertaken to conduct the corporate structure review.
- The review will be 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.
- Following the review, a report will be provided to Council in Q4 2021.

Recommendation

1. That the Consideration of a Corporate Structure Review report be received.

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. As directed by Council, the City Manager is now providing the Committee of the Whole with an overview of the process to conduct the corporate structure review.

The review will be 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.

Following the review, a final report will be provided to Council in Q4 2021.

Previous Reports/Authority

- CONSIDERATION OF A CORPORATE STRUCTURE REVIEW
[extract from Council meeting Minutes of April 20, 2021.](#)

Analysis

As a form of continuous improvement and good governance, the City of Vaughan is taking 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.

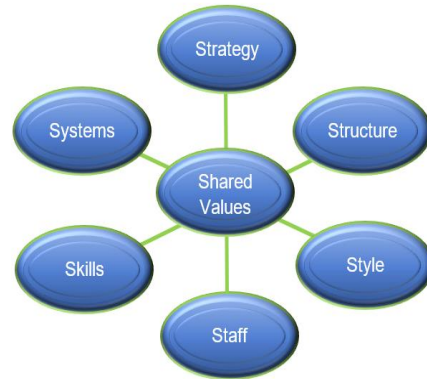
The purpose of this Corporate Structure Review is to ensure the achievement of the City's strategic directions and make any necessary recommendations to change the current structure to enhance the City's ability to meet future opportunities and challenges.

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.

Approach

The corporate structure review will include an inclusive and consultative process to engage key stakeholders and collect information and ideas on organizational structure and design opportunities. In addition, the process will utilize the Seven-S Model for organizational structure and design considerations including the assessment of how the corporate structure enables the achievement of the City's strategic directions, how our shared values are reflected in our approach, and what systems, staffing and skills are needed for the future in order to continue to achieve success and ensure service excellence.



Based on McKinsey & Company. Seven-S Model for Organizational Design

Key features of the approach to be undertaken include:

- The review process will engage appropriate stakeholders and inputs for consideration.
- The process will include a jurisdictional comparison of other similar sized municipalities.
- The review will include various analyses to assess current and future requirements including a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), a SWAB analysis (Strengths, Weaknesses, Alternatives and Best Practices), and a Gap analysis to assess services and resources.
- If the review results in recommendations for substantial changes, a third-party review by an external consultant will be considered to validate final decisions, where necessary.
- The review will result in a final report to Council in Q4 2021.

Principles to Guide the Review

Any recommendations for changes and/or modifications resulting from the corporate structure review will be 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.

Key Timelines

May/June 2021	Initial input from Mayor and Members of Council regarding the process to be undertaken.
June 22, 2021	Report to Council on process to be undertaken
July/Aug 2021	Conduct consultations, research, gap analysis and jurisdictional comparators
Oct 2021	Final Report to Council

Financial Impact

Not Applicable

Broader Regional Impacts/Considerations

Not Applicable

Conclusion

This report provides an overview of the process to be undertaken to conduct a corporate structure review.

A corporate structure review provides the opportunity to assess current and future requirements and provide the Mayor and Members of Council, City Staff and most importantly our residents the confidence that the corporation is being managed and operated in the most efficient and cost effective manner.

For more information, please contact Jim Harnum, City Manager.

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