

# Municipality of Lakeshore - Report to Council

## Chief Administrative Officer



**To:** Mayor & Members of Council  
**From:** Truper McBride, Chief Administrative Officer  
**Date:** April 6, 2021  
**Subject:** Organizational Design

---

### Recommendation

This report is for information only.

### Background

At the March 23<sup>rd</sup> regular meeting of Council, the Organizational Review was presented and the following resolutions were passed:

That Council approve the recommendations arising from the Organizational Review in principle; and,

That Council direct Administration to develop an implementation plan for the recommendations, as described in the report presented at the March 23, 2021 Council meeting.

The implementation of the recommendations in the Organizational Review will occur over the next several years in phases. This report provides the overall organizational design and summary of highlights to move the organization forward to effectively, efficiently and sustainably deliver services through growth of the municipality and organization.

### Comments

Evolving Lakeshore's current Organizational Design is a central recommendation in the Optimus report and interwoven through all of the recommendations. The recommendations in the Organizational Review (Optimus Report) identify the need to redesign Administration in order to create clearer accountabilities/responsibilities, establish a performance driven culture that improves public service, and improve capacity to proactively address strategic priorities as opposed to reacting in most instances.

Council has assigned responsibility to the Chief Administrative Officer to determine the most effective and efficient organizational design for the Municipality. The Organizational Design (appears at Appendix “A” to this report) presents the new organizational design which reflects a formal division of work with functional responsibilities and accountabilities reflected in the design. In addition to the reporting and functional relationships, this design includes the development of synergy teams to address some cross-functional alignments that could not be addressed in the formal organizational design.

The combination of the organizational design and the synergy teams will allow Administration to coordinate and manage organizational activities based on functional alignment. The Organizational design also positions the organization for sustainable internal growth and development over a 10 year period with potential for future years. A longer time horizon may be needed depending on yearly budget pressures. Council’s strategic priorities will determine the focus and sequencing of proposed growth positions.

The central themes of the Optimus Report include:

- i. Focus on leadership and corporate performance
- ii. Focus on customer service
- iii. Enhancing analytical and strategic planning capacity
- iv. Realignment of functions to optimize resources
- v. Project resourcing requirements for current service delivery demands and future service delivery requirements

The new design provides for significant realignment of service delivery and will enable the implementation of the recommendations in the Optimus Report.

#### Focus on Leadership and Performance

Establishing a performance driven and public service based culture is a central theme in the Optimus Report. The new Organizational Design represents a function realignment of some existing positions in the organization and the addition of new positions to support and promote the development of a performance driven and public service based culture. This functional realignment would be best served by the addition of a Director position in 2022 as well as some reassignment of front line staff in the areas being affected beginning in 2021 in order to more effectively and efficiently deliver service to the public.

As part of the redesign of leadership roles, a change to titles will support the change management plan for the new vision of leadership. This includes title changes from Director to Corporate Leader, Manager to Division Leader and Supervisor to Team Leader. The Senior Management Team is also being renamed the Corporate Leadership Team.

The new organizational design positions the organization for growth to meet current service delivery demands as well as allows for flexibility to address future growth due to growth in population and increase in demands for services. Over the next 5 to 10 years, the organizational design will experience further growth pressures which can be

addressed through a small organizational review at the 5 year point and a more comprehensive organizational review at the 10 year point. These reviews will include a focus on ensuring that recommendations of the Optimus Review are successfully implemented and reviewing Operational Leadership to determine whether Section Leaders will be required to report to the Corporate Leader to further develop service delivery in an effective, efficient, and timely manner.

### Public Service and Experience

The Optimus Report highlights the need to improve the level of service and the timely interaction with the general public and stakeholders. There are varied approaches between divisions on how interactions with the public are handled ranging from answering phone calls, responding to email inquiries, ability to pay bills, and respond to calls for service. The new design implements a new forward-facing Public Service team responsible for:

- i. all first contact matters with the public;
- ii. initiating follow-ups by the various operational divisions; and,
- iii. commencing work orders.

The Public Service Team will initially be staffed through reassignment and realignment of existing resources and will require a Team Leader position to oversee and coordinate efforts. This role will be included in the 2022 budget. Process mapping and functional realignment review will commence in the next few weeks.

### Enhancing Analytical Capacity

The Optimus Report indicated that Lakeshore needs to improve the strategic planning and analysis at the division level throughout the organization. This will only be accomplished through additional coordinator and technical expert position capacity throughout all the divisions of the organization. The new organizational design identifies phasing in new growth positions that will allow leaders to offload the day to day technical operational duties in order to have the capacity to perform strategic business planning and analysis.

Corporate Leaders will begin to work with Operational Leaders to establish an expanded set of formal Key Performance Indicators (KPI) which will be reviewed each year as part of the annual budget process, corporate performance review process and annual staff performance review process. Once established, the reporting of KPI's will provide quantitative/qualitative analysis regarding Lakeshore's service delivery and inform future decisions relating to services. This analytical capacity will, in turn, provide informational support for Council in its decision making processes.

## Defining and Embedding Strategic Priorities and Risk Management

The Optimus Report highlights that Lakeshore Administration is largely responsive in its operations. The organizational capacity is lacking to adopt a more proactive and strategic stance to address emergent issues. In the absence of time for strategic planning at the senior levels of the organization, staff typically are left to focus on 'firefighting' with senior leadership becoming heavily involved in direct service delivery and issue resolution. The new organizational design begins to speak to creating a flexible organizational design to establish more technical experts and coordinator roles in the organization which would allow senior leadership the capacity to adopt a more proactive stance and establish a better focus on delivering Council's strategic priorities.

Risk management is currently a shared function across senior administrative leadership. The new organizational design is assigning risk management to Strategic and Civic Services to formally lead and manage. In addition, initiative specific resourcing has been added within each Corporate Leader's department to support strategic initiatives development and implementation in each area of the organization.

Throughout the implementation of the new organizational design, new and revised job descriptions will be issued across the organization to provide for function focused accountabilities, points of collaboration and interdependencies amongst staff.

## Overall Impact

The overall impact of this new organizational design will result in the following over a 10 year period:

- 1) Growth in CUPE positions to increase capacity for management to focus on strategic planning. This is predominately the coordinator and technical expert positions with some project management positions.
- 2) Marginal (positive) impact to IBEW positions.
- 3) Marginal (positive) impact to Management positions as a result of functional alignment and increase capacity for strategic initiatives management.
- 4) Marginal (positive) impact to Non Union Non Management positions to increase capacity for management to focus on strategic planning.

## **Others Consulted**

Optimus SBR

## Financial Impacts

There are no immediate impacts as a result of this report. Decisions relating to the identified growth positions will be determined by Council through the annual budget process commencing with the 2022 budget.

## Attachment(s):

### Appendix A: Organizational Design

## Report Approval Details

Document Title:	Organizational Design 2021.docx
Attachments:	- Lakeshore Organizational Design and Structure-FINAL.pptx
Final Approval Date:	Apr 15, 2021

This report and all of its attachments were approved and signed as outlined below:

Truper McBride

Rosanna Pellerito

Kristen Newman

Truper McBride