



# The Road Ahead

Organizational Design and Structure

April 15<sup>th</sup> 2021



# Lakeshore's Organizational Design Goals

## Organizational Review Recommendations

- Build a performance driven and service culture
- Improve risk management and capacity to execute and communicate strategic priorities
- Create empowering working relationships
- Organize portfolios with aligned functions

# Organizational Design Guiding Principles

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- Cost Neutral for 2021
- Implementation guided by annual budget pressures
- Create efficiencies and increase effectiveness in service delivery
- Position as employer of choice in Ontario
- Modernize municipal operations
- Empower innovation and creativity



# New Organizational Design Features

## Review Recommendation

## Design Response

Develop a performance and service driven culture

- New Public Service Unit
- New Development Approvals Unit
- Focus shift from 'management' to 'leadership'
- Advancement of Culture Strategy
- Corporate performance team established

Improve risk management and capacity to execute strategic priorities

- New Legal and Risk Management Division
- Formal assignment of policy development and property portfolio

# New Organizational Design Features

## Review Recommendation

## Design Response

Create empowering working relationships

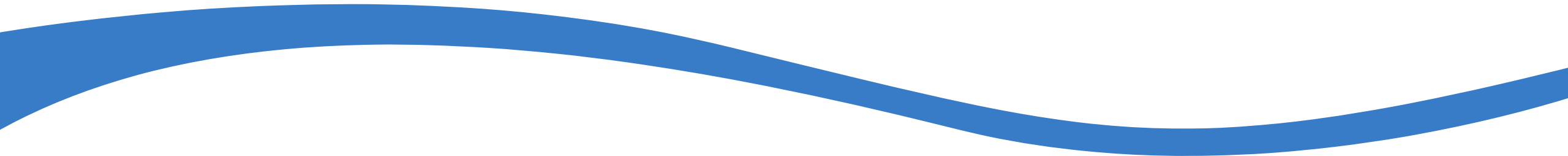
- Elevated strategic focus of the Corporate Leadership Team (new SMT)
- Job description to be updated clearly delineate roles and levels of strategic versus operational focus
- Succession planning to guide staff career development opportunities

Organize portfolios with aligned functions

- New Community Health and Safety Department
- Introduction of Administrative Synergy Teams
- Existing departments structured to support strategic focus of Council

# **The New Municipality of Lakeshore**

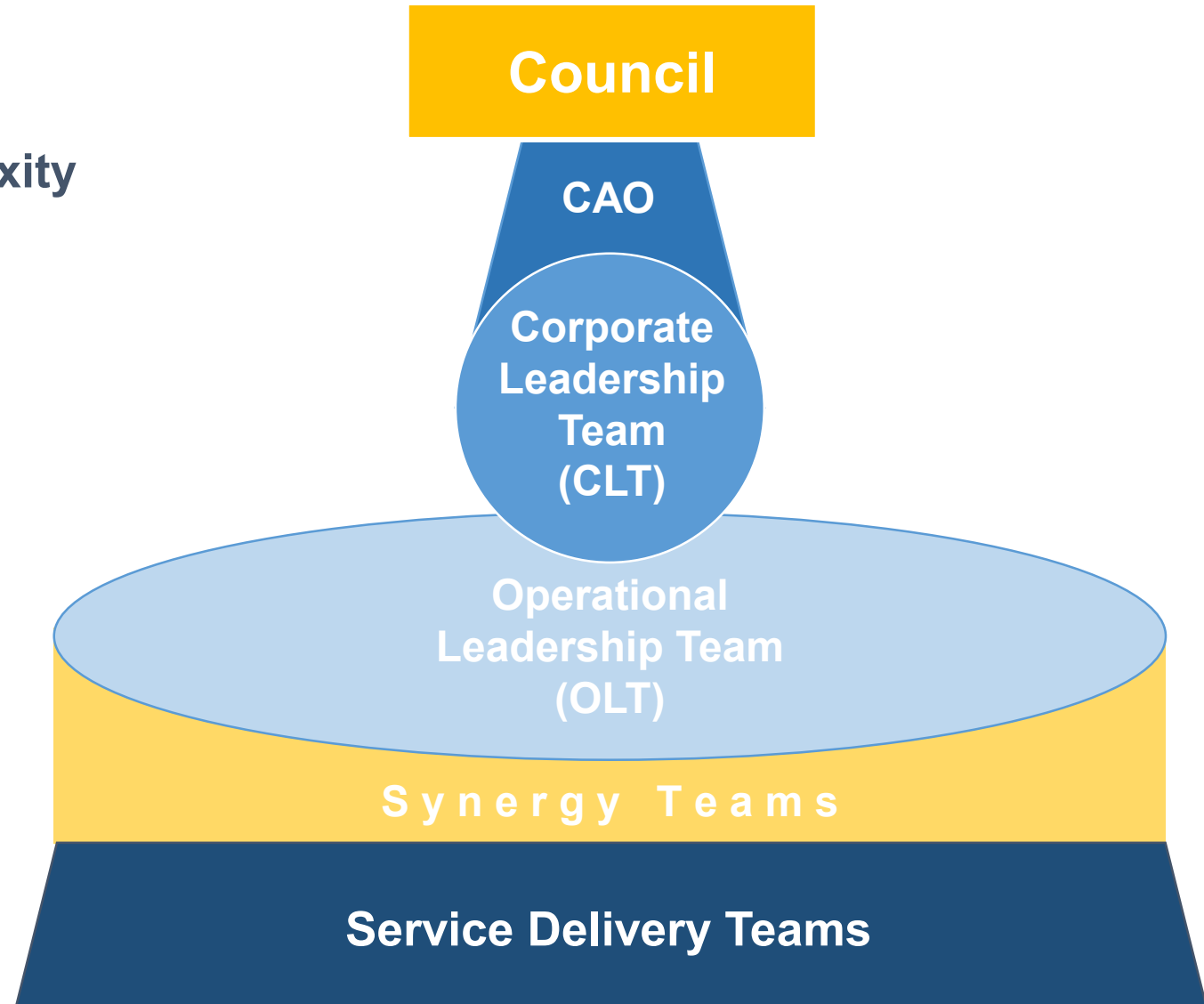
## **Administrative Design and Structure**



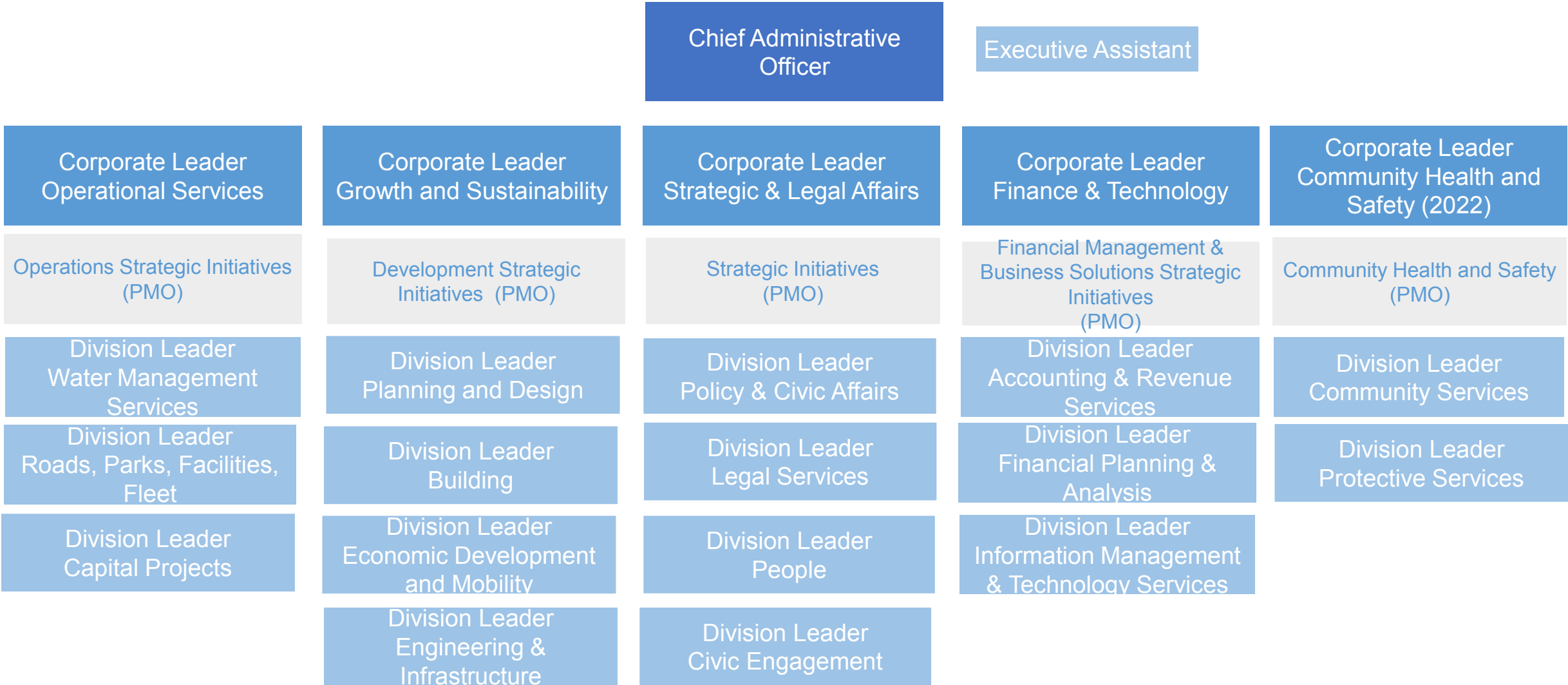
# Organizational Design

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- Increased Horizontal Complexity
- Collaborative Focus
- Team Based
- Strategic Focus
- Public Service

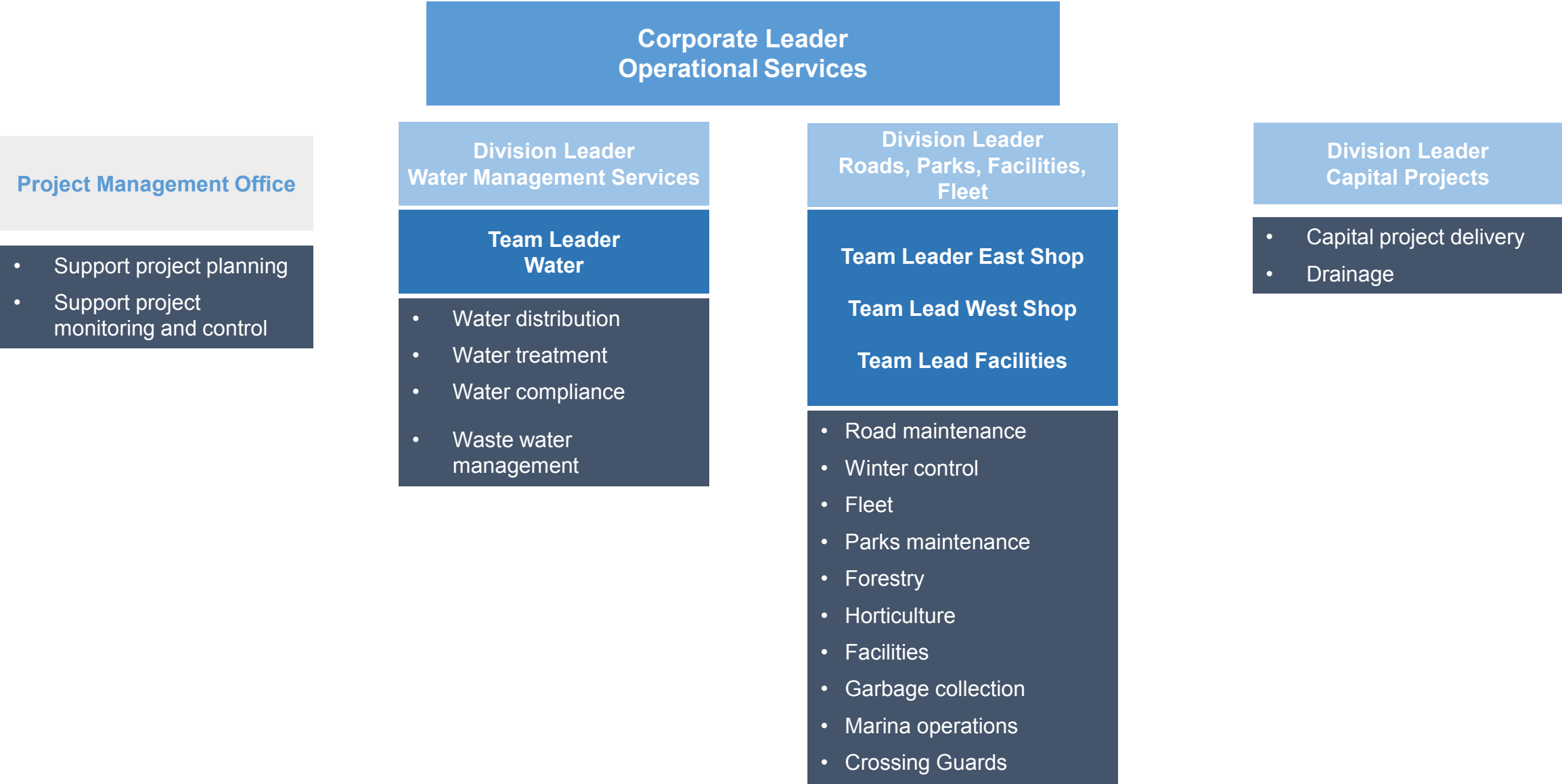


# Organizational Structure

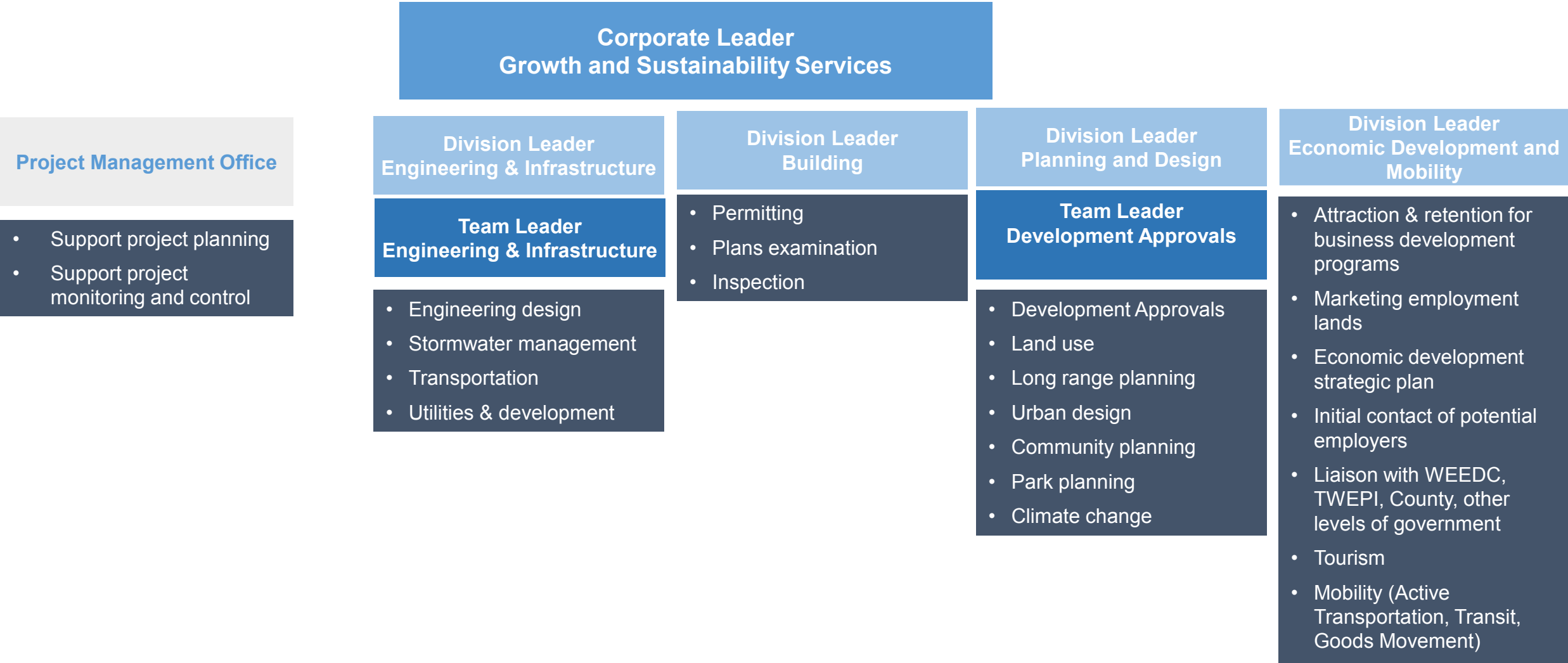




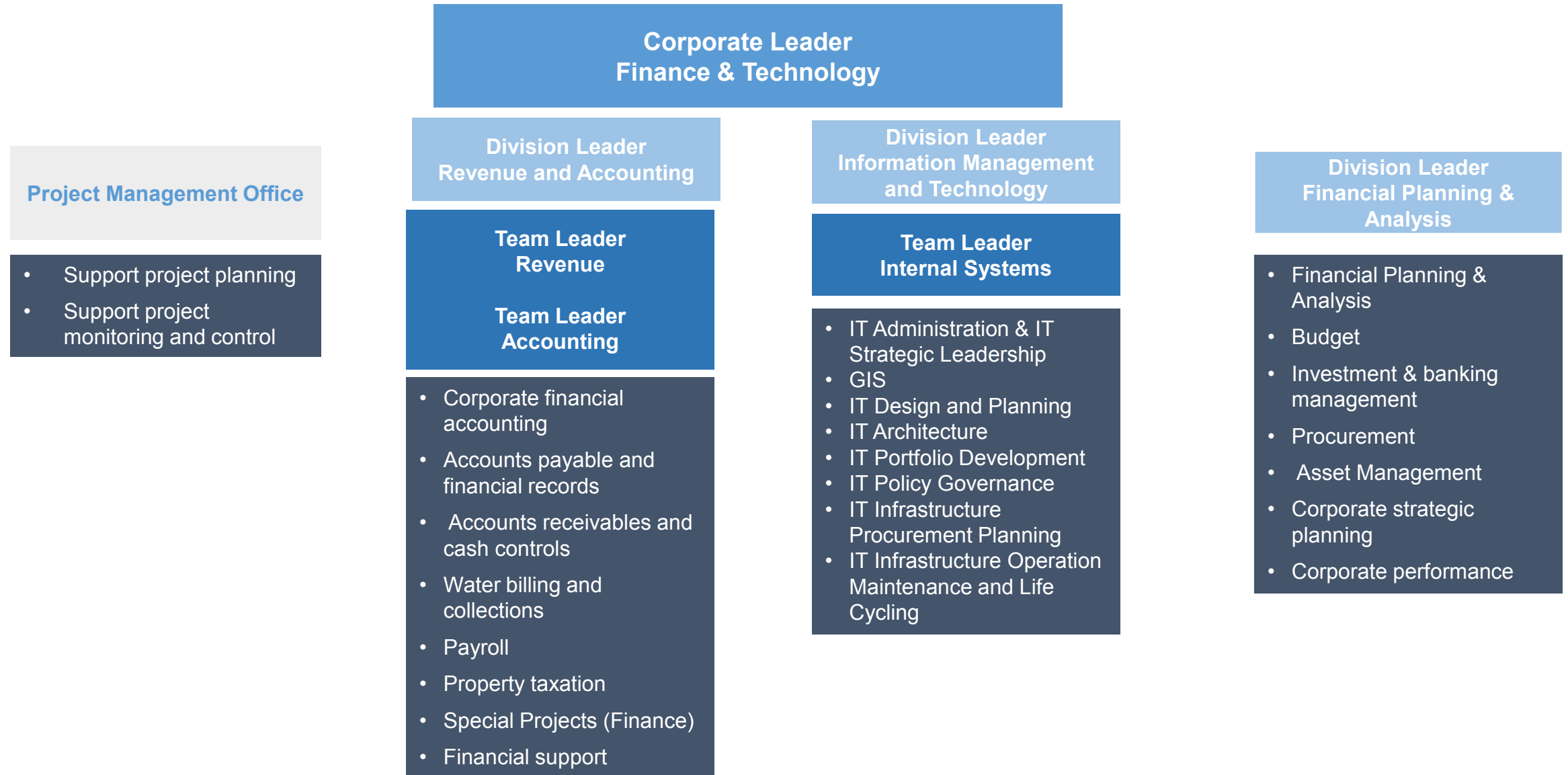
# Portfolio Assignments



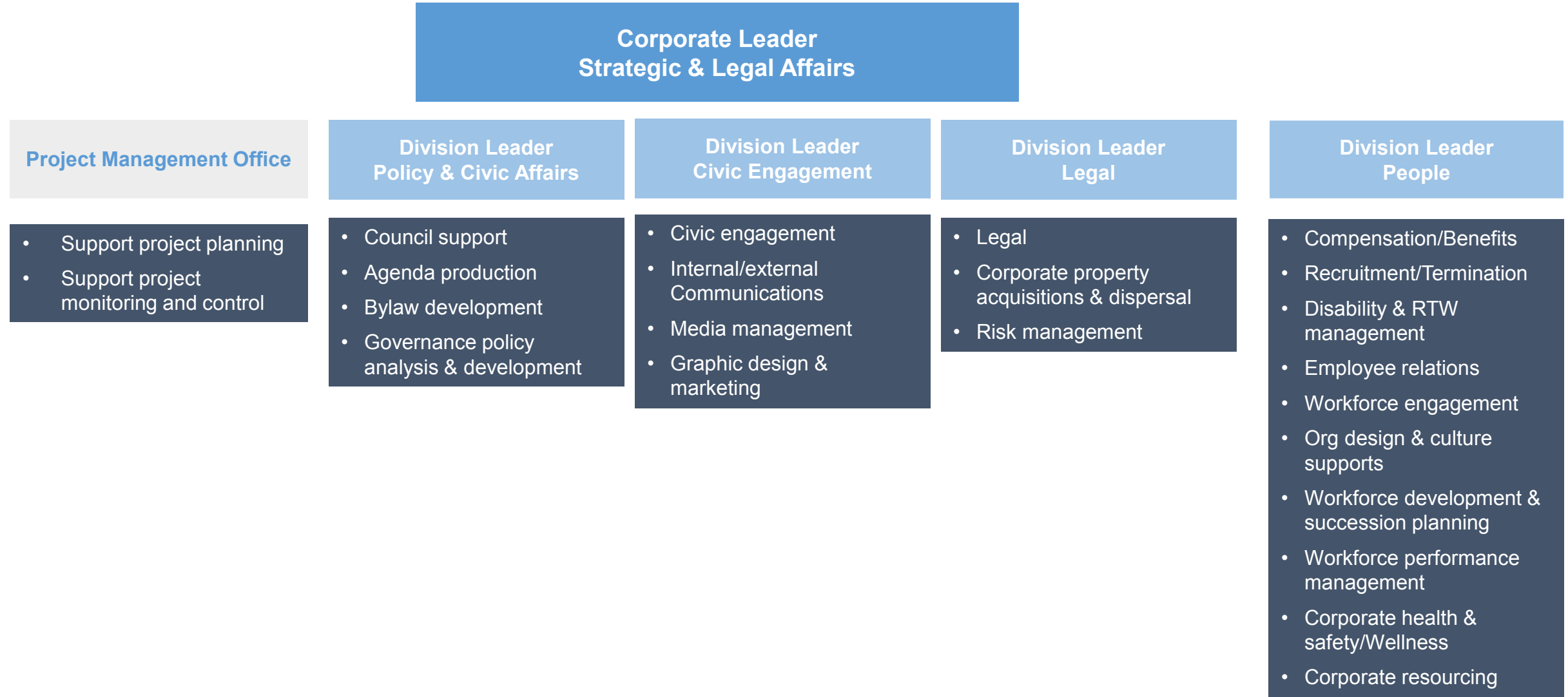
# Portfolio Assignments



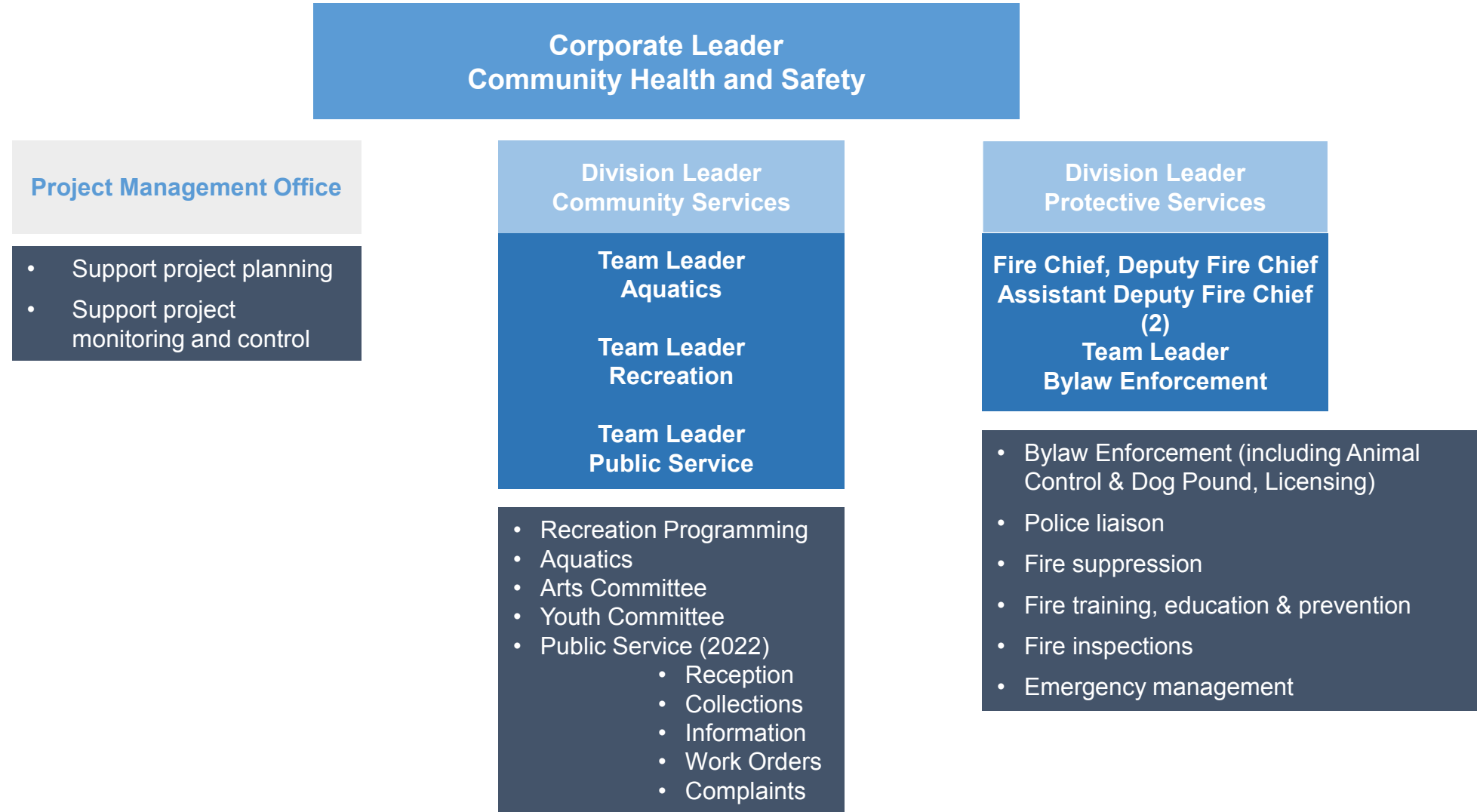
# Portfolio Assignments



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# Synergy Teams

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## **Purpose**

- Drive cross departmental collaboration, integration, creativity, and solution development
- Blend of Leadership and Service Delivery Staff
- Build upon existing cross-functional relationships and expanding with a synergy mandate
- Opportunities for synergies in areas such as asset management, risk management, project management

# Impact of Changes on Head Count over 10 years:

## **Proposed Staffing FTE changes over 10 years:**

- 1) 78% of the additional positions proposed will be unionized positions to expand the technical, administrative, and front line support
- 2) 13% of the additional positions proposed will be Management positions
- 3) 9% of the additional positions proposed will be Non-Union Non-Management positions