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Executive Summary
Executive Summary

Restrictions

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the City of Waterloo. KPMG has not and will not perform management functions or make management decisions for the City of Waterloo. The determination of the high level organizational structure and the detail design of the organization is the responsibility of the City of Waterloo management.

This report includes or makes reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the City of Waterloo nor are we an insider or associate of the City of Waterloo or its management team. Our fees for this engagement are not contingent upon our findings or any other event. Accordingly, we believe we are independent of the City of Waterloo and are acting objectively.
Introduction

The City of Waterloo is the technological hub for much of Canada’s major knowledge economy employers, such as Blackberry, formerly Research in Motion (RIM), Open Text, TeleDyne DALSA, IBM, McAfee, Descartes Systems, Sybase Inc., Raytheon, and Conestoga Rovers. The City is also home to leading academic and research institutions (WLU, UW, Conestoga, Perimeter Institute for Theoretical Physics, the Centre of International Governance Innovation, Balsillie School of International Affairs and the University of Waterloo Research and Technology Park) that has created a vibrant knowledge based economy in the broader Region of Waterloo. This continuing transformation of Waterloo’s economy from an agrarian community to an industrial city to a technology centre of excellence has placed a significant responsibility on the City of Waterloo to match this pace of transformation in its delivery of municipal services.

The last major review of the City’s organization was conducted in 2005 and since then the City has grown and will continue to grow for the foreseeable future. Council and its leadership team recognized a need for a review of the City’s organizational structure to determine whether department functions and resources are suitably aligned with service demands in accordance with the City’s strategic priorities.

This review is intended to enhance the City’s current structure and culture in the context of a growing community, new city priorities, new legislative requirements, new opportunities and leading management practices. It is anticipated that the result of this process will be a more efficient and responsive organization for the citizens of Waterloo.

Project Objectives

KPMG was engaged by the City of Waterloo to undertake an organizational review called 2013 Forward with five primary objectives:

1. The City’s key business areas are aligned with future needs of the community;
2. Operational activities are demonstrably efficient, effective, and make appropriate use of resources;
3. Staffing levels are appropriate for the current and future level of service demand;
4. Organizational structure provides efficient and effective service delivery;
5. Employee culture contributes to the overall organization success.
Executive Summary
Scope, Deliverables and Timing

Project Drivers (why are we doing this, what problem do we want to solve)
- To uncover opportunities that could lead to a more efficient and responsive organization in the context of a growing community, new city priorities, new legislative requirements and leading practices in local government.

Project Principles
- The recommendations of KPMG will be highly implementable and reflect the independent professional opinion of the consulting team
- The outcomes will be innovative and reflect leading practices
- The ability to measure and/or use benchmarks where possible is highly desirable

Project Scope
- Update the City’s inventory of current programs and services offered and/or funded by the various City Departments and identify alignment with anticipated future needs based on leading practices in local government
- Benchmark and measure the City’s resource base in context of other progressive organizations
- Identify organizational and physical structures to better support an effective and efficient delivery of services
- Identify service improvement opportunities, including shared services and sustainability
- Link corporate strategic priorities to the proposed structure
- Position the organization for future innovation
- Chart a high level path for an improved internal employee culture

Project Timing
- The project commenced November 2, 2012, and will be completed when the final report is submitted to the City of Waterloo on or before May 2, 2013.

It is common for both internal and external stakeholders to confuse an organizational review with a service delivery review given the widespread media attention of the Toronto Service Delivery Review. A service delivery review is all about identifying municipal services that can be delivered in a new manner or at a different service level. An organizational review instead is about the alignment of the organization’s resources to most effectively and efficiently deliver those services.

A service delivery review is all about identifying municipal services that can be delivered in a new manner or at a different service level. An organizational review instead is about the alignment of the organization’s resources to most effectively and efficiently deliver those services.
Executive Summary
2013 Forward Project Phases

1. Meet with CAO and Project Team to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement

2. Collect relevant information on current state perspectives and discuss future state opportunities with stakeholders

3. Interview 6 comparator municipalities to identify leading practices and conduct benchmarking exercise

4. Develop two or three organization structure options

5. Establish unit mandates, functions & accountabilities; identify any adjustments

6. Develop and present a final report and a high level implementation plan for the new organizational structure
What are Design Principles?

- Design principles form the criteria against which to measure the organization design.
- Design principles should reflect a focus on **effectiveness**. An organization is effective if it is doing the right things to achieve its mandate and vision.
- Design principles should reflect a focus on **efficiency**. An organization is efficient if it is doing things in a way that maximizes utilization of resources.
- Design principles should reflect desired performance (success measures).

*Our Structures, Processes, People Practices will be designed to...*

1. Deliver high levels of customer satisfaction
2. Ensure accountability and responsibility across the organization
3. Ensure consistency in strategic direction
4. Promote strategic leadership
5. Encourage horizontal integration and collaboration across the organization
6. Create corporate solutions that support Council/staff in servicing the citizens of Waterloo
Our Success Measures from the perspective of different stakeholders will be . . .

<table>
<thead>
<tr>
<th>The Stakeholder</th>
<th>How they will measure success:</th>
</tr>
</thead>
</table>
| Elected Officials                | ✓The degree of change in the organization  
                                          ✓Improved efficiencies and effectiveness of the organization |
| Corporate Management Team        | ✓Change in strategic orientation – strategic awareness, get out of the weeds  
                                          ✓Change ready and positioned for the future |
| Staff                            | ✓The resolution to long standing organizational issues  
                                          ✓Clarity around the operational direction of the organization  
                                          ✓Opportunity to advance; no job loss |
| External Partners/ Parties       | ✓Responsiveness of the organization  
                                          ✓Ease of access |
| Citizens of Waterloo             | ✓Reduced cost of operation – value for money  
                                          ✓Customer service orientation |
Executive Summary

Recommended Organization Structure

- **Strategic Initiatives**
  - Project Management and Environmental Stewardship

- **Office of the CAO**
  - Strategy, Executive Support

- **Economic Development**
  - Tourism, Arts, Culture, Festivals & Events, Sponsorships, Marketing, Industrial Land Development, Property, Proposal development and Promotion for Large Events

**Corporate Services**
- Facilities & Fleet
  - Project Mgmt, Facility Capital Maintenance, Fleet Maintenance, Buildings, Lease Tenant Relations
- Legislative Services
  - CAO & Elected Officials Support, Records Mgmt, Legislative Svcs, Vital Stats/Marriage Licensing
- Human Resources
  - HR Svcs, Volunteer Svcs, Training, Health and Safety

**Community Services**
- Fire Rescue Services
  - Suppression, Prevention, Emergency Planning
- Recreation & Facility Services
  - Programming, Facility Operations, Administration, Cemetery & Bechtel Park
- Environment & Parks Services
  - Horticulture, Playgrounds, Forestry, Sports Fields, Parks, Trails, Technical Services

**Communication**
- External/Internal/Web & Social Media

**Legal Services**
- Corporate Legal Counsel

**Finance**
- Purchasing, AP/AR, Audit, Payroll, Budgets, Cash Receiving, Taxation, Stockroom, Insurance

**Information Management & Technology Services**
- Network Admin, GIS, Enterprise SW Support

**Economic Development**
- Growth Management
  - OP, Heritage, Station Area Planning, Land Use Sustainability
- Transportation
  - Winter Control, Operations, Parking Lots, Technical Services

**Water Services**
- Storm, Water Quality Programs, Water/Water Svcs

**Engineering Services**
- Engineering, Modelling, Project Mgmt, Capital Projects (Construction Mgmt, Project Mgmt, Surveying, GIS/Mapping, Tenders)

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Executive Summary

Former Organization Structure
Executive Summary

Recommendations

1. Organizational Structure
Implement the organizational structure developed by the 2013 Forward Working Group

2. Project Management Office
Implement a Project Management Office as part of the Chief Administrative Officer’s Office

3. Internal Consultants
Continue the use of internal consultants from Corporate Services to service citizen facing departments

4. Complement (Position) Control
Implement complement control within the City

5. Heritage Planner
Hire a Heritage Planner on a two year contract

6. Information Management & Technology Services Division
Immediately appoint a new Director of IMTS and empower them with the ability to revamp the IMTS Division

7. Open Government
Develop a Open Government strategy and commit the organization to its implementation

8. Shared Services
Identify opportunities and engage in shared services opportunities within the broader region of Waterloo

9. Compressed Work Week
Review the compressed work week policies and guidelines to ensure they meet the operational needs of the City

10. Deputy CAO/Commissioners
Review the necessity of the Deputy CAO/Commissioner positions at the one year anniversary of 2013 Forward’s implementation

11. Horizontal Integration Across the Organization
Continue the use of cross departmental teams such as the Operational Leadership Team to strengthen the horizontal integration of the organization

12. Five Year Workforce Plan
Develop a Five Year Workforce Plan and re-evaluate annually
Financial and Staffing Perspectives on the City
Financial and Staffing Perspectives on the City
Reported Operating Results (in millions)

Revenue
Expenditures
Surplus

Source – audited financial statements adjusted for pre-TCA accounting basis & less Hydro income.
Financial and Staffing Perspectives on the City

Operating and Capital Expenditures (in millions)

Source – audited financial statements adjusted for pre-TCA accounting basis
For the purposes of the project, five comparator communities were selected as municipal comparators based on population growth, presence of post secondary institutions and geography:

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the City’s organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation levels in other communities are ‘right’

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterloo</td>
<td>124,900</td>
<td>41,730</td>
</tr>
<tr>
<td>Kingston</td>
<td>123,363</td>
<td>52,413</td>
</tr>
<tr>
<td>Kitchener</td>
<td>234,300</td>
<td>88,350</td>
</tr>
<tr>
<td>London</td>
<td>366,150</td>
<td>167,570</td>
</tr>
<tr>
<td>Newmarket</td>
<td>85,008</td>
<td>27,539</td>
</tr>
<tr>
<td>St. Catharines</td>
<td>131,400</td>
<td>58,914</td>
</tr>
</tbody>
</table>

1 Statistics Canada census profiles (2011)
2 Municipal Financial Information Return Schedule 02 (2011)
The large variance in the staffing levels between the City of London and the City of Kingston is based on their municipal structure. Both are single-tier municipalities and as a result provide services such as policing and waste management services.

In comparison to similar sized lower tier municipalities, the City of Waterloo is at the lower end of spectrum with 554 fulltime employees second lowest only to Newmarket with 378.

Source – KPMG analysis of annual financial information returns
Over the past five years, staffing levels with the City of Waterloo have not fluctuated.

8 fewer fulltime positions existed in 2011 when compared to 2007.

Part-time positions have also decreased over the same five year period shifting from 494 positions in 2007 to 411 in 2011.
### Historical Staffing Levels – 2007 to 2011

<table>
<thead>
<tr>
<th>Full-time employees</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Support</td>
<td>87</td>
<td>86</td>
<td>86</td>
<td>91</td>
<td>97</td>
</tr>
<tr>
<td>Fire</td>
<td>121</td>
<td>121</td>
<td>128</td>
<td>138</td>
<td>139</td>
</tr>
<tr>
<td>Public Works</td>
<td>90</td>
<td>94</td>
<td>96</td>
<td>97</td>
<td>97</td>
</tr>
<tr>
<td>Parks and Recreation</td>
<td>125</td>
<td>124</td>
<td>124</td>
<td>116</td>
<td>109</td>
</tr>
<tr>
<td>Planning</td>
<td>34</td>
<td>34</td>
<td>32</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>Other</td>
<td>59</td>
<td>40</td>
<td>40</td>
<td>39</td>
<td>42</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>524</td>
<td>499</td>
<td>506</td>
<td>513</td>
<td>516</td>
</tr>
</tbody>
</table>
Within the next four years, 103 municipal employees will be entitled to retire with unreduced pensions, representing 19% of all full-time employees. While certain of these positions will need to be replaced the upcoming attrition provides the City with the opportunity to realign its organizational structure and reconsider its method of service delivery.

**Cumulative number of City employees reaching full pension**

1. Based on personnel information provided by management.
While municipal comparators (Newmarket and Kitchener) have experienced population growth of 7%, Waterloo’s population growth experience for the past five years is the second lowest of the comparator group. The City’s population has grown 1.3% from 2006 to 2011.
Among the municipal comparator group, the City of Waterloo reserves per household rank second lowest only to Kitchener.

The City of Waterloo’s approach to reserves indicate a positive trend because as reserves are spent in one year, they are reinvested in the next based on our analysis of the municipality’s reserves over a five year period (2007 to 2011).
As noted in the previous slide, the City of Waterloo’s approach toward the use of reserves and reserve funds appears to be positive. Over the past five years, reserves and reserve funds have decreased and been replenished in subsequent years.

Source – KPMG analysis of annual financial information returns

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The City of Waterloo’s debt levels per household rank among the middle of the municipal comparator group.

Low to moderate debt levels indicate that a municipality may have the ability to borrow as a financing strategy when undertaking major municipal projects.

Included in the City of Waterloo’s debt position is an annual $5 million payment for RIM Park.
Waterloo’s residential taxes per household including both lower and upper tier portions have increased on average by 1.5% over the past three years.

Overall, residential taxation for the City falls within the range of their municipal comparators.
The KPMG Affordability model is a way of positioning municipalities relative to one another based upon their residential taxes per household and their income per household as determined by Canada Revenue Agency.

Within this matrix, a municipality would hope to be in either the bottom left or top right quadrant matching household income to residential taxation.

A municipality has little control over household income levels but service level adjustments may allow a municipality to shift along the residential taxation axis.
The City of Waterloo was named the world’s Intelligent Community of the Year in 2007 by the Intelligent Communities Forum (ICF).

Waterloo’s intelligent community strategy aims to ensure that technological achievements are developed locally and celebrated internationally. These initiatives can be used to link social and economic entrepreneurship across communities and to share our skills, services, applications and other broadband achievements within the region, across Canada and around the world.

- City of Waterloo Web Site
Summary & Implications for the Organization

- The City of Waterloo is a $154 million dollar municipal corporation with a FTE permanent workforce of 554 employees.

- In comparison to its peers, Waterloo operates with a lean staffing complement that has seen minimal change in the past five years.

- Waterloo has experienced the second lowest growth rate among the comparator group.

- The reserve and debt position of the City is consistent with the average of its comparators indicating low financial risk to the municipality.

- Residential taxes per household are consistent with the average of the comparator group.

- The income per household is on the high side of its comparator group; second highest to the Town of Newmarket.

- The placement of Waterloo on KPMG’s Municipal Affordability model is at the top end of the low income/low cost quadrant indicating that the City successfully matches its costs to household income.

- Based upon the financial and staffing analysis, it would appear that there is limited financial capacity to significantly increase the size of the City’s workforce. Addressing the challenges currently facing the City will instead require the realignment of the organizational structure and the re-engineering of its business processes.
Understanding An Organization
Principles of Organization Design

- Organization design is the deliberate process of configuring structures, processes, and people practices to create an effective organization capable of achieving the organization’s identified strategy.

- **Form Follows Function** - strategy drives structure; processes are based on structure; and structures and processes define the implementation of people practices

- Structure is just one of several levers to be ‘pulled’ in organizations to optimize performance

- Effective organization design considers the following:
  - Strategy
  - Structure
  - Processes & Systems
  - People Practices
  - Culture

The organization is not an end in itself; it is simply a vehicle for accomplishing the strategic tasks of the business.

A well-designed organization helps everyone in the business do her or his job effectively.

A poorly-designed organization (or an organization by default) creates barriers and frustrations for people both inside and outside the organization.

Paul Galbraith
Identifying the Source of the Problem: Unaligned Organization Design

<table>
<thead>
<tr>
<th>Organizational Problems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
</tr>
<tr>
<td>If strategy is missing, unclear, or not agreed upon</td>
</tr>
<tr>
<td><strong>Structure</strong></td>
</tr>
<tr>
<td>If the structure isn’t aligned to the strategy</td>
</tr>
<tr>
<td><strong>Processes and Lateral Capability</strong></td>
</tr>
<tr>
<td><strong>Reward Systems</strong></td>
</tr>
<tr>
<td>If the metrics and rewards don’t support the goals</td>
</tr>
<tr>
<td><strong>People Practices</strong></td>
</tr>
<tr>
<td>If people aren’t enabled and empowered</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Problems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Confusion</strong></td>
</tr>
<tr>
<td>• No common direction; people pulling in different directions</td>
</tr>
<tr>
<td>• Inability to mobilize resources</td>
</tr>
<tr>
<td>• Lack of collaboration across boundaries</td>
</tr>
<tr>
<td>• Wrong results; diffused energy</td>
</tr>
<tr>
<td><strong>Friction</strong></td>
</tr>
<tr>
<td>• Ineffective execution; lost opportunity for competitive advantage</td>
</tr>
<tr>
<td>• Long decision and innovation cycle times</td>
</tr>
<tr>
<td>• Low standards</td>
</tr>
<tr>
<td><strong>Gridlock</strong></td>
</tr>
<tr>
<td>• Difficult to share information and leverage best practices</td>
</tr>
<tr>
<td>• Frustration and turnover</td>
</tr>
<tr>
<td><strong>Internal Competition</strong></td>
</tr>
<tr>
<td><strong>Low Performance</strong></td>
</tr>
<tr>
<td>• Effort without results</td>
</tr>
<tr>
<td>• Low employee satisfaction</td>
</tr>
</tbody>
</table>

Source: Modified from Galbraith’s Organizational Review Metrics
## Framework for Evaluating the Effectiveness of the Organization Design

<table>
<thead>
<tr>
<th>Organizational Factor</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Strategy**          | Understanding of strategy and mission  
                        | Alignment to vision  
                        | Agreement on priorities  
                        | Clarity of performance measures |
| **Structure**         | Clarity of roles and accountabilities  
                        | Reporting Relationships & Span of Control  
                        | Delegation of authority  
                        | Work Alignment  
                        | Capacity |
| **Processes & Systems** | Decision-making  
                        | Meeting effectiveness  
                        | Communication  
                        | Enabling Technology  
                        | Standardized operational processes & practices |
| **People Practices**  | Leadership  
                        | Staff Engagement  
                        | Organizational competency  
                        | Performance management  
                        | HR Practices and Policies |
| **Culture**           | Values & Beliefs  
<pre><code>                    | Behaviours |
</code></pre>
<table>
<thead>
<tr>
<th>Observations</th>
<th>Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization design efforts often begin and end just with a structure chart.</td>
<td>Creating just structure charts is insufficient with respect to effective governance and collaboration within the organization and across boundaries. And it is inadequate if you want people to adopt new accountabilities, responsibilities and ways of working.</td>
</tr>
<tr>
<td>Many organizations evolve without conscious design choices from a holistic perspective.</td>
<td>Piecemeal tweaks over time can result in structures that become inefficient, with unclear accountabilities and suboptimal working relationships.</td>
</tr>
<tr>
<td>Creating an effective ‘lean’ organization doesn’t happen by chance.</td>
<td>Focusing an organization on primary outputs and deliverables, and helping reduce non value-added activities is a common objective. However, lean organizations do not exist by chance. They have to be deliberately designed.</td>
</tr>
<tr>
<td>Today's organizations compete in rapidly changing environments.</td>
<td>Leadership should constantly rethink how their business is designed and how it can achieve and sustain increased levels of performance. No matter what is driving change, more rigor needs to be applied to ensure that structures, processes, systems, and capabilities all support the objective.</td>
</tr>
<tr>
<td>Organization design can become a political compromise – undertaken to find jobs for existing people.</td>
<td>Senior teams need an opportunity to work outside of the current conventions, politics and mindsets to start again.</td>
</tr>
</tbody>
</table>
Organization Design Principles

- Design principles form the criteria against which to measure the organization design.

- Design principles should reflect a focus on **effectiveness**. An organization is effective if it is doing the right things to achieve its mandate and vision.

- Design principles should reflect a focus on **efficiency**. An organization is efficient if it is doing things in a way that maximizes utilization of resources.

- Design principles should reflect desired performance (success measures).
Leading Practice in Design Principles

- Minimal number of layers from top to bottom of organization
- Spans of control/accountability/influence/support are appropriate

Structure

- Each role has clear responsibilities and accountabilities
- Right behaviours are encouraged and unacceptable behaviours discouraged
- Performance management enables 'line of sight' from group strategy to individuals' objectives
- People report to next grade above them

People

- Organization designed around strategy and process not individuals
- Similar capabilities are appropriately grouped

Governance & Systems

- Communication is effective and efficient
- People can get the right information to make the right decisions at the right time

Process

- No process has a 'single point of failure' or bottleneck
- Resources are focused on value within the value chain
- There are minimal hand-offs along the process
- Right tasks and processes aligned to the line or support structure

Products & Services

- Customer-focused
- Responsive to customer needs
- Enables innovation

- Design Principles
- Structure
- People
- Process
- Governance & Systems
- Products & Services
Our Findings On The City
### The Engagement Process

- As part of the City of Waterloo organizational review, Mayor and Council, CAO, Corporate Management Team and staff were interviewed. In addition, five focus groups were facilitated with management and labour representatives.
- The City also struck a blue ribbon panel of external stakeholders representing Wilfrid Laurier University, University of Waterloo, Waterloo North Hydro, Waterloo Public Library, Activa Group, IBI Group, the City’s Culture Committee and the Region of Waterloo.

#### Interviews

<table>
<thead>
<tr>
<th>Mayor and Council</th>
<th>CAO and Corporate Management Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larry Masseo, VP Activa Group</td>
<td>Mike Murray, CAO Region of Waterloo</td>
</tr>
<tr>
<td>Jennifer Casey, Director WLU</td>
<td>Dr. Max Blouw, President WLU</td>
</tr>
<tr>
<td>Rene Gatien, CEO Waterloo North Hydro</td>
<td>Herb Haller, VP Waterloo North Hydro</td>
</tr>
<tr>
<td>Paul Puopolo, IBI Group</td>
<td>Robert Williams, Chair Culture Committee</td>
</tr>
<tr>
<td>Laurie Clarke, CEO Waterloo Public Library</td>
<td>Bud Walker, Special Advisor to the VP</td>
</tr>
<tr>
<td></td>
<td>Academic &amp; Provost, UW</td>
</tr>
</tbody>
</table>

#### Focus Groups

| Operational Leadership Team Managers |
| CUPE Staff Association |
| Waterloo Professional Fire Fighters Association |

- A list of focus group participants is listed in Appendix A.
- Specific responses have been aggregated in this summary document and presented in the form of general themes and messages.
- The findings of the consultation presented in this summary document was used to inform the development of organizational solutions.
The City has a new strategic plan that lays out six guiding pillars for the 2011 – 2014 Council.

1. Sustainability and our living environment
2. Public engagement
3. Healthy and safe community
4. Vibrant neighbourhoods
5. Getting around
6. Economic vitality

- There was consistent feedback from staff and elected officials that the strategic plan was “too motherhood” and too high level. As a result, many felt that there is an absence of focus and guidance to the decision making at the City.
- It also appears from the feedback of stakeholders that the strategic plan isn’t embedded in the operations of the City. In the absence of a defining strategy, priorities are dependent on the day to day Council agenda or the individual business plans of departments.
- There was no evidence of performance metrics tied to the strategic plan and any type of reporting on performance at the Council level.
- It was evident, however, that Council had made a strategic decision to reinvest in economic development and make it a defining strategic initiative for the term.
- Council’s strategic decision to emphasize economic development has had limited impact on the organization. There is a sense that staff do not understand the importance Council has placed upon this strategic initiative.
- There is a strong desire among staff for clarity around the strategic direction of the City what services should be provided and at what level. And, assuming no change in resources, if services are added to the City’s inventory what services are going to be removed or outsourced.
- External stakeholders noted that the City appears to have a lack of vision and strategy for its future; they consistently remarked on the City’s fragmented and short term approach to municipal issues.
In the early 1990s the City was organized around a private sector model called Waterloo Inc. that encouraged a lean, flat organizational structure and the use of teams instead of departments. Elements of that organizational structure remain in various departments of the City.

Accordingly, the organizational structure is not standardized across the organization; some departments have a flat organizational structure (Development Services) and other departments have a multi level supervisory structure (Community Culture and Recreation Services).

Project management is located in different business units across the organization: asset management, public works, capital projects, development services. There is no project management structure where projects can be rolled out involving the organization on a horizontal level.

There is a question in the organization about the proper home for asset management services. In addition to the Asset Management Division within Corporate Services, several departments have versions of asset management within their business units.

Similarly, there appears to be confusion in the organization around who owns infrastructure engineering, planning and modeling, e.g.: Public Works, Development Services or Asset Management.

There is a common concern about the mandate and breadth of portfolio for corporate services. Both elected officials and staff question whether it should be a department with only two divisions: Clerks and Asset Management.

It is a widespread belief among staff and elected officials that there are too many positions reporting directly to the CAO limiting his ability to provide strategic leadership.

Similarly, there was a comment from stakeholders that the membership size of the Corporate Management Team did not promote effective decision making in the organization.

It was commonly expressed by stakeholders that the organization was too heavily staffed with administrative assistants and too few functional specialists.

It was reported by staff that there was a gap in legal services and a need for an internal City Solicitor’s office.

A regional LRT project of $818 million was recently approved; this project will require significant support from the City and will have a long term impact on the organizational structure of the City.

The City has experienced changes in its senior leadership in the past 12 months. As a result, there has been adhoc restructuring in the Public Works and Corporate Services departments that will be reviewed as part of the 2013 Forward project.
Decision making with the CMT largely follows a consensus driven model.

There is some confusion in the organization on whether decisions requiring Council’s approval must first be vetted through the CMT (they do not require CMT’s approval); several stakeholders noted that the input process to the CMT varies according to the personalities involved in a particular file.

It was commonly remarked by both staff and elected officials that the Operational Leadership Team (OLT) lacks a mandate and role in the decision making processes of the organization. Staff noted that the role of the OLT is often overshadowed by the CMT.

Communications was a key concern for all who were interviewed. Many felt that the new Communications office was overly focused on external stakeholders and under serviced the internal communication needs of the organization. Others believed the Communications office was still under servicing the organization’s communication needs to its citizens.

Several interviewees remarked that the internal processes to obtain additional resources had too many gatekeepers even for rate based services e.g. building inspectors; as a result, service quality suffered.

Similarly, it was often noted that administrative bureaucracy was impeding the ability of the City to move forward on initiatives.

There was no evidence of a standardized project management process for the City; it was largely adhoc according to the individual department.

There was dissatisfaction with information technology processes at the City even though there was common agreement that IT services had shown improvement. Both staff and elected officials remarked on the need for enterprise wide information technology software and the removal of isolated legacy software systems. It was also noted that existing enterprise wide IT systems were not fully supported (AMANDA, PeopleSoft).

Several interviewees commented that it is not uncommon to see the normal human resource dispute resolution process bypassed and appeals made directly to the Mayor or CAO.

There was a general sense among all those interviewed that there was a need to review the City’s processes to ensure that they were still relevant and effective for a young and nimble City e.g. staff orientation.
People Practices

- It was often remarked that the City does not have a competitive compensation system and often loose valuable staff to neighbouring municipalities.
- There are two formal labour unions with the City (CUPE and the WPFFA) and one staff association representing inside professional employees.
- None of the labour groups interviewed indicated any significant relationship issues with the City beyond the day to day disagreements.
- The City offers a compressed work week and the ability to work from home for the Staff Association employees.
- It was noted that a formalized system of recognition and award seems to have been lost in the organization.
- There was a concern expressed by several employees about the need for security services at the City’s recreation facilities for late night operations.
- The peak use of recreation facilities is often outside the standard work day/week. Supervision of these facilities is posing a challenge to CCRS management.
- Service delivery is expected 24/7 by Waterloo citizens; staffing to this expectation is a challenge for the management side of the organization.
Culture

• The City is known as a long term employer and has many employees who have spent their entire career with the organization.

• Many of these employees are part of the same generation; it is expected that 19% of the City’s workforce will retire in the next five years (see page 19).

• It was felt that there is a degree of lethargy in the organization and a lack of awareness around the need for change in operations.

• The multiple sites for the City’s operations poses a challenge for communications and instilling a common work culture.

• The strong staff engagement with the City was evident throughout the interviews. Staff have a personal attachment to the organization and care deeply about the organization and the community it serves.

• The City of Waterloo was selected as one of Canada’s top 100 employers in 2003. The effort to achieve this award continues to affect the corporate culture and people practices of the organization.

• The retirement of long serving employees provides the City with an opportunity to rethink how its services are organized and delivered.
High Level Organizational Structure Development
Organization design projects can have different levels of complexity and depth.

The following diagram indicates characteristics of “light”, “medium” and “heavy” types of organization design projects. The overarching ODP methodology can be applied to all project types on this continuum, context specific customization of activities and tools should be made, though.

- **“Light”**
  - Roles and responsibilities are more likely to be “tweaked” than redefined
  - Role changes need to be tightly coordinated with systems security and training departments
  - Transition planning should include participation of business unit management and leadership
  - Implementation needs to be aligned with other technology and process projects

- **“Medium”**
  - New roles and responsibilities may emerge as better alternatives to realignment
  - Skill requirements may include those previously not considered, creating new training challenges
  - Implementation and transition planning should be aligned with other corporate initiatives or affected business units

- **“Heavy”**
  - Unit level / detailed design driven by top down framework
  - Proposed changes in roles and responsibilities may be significant and require high degree of senior “socialization”
  - Large scale org change may require multi-pronged phased implementation approach
  - Senior level leadership critical to success
Principles of Organization Design

- Organization design is the deliberate process of configuring structures, processes, and people practices to create an effective organization capable of achieving the organization’s identified strategy.

- **Form Follows Function** - strategy drives structure; processes are based on structure; and structures and processes define the implementation of people practices

- Structure is just one of several levers to be ‘pulled’ in organizations to optimize performance

- Effective organization design considers the following:
  - Strategy
  - Structure
  - Processes & Systems
  - People Practices
  - Culture
City of Waterloo Design Principles

Our Structures, Processes, People Practices will be designed to . . .

1. Deliver high levels of customer satisfaction
2. Ensure accountability and responsibility across the organization
3. Ensure consistency in strategic direction
4. Promote strategic leadership
5. Encourage horizontal integration and collaboration across the organization
6. Create corporate solutions that support Council/staff in servicing the citizens of Waterloo

Well designed organizations do not burden the corporate center with minor administrative tasks that can be better performed within business units or in a shared services center. The most effective corporate centers have the resources and capabilities to manage senior talent, disseminate best practices, and drive major change initiatives and strategy.

- Paul Galbraith
## 2013 Forward Success Measures

<table>
<thead>
<tr>
<th>The Stakeholder</th>
<th>How they will measure success:</th>
</tr>
</thead>
</table>
| Elected Officials            | ✓ The degree of change in the organization  
|                              | ✓ Improved efficiencies and effectiveness of the organization                                  |
| Corporate Management Team    | ✓ Change in strategic orientation – strategic awareness, get out of the weeds  
|                              | ✓ Change ready and positioned for the future                                                  |
| Staff                        | ✓ The resolution to long standing organizational issues                                           |
|                              | ✓ Clarity around the operational direction of the organization                                  |
|                              | ✓ Opportunity to advance; no job loss                                                           |
| External Partners/Parties    | ✓ Responsiveness of the organization  
|                              | ✓ Ease of access                                                                                |
| Citizens of Waterloo         | ✓ Reduced cost of operation – value for money  
|                              | ✓ Customer service orientation                                                                  |
**Functional Model**

**Description:**
A functional structure is organized around major activity groups.

**Advantages:**
- High functional specialization
- Clear control and line of sight in smaller organizations

**Disadvantages:**
- As organizational size and number of functional areas increase, control decreases
- Promotes operational silos
- Discourages horizontal integration
- Difficult to create a strategic focus for the organization
Program Model

Description:
A program based model is organized around specific service delivery programs representing similarly aligned functional work.

Advantages:
• Knowledge Sharing
• Breaks down silos between functional groups
• Encourages horizontal integration
• Promotes strategic focus across the organization

Disadvantages:
• Additional layer of management between the CAO and operational directors
Matrix (Front/Back) Model

**Description:**
Matrix organizations are typically designed so that the “Front” of the organization faces the customer and the “Back” of the organization is program facing.

**Advantages:**
- Single point of contact for customer
- Value-added process & service solutions
- Program focus
- Multiple service channels
- Simplifies service delivery in large organizations

**Disadvantages:**
- Promotes an internal competition for resources
- Client needs disagreements
- Overly complex for smaller organizations
- Requires significant corporate overhead to function
## Design Principles Applied to Organizational Models

<table>
<thead>
<tr>
<th>Design Principle</th>
<th>Supported by Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 Deliver high levels of customer satisfaction</td>
<td><strong>Medium Support</strong> – Straightforward to the public; traditional understanding of City Hall</td>
</tr>
<tr>
<td></td>
<td><strong>Medium Support</strong> – Clusters of similar functional work can provide integrated service</td>
</tr>
<tr>
<td></td>
<td><strong>Weak Support</strong> – Confusing for the Citizen to navigate the matrix</td>
</tr>
<tr>
<td>#2 Ensure accountability and responsibility across the organization</td>
<td><strong>Weak Support</strong> – functional specialization creates problems when issues transcend the functional area</td>
</tr>
<tr>
<td></td>
<td><strong>Strong Support</strong> – Breaks down silos and encourages integration</td>
</tr>
<tr>
<td></td>
<td><strong>Medium Support</strong> – Matrix supports the integration of functional teams</td>
</tr>
<tr>
<td>#3 Ensure consistency in strategic direction</td>
<td><strong>Weak Support</strong> – Too many strategic agendas</td>
</tr>
<tr>
<td></td>
<td><strong>Strong Support</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Medium Support</strong> – Nothing ties service delivery together</td>
</tr>
<tr>
<td>#4 Promote strategic leadership</td>
<td><strong>Weak Support</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Strong Support</strong> – 3 leaders &amp; CAO share the same strategic vision</td>
</tr>
<tr>
<td></td>
<td><strong>Medium Support</strong></td>
</tr>
<tr>
<td>#5 Ensure horizontal integration &amp; collaboration across the organization</td>
<td><strong>Medium Support</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Strong Support</strong> – Three program areas encourages horizontal integration between functional groups</td>
</tr>
<tr>
<td></td>
<td><strong>Weak Support</strong> – Large number of functional areas creates fiefdoms</td>
</tr>
<tr>
<td>#6 Create corporate solutions that support our Council/staff in serving the citizens of Waterloo</td>
<td><strong>Medium Support</strong> – Functional departments like to create their own support services when denied by corporate services</td>
</tr>
<tr>
<td></td>
<td><strong>Strong Support</strong> – All corporate support functions are grouped together in a program to support the external facing services</td>
</tr>
<tr>
<td></td>
<td><strong>Weak Support</strong> – Its size encourages the development of independent departmental support shops ex: IT, Finance</td>
</tr>
</tbody>
</table>
Recommended Program Based Organization Structure

- **Strategic Initiatives**
  - Project Management and Environmental Stewardship

- **Office of the CAO**
  - Strategy, Executive Support

- **Economic Development**
  - Tourism, Arts, Culture, Festivals & Events, Sponsorships, Marketing, Industrial Land Development, Property, Proposal development and Promotion for Large Events.

- **Corporate Services**
  - Facilities & Fleet
    - Project Mgmt, Facility Capital Maintenance, Fleet Maintenance, Buildings, Lease Tenant Relations
  - Legal Services
    - Corporate Legal Counsel
  - Communications
    - External/Internal/WEB & Social Media
  - Finance
    - Purchasing, AP/AR, Audit, Payroll, Budgets, Cash Receipting, Taxation, Stockroom, Insurance
  - Information Management & Technology Services
    - Network Admin, GIS, Enterprise SW Support

- **Community Services**
  - Fire Rescue Services
    - Suppression, Prevention, Emergency Planning
  - Municipal Enforcement
    - Bylaw, Parking, Property Stds, Licensing, Mediation
  - Environment & Parks Services
    - Horticulture, Playgrounds, Forestry, Sports Fields, Parks, Trails, Technical Services

- **Recreation & Facility Services**
  - Programming, Facility Operations, Administration, Cemetery & Bechtel Park

- **Community Programming & Outreach Services**
  - Museum & Archival Collections, Community Relations, Senior Services, LHINs

- **Integrated Planning & Public Works**
  - Growth Management
    - OP, Heritage, Station Area Planning, Land Use Sustainability
  - Transportation
    - Winter Control, Operations, Parking Lots, Technical Services
  - Building Standards
    - Inspections, Plan Review, Permit Administration
  - Water Services
    - Storm, Water Quality Pgrms, Water/Water Srvcs
  - Planning Approvals
    - Statistics Mgmt, Site Inspections, Compliance, Growth Related Capital Planning, Engineering Review and Approval, Site Servicing, Park Design Approval
  - Engineering Services
    - Engineering, Modelling, Project Mgmt, Capital Projects (Construction Mgmt, Project Mgmt, Surveying, GIS/Mapping, Tenders)
Community Services Organizational Chart

- Commissioner
  - Community Services
    - Executive Assistant
    - * Deputy Commissioner - Community Services
    - Fire Rescue Services Chief
    - Community Programming & Outreach Services Director
    - Recreation & Facility Services Director
    - Municipal Enforcement Services Director
    - Environment & Parks Services Director

* Deputy Commissioner - role to be assigned to a current Director on a one year rotational basis
- dual role responsibility which will be reviewed at regular intervals
**Fire Rescue Services**

**Proposed Changes:**

1. **Transfer of Community Relations Manager to Community Programming & Outreach Services** – 1 FTE
2. **Transfer of Administrative Assistant from Legislative Services – Elected Officials Office to Fire Rescue Services** – 1 FTE

<table>
<thead>
<tr>
<th>2012 FTE</th>
<th></th>
<th>Proposed FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Manager</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Staff</td>
<td>121</td>
<td>122</td>
</tr>
</tbody>
</table>

**Larger Span of Control**
- Similar experience, knowledge and skills required of all employees
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Employee work is standardized
- Primary role of manager is managing
- Employees in close geographic proximity

**Smaller Span of Control**
- Different experience, knowledge and skills required of all employees
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Employee work is non-standardized
- Primary role of manager is delivering a business function
- Employees geographically dispersed
1. **Transfer an Administrative Assistant in the Elected Officials Support Staff to Fire Rescue Services** – It was determined through the evaluation of administrative support in the organization that there was excess capacity in the elected officials support staff and a need for administrative support in the Fire Rescue Services department. Accordingly, the administrative assistant for elected officials is transferred to Fire Rescue Services to provide administrative support to the Deputy Chief of Operations and Training at Station 1.
Municipal Enforcement Services

Larger Span of Control

Similar experience, knowledge and skills .......................... Different experience, knowledge and skills required of all employees
Senior / experienced employees .................................................. Junior / inexperienced employees
Interdependent activities ................................................................. Independent activities
Results of employee work is easily measured................................. Results of employee work is difficult to measure
Employee work is cyclical ......................................................... Employee work is irregular
Employee work is standardized .................................................. Employee work is non-standardized
Primary role of manager is managing ........................................... Primary role of manager is delivering a business function
Employees in close geographic proximity ................................. Employees geographically dispersed

Smaller Span of Control

Changes:
1. Licensing Clerk transferred to Municipal Enforcement in Community Services - 1 FTE increase
2. Supervisor of Compliance & Standards renamed Manager

2012 FTE

<table>
<thead>
<tr>
<th>Role</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>1</td>
</tr>
<tr>
<td>Manager</td>
<td>1</td>
</tr>
<tr>
<td>Staff</td>
<td>22.6</td>
</tr>
</tbody>
</table>

Proposed FTE

<table>
<thead>
<tr>
<th>Role</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>1</td>
</tr>
<tr>
<td>Manager</td>
<td>2</td>
</tr>
<tr>
<td>Staff</td>
<td>22.6</td>
</tr>
</tbody>
</table>
Municipal Enforcement Services – Rationale for Structural Changes

1. **Licensing Clerk transferred from Legislative Services in Corporate Services to Municipal Enforcement in Community Services** – As part of the project’s efforts to ensure that the same services are not being delivered by multi departments, all licensing activities at the City of Waterloo have been consolidated to the Municipal Enforcement Division. The only licensing activity that exists outside of Municipal Enforcement is the issuance of wedding licenses that remains the responsibility of the City Clerk in Legislative Services.

   In order to support the additional work effort, one FTE responsible for the administration of licensing is transferred from Legislative Services to Municipal Enforcement.

2. **Supervisor of Compliance & Standards renamed Manager** – In order to standardize the management structure and span of control across the organization, the Supervisor of Compliance and Standards has been renamed the Manager of Compliance and Standards.
Environment & Parks Services

2012 FTE

<table>
<thead>
<tr>
<th>Position</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>1</td>
</tr>
<tr>
<td>Manager</td>
<td>3</td>
</tr>
<tr>
<td>Staff</td>
<td>28.5</td>
</tr>
</tbody>
</table>

Proposed FTE

<table>
<thead>
<tr>
<th>Position</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>1</td>
</tr>
<tr>
<td>Manager</td>
<td>3</td>
</tr>
<tr>
<td>Staff</td>
<td>29</td>
</tr>
</tbody>
</table>

Changes:
1. Transfer Administrative Assistant from PWS - Office of the General Manager – .5 FTE

Larger Span of Control

- Similar experience, knowledge and skills
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Employee work is standardized
- Primary role of manager is managing
- Employees in close geographic proximity

Smaller Span of Control

- Different experience, knowledge and skills
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Employee work is non-standardized
- Primary role of manager is delivering a business function
- Employees geographically dispersed
1. **Environment and Park Services Division transferred from Integrated Public Works & Planning back to Community Services** – Over the course of the project considerable discussion was held regarding the proper home department for the Environment & Park Services Division. A previous organizational review transferred Environment & Parks from Community Services to Public Works because it was felt there was the potential to achieve greater efficiencies by having park’s maintenance within the same department as road and water/wastewater maintenance. The conclusion reached by the Project Working Group is that the more appropriate home department is Community Services. The Working Group felt that locating Environment and Park Services within Community Services provides a greater alignment with the other recreation and cultural facilities of the City and increases the level of customer service to the different user groups. It was pointed out that user groups look to the Community Services as the logical contact point and manager of the City’s parks. Transferring users to another department complicates the customer’s experience with the City and reduces the level of service as seen through the eyes of the customer.

The desire for greater efficiency in the use of operational crews from the Parks, Roads and Water/Wastewater Divisions can still be achieved through having the Department’s Commissioners and Directors focusing on lateral collaboration and the recognition that both departments serve the same ratepayer.

It is recommended that the effectiveness of the transition is reviewed in one year.
Recreation & Facility Services

Proposed Changes:
1. The Facility Administration business unit is transferred from CCRS Policy Planning & Business Services – 7.6 FTEs
2. Building Operators transferred to Facilities & Fleet – 4 FTE
3. Payroll Clerk transferred to Finance – 1 FTE
4. Eliminate Director of SPPP – 1 FTE

Larger Span of Control
- Similar experience, knowledge and skills
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Employee work is standardized
- Primary role of manager is managing
- Employees in close geographic proximity

Smaller Span of Control
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<table>
<thead>
<tr>
<th>2012 FTE</th>
<th>Proposed FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>2</td>
</tr>
<tr>
<td>Manager</td>
<td>5</td>
</tr>
<tr>
<td>Staff</td>
<td>62</td>
</tr>
</tbody>
</table>

Recreation & Facility Services
Director (1)
Facility Administration Assistant (1)

WMRC & Community Facilities
Manager (2)
Operators (13)
Custodial (4)
Supervisors (3) Programmer (1)
Customer Svc (2) Aquatics (2)
Client Services Coordinator (1)

RIM Park
Manager (2)
Operators (10)
Custodial (3)
Supervisors & Programmer (3)
Customer Svc Rep (2)
Client Services Coordinator (1)

Facility Administration
Manager (1)
Facility Booking Clerks (3.6)
Revenue Coordinator (1)
Performance & Policy Analyst (1)
Program Registration CLASS Admin (1)

Cemetery & Bechtel Park
Manager (1)
Operators (7)
Customer Svc Reps (3)
Customer Service Coordinator (1)

Facility Administration Assistant

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Recreation & Facility Services – Rationale for Structural Changes

Mandate:
To provide opportunities for citizens and groups to participate in leisure and active living activities in clean and safe environments and to ensure effective, efficient operations.

Core Businesses:
• Effective, efficient facility operations.
• Allocation of facility space.
• Assist with special event planning and delivery.
• Plan and deliver active living programs to community.
• Provide oversight to administrative functions.

1. The Facility Administration functions are transferred from CCRS Policy Planning & Business Services – As part of the reorganization of the former Community Cultural and Recreation Services (CCRS), the business functions within the Strategic Planning Promotion and Performance Division have been transferred to other departments and divisions. In this case, the back office administrative functions are transferred to Recreation and Facility Services. The Division is now responsible for all aspects of recreation services from the back office administration including payroll, facility booking and CLASS administration to the customer facing services of programming and facility operations. The transfer of facility administration functions will involve the transfer of 7.6 FTE positions into Recreation and Facility Services.

2. Building Operators transferred to Facilities & Fleet – The reorganization of the old CCRS two years ago involved the transfer of four building operators from the Facilities & Fleet division to Recreation and Facility Services. Again, as part of the 2013 Forward project’s objective to eliminate the redundancy in the delivery of City services, the four building operators are transferred back to the Facilities & Fleet division. Facilities & Fleet is responsible for the maintenance of all the City’s property assets and uses a specific asset management program and software system (Maximo) to ensure that these facilities are maintained in a standard consistent manner across the organization. The former CCRS’s maintenance of its facilities independent of Facilities & Fleet was inconsistent with this leading practice approach – the separation of operations & programming from facilities maintenance.

3. Transfer Payroll Clerk to Finance – The reporting relationship for payroll positions throughout the organization are being consolidated to the Finance department. This will ensure uniformity in accounting standards for payroll functions. The payroll staff in the service departments will act as client representatives for the Finance department. The physical location of payroll staff is not changing.

4. Eliminate the Director of Strategic Planning, Promotion & Performance Position – The functions within the Strategic Planning Promotion and Performance Division have been transferred to other departments and divisions which resulted in the redundancy of the Director of Strategic Planning Promotion and Performance position.
Community Programming & Outreach Services

**2012 FTE**
- **Director**: 1
- **Manager**: 4
- **Staff**: 22.06

**Proposed FTE**
- **Director**: 1
- **Manager**: 3
- **Staff**: 20.06

**Proposed Changes:**
1. Arts Culture Festival & Events transferred to Economic Development - 3 FTEs
2. Design & Marketing Specialist transferred to Communications – 1 FTE
3. 1.0 FTE Community Relations Manager transferred from Protective Services to a Coordinator position in Community & Neighbourhood Services

---

**Larger Span of Control**
- Similar experience, knowledge and skills
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Employees in close geographic proximity

**Smaller Span of Control**
- Different experience, knowledge and skills
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Employees geographically dispersed

---

**Community Programming & Outreach Services**
- **Director (1)**
  - **Museum & Archival Collections**
    - Manager (1)
    - Heritage Specialist (0.6)
    - Customer Service Rep (0.6)
  - **Community & Neighbourhood Services**
    - Manager (1)
    - Coordinators (3)
    - Coordinator (1) (shared with the City of Kitchener)
  - **Community Support Administrator (1)**
  - **Senior Services**
    - Manager (1)
    - Supervisor (1.8)
    - Programmers (5)
    - Customer Svc Rep (2.7)
    - Custodians (2)
    - Cook (0.86)
    - Transportation Scheduler (0.8)
    - Health Care Aide (0.7)
Community Programming & Outreach– Rationale for Structural Changes

1. **The Arts Culture Festival & Events functions transferred to Economic Development** – The Working Group examined the many different economic development activities that occur across the organization. In order to address Council’s priority to strengthen economic development within the City these economic development activities have been centralized within a new Economic Development department. Accordingly, Arts, Culture, Festival and Events functions have been transferred to Economic Development where the support and promotion of the City’s many festivals and events will be managed under the leadership of the Executive Director of Economic Development. The exception is the Design & Marketing Specialist who is transferred to Communications where the City’s graphic design expertise is located.

2. **Community Relations Manager transferred from Protective Services** - As part of the 2013 Forward project’s objective to eliminate the redundancy in the delivery of City services, all community relations services have been consolidated within the Community Programming & Outreach Services. This means that the Community Relations Manager currently within the Protective Services Department will be transferred to Community Programming & Outreach Services and re-titled Coordinator of Community Relations primarily responsible for Town and Gown Relations.
Corporate Services
Detail Design
Summary
Corporate Services Organizational Chart

* Deputy Commissioner - role to be assigned to a current Director on a one year rotational basis
  - dual role responsibility which will be reviewed at regular intervals
# Facilities & Fleet

## 2012 FTE

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
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<tr>
<td>Manager</td>
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<td>Staff</td>
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## Proposed FTE

<table>
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<tr>
<th>Role</th>
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<tbody>
<tr>
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<td>3</td>
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<tr>
<td>Staff</td>
<td>25.5</td>
</tr>
</tbody>
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### Proposed Changes:

1. **Transfer Building Operators from Recreation & Facility Services to Facilities & Fleet** – 4 FTE
2. **Maximo Positions** – 2 FTE
3. **Transfer Customer Service Rep - Fleet from the Public Works GM’s Office to Facilities & Fleet** – .5 FTE

---

### Larger Span of Control vs. Smaller Span of Control

- **Similar experience, knowledge and skills**
- **Senior / experienced employees**
- **Interdependent activities**
- **Results of employee work is easily measured**
- **Employee work is cyclical**

### Smaller Span of Control

- **Different experience, knowledge and skills**
- **Junior / inexperienced employees**
- **Independent activities**
- **Results of employee work is difficult to measure**
- **Employee work is irregular**

---

© 2013 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved.
1. **Building Operators transferred to Facilities & Fleet Division**– Two years ago, the reorganization of the old CCRS involved the transfer of four building operators from the Facilities & Fleet division to Recreation and Facility Services. Again, as part of the 2013 Forward project’s objective to eliminate the redundancy in the delivery of City services, the four building operators are transferred back to the Facilities & Fleet division. Facilities & Fleet is responsible for the maintenance of all the City’s property assets and uses a specific asset management program and software system (Maximo) to ensure that these facilities are maintained in a standardized consistent manner across the organization. The former CCRS’s maintenance of its facilities independent of Facilities & Fleet was inconsistent with this leading practice approach – the separation of operations & programming from asset maintenance.

Four FTEs will be transferred to Facilities & Fleet from Recreation and Facility Services.

2. **Maximo Positions** – Council has given funding approval for the creation of two positions through water rates to implement the Maximo software system for building management.
Proposed Changes:
1. Reduction of 1 FTE; Licensing Clerk transferred to Municipal Enforcement in Community Services
2. Transfer 1 FTE in the Elected Officials Support Staff – Administrative Assistant for Elected Officials to Fire Rescue
3. Transfer EA-CAO to Admin Support Pool – 1 FTE

Larger Span of Control
Similar experience, knowledge and skills of all employees
Senior / experienced employees
Interdependent activities
Results of employee work is easily measured
Employee work is cyclical
Employees in close geographic proximity

Smaller Span of Control
Different experience, knowledge and skills of all employees
Junior / inexperienced employees
Independent activities
Results of employee work is difficult to measure
Employee work is irregular
Employees geographically dispersed
Legislative Services – Rationale for Structural Changes

1. **Licensing Clerk transferred from Legislative Services in Corporate Services to Municipal Enforcement in Community Services** – As part of the project’s efforts to ensure that the same services are not being delivered by multiple departments, all licensing activities at the City of Waterloo have been consolidated to the Municipal Enforcement Division. The only licensing activity that exists outside of Municipal Enforcement is the issuance of wedding licenses that remains the responsibility of the City Clerk in Legislative Services.

   In order to support the additional work effort, one FTE responsible for the administration of licensing is transferred from Legislative Services to Municipal Enforcement.

2. **Transfer 1 FTE in the Elected Officials Support Staff – Administrative Assistant for Elected Officials to Fire Rescue** – It was determined through the evaluation of administrative support in the organization that there was excess capacity in the elected officials support staff and a need for administrative support in the Fire Rescue Services department. Accordingly, the administrative assistant for elected officials is transferred to Fire Rescue Services to provide administrative support to the Deputy Chief of Operations & Training at Station 1.

3. **Transfer the Executive Assistant to the CAO into the Elected Officials Administrative Support Pool** – In order to provide the necessary administrative support and coverage to the Elected Officials, the CAO’s Executive Assistant is transferred to the Elected Officials administrative support pool.

---

**Mandate:**
To support municipal governance, including Council meeting administration, administrative support to members of Council, conducting municipal elections, and management of corporate records and vital statistics.

**Core Businesses:**
- Election Administration
- Vital Statistics
- Records Management
- Council Meeting Administration
- Administrative Support to Council
Human Resources

### 2012 FTE

<table>
<thead>
<tr>
<th>Position</th>
<th>FTE</th>
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<tbody>
<tr>
<td>General Manager</td>
<td>1</td>
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<tr>
<td>Director</td>
<td>1</td>
</tr>
<tr>
<td>Manager</td>
<td>1</td>
</tr>
<tr>
<td>Staff</td>
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### Proposed FTE

<table>
<thead>
<tr>
<th>Position</th>
<th>FTE</th>
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</thead>
<tbody>
<tr>
<td>General Manager</td>
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</tr>
<tr>
<td>Director</td>
<td>1</td>
</tr>
<tr>
<td>Manager</td>
<td>3</td>
</tr>
<tr>
<td>Staff</td>
<td>6</td>
</tr>
</tbody>
</table>

**Changes:**

1. Creation of a Manager position and elimination of 2 FTE - Recruitment Coordinator & HR Assistant positions
2. The General Manager becomes a Director of the Human Resources Division

---

<table>
<thead>
<tr>
<th>Human Resources</th>
<th>Director (1)</th>
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</thead>
<tbody>
<tr>
<td>Administrative Assistant (1)</td>
<td>Volunteer Services Manager (1)</td>
</tr>
<tr>
<td>Health &amp; Safety Consultant (1)</td>
<td>Volunteer Program Assistant (1)</td>
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<tr>
<td>Deput Director of HR (1)</td>
<td>HR Manager (1)</td>
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<tr>
<td>HR Consultant (1)</td>
<td>HR Consultant (1)</td>
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</tbody>
</table>

Larger Span of Control

- Similar experience, knowledge and skills
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Employee work is standardized
- Primary role of manager is managing
- Employees in close geographic proximity

Smaller Span of Control

- Different experience, knowledge and skills
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Employee work is non-standardized
- Primary role of manager is delivering a business function
- Employees geographically dispersed
1. **Creation of a Manager position and an Elimination of Two Administrative Support Positions** – It was determined that the Human Resources division had excess capacity in administrative support and limited capacity in professional, technical HR skills. Accordingly, two HR administrative positions were eliminated (HR Assistant and Recruitment Coordinator) and a new Manager position created. Changes in HR processes, such as the use of technology to organize recruitment, will fill any capacity issues created by the elimination of the administrative positions.

2. **The current Chief Human Resources Officer (General Manager) will become the Director of the Human Resources division.**

3. **The current Deputy Chief Human Resources Officer (Director) will become the Deputy Director of the Human Resources division.**
Legal Services

<table>
<thead>
<tr>
<th>Members of Council</th>
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<tbody>
<tr>
<td>Chief Administrative Officer (1)</td>
</tr>
<tr>
<td>Commissioner Corporate Services (1)</td>
</tr>
<tr>
<td>Corporate Legal Counsel (1)</td>
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</table>

Changes:
There are no structural changes to the Division

### Larger Span of Control
- Similar experience, knowledge and skills
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Primary role of manager is managing
- Employees in close geographic proximity

### Smaller Span of Control
- Different experience, knowledge and skills
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Primary role of manager is delivering a business function
- Employees geographically dispersed
Legal Services – Rationale for Structural Changes

1. **Succession Planning** – Concern has been expressed about the loss of the institutional knowledge held by the City’s Corporate Legal Counsel with his impending retirement. It is recommended that a junior solicitor be appointed within the year to shadow and develop the necessary knowledge transfer prior to the current incumbent’s retirement. The Corporate Legal Counsel will continue under his present contract until the junior solicitor is appointed and consideration is given to developing a Legal Services division. Substantial legal services will still be outsourced. It is further understood that the Corporate Legal Counsel has the right and obligation to provide direct legal advice to Council and its members when he deems it necessary to do so.
Communications

2012 FTE

<table>
<thead>
<tr>
<th>Role</th>
<th>FTE</th>
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</thead>
<tbody>
<tr>
<td>Director</td>
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<tr>
<td>Manager</td>
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<td>Staff</td>
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Proposed FTE

<table>
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<th>Role</th>
<th>FTE</th>
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<tbody>
<tr>
<td>Director</td>
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</tr>
<tr>
<td>Manager</td>
<td>0</td>
</tr>
<tr>
<td>Staff</td>
<td>6</td>
</tr>
</tbody>
</table>

Changes:

1. Transfer Promotions & Electronic Services Specialist (Designer) from CCRS to Communications – 1 FTE
2. Create a Web & Social Media position – 1 FTE
3. Design & Marketing Specialist (Designer) transferred from CCRS to Communications – 1 FTE

Larger Span of Control

Similar experience, knowledge and skills  
Senior / experienced employees  
Interdependent activities  
Results of employee work is easily measured  
Employee work is cyclical  
Employees in close geographic proximity

Smaller Span of Control

Different experience, knowledge and skills  
Junior / inexperienced employees  
Independent activities  
Results of employee work is difficult to measure  
Employee work is irregular  
Employees geographically dispersed

Communications Director

Communications Specialists

(1)

Web & Social Media Coordinator

(2)

Designers

(3)
1. **Transfer Promotions & Electronic Services Specialist to Communications from former CCRS**—As part of the reorganization of the former Community Cultural and Recreation Services (CCRS), the business functions within the Strategic Planning Promotion and Performance Division have been transferred to other departments and divisions. In this case, the promotions & electronic services functions are transferred to the Communications Division. The Division will now have additional capacity with respect to electronic media and promotion initiatives across the organization. The transfer of promotions & electronic services functions will involve the transfer of 1.0 FTE positions into the Communications division. The position will be re-titled Designer.

2. **Transfer the Design & Marketing Specialist from the former CCRS to Communications**—The Design & Marketing Specialist is transferred to Communications where the City’s graphic design expertise is located. The position will be re-titled Designer.

3. **Create a Web & Social Media position**—The City of Waterloo has made the web and social media a priority as a channel of communication to its citizens. In order to ensure that this strategic priority is successful, a full time Web & Social Media position is required. Currently this position is filled on a temporary contract basis.

**Core Businesses:**
- Develop and deliver strategic messaging positioning the Corporation
- Deliver effective communications services to Departments to strengthen their positive relationships with the people they serve

**Mandate:**
To provide information to citizens and employees in order to: inform them about their municipal government, its services and the value they receive; inspire them to help the City realize its vision; and ensure that they are aware of all the ways that they can become active and engaged in their city.
Finance

Changes:
1. Consolidate Revenue & Accounting functions under one Director
2. Eliminate the Director of Revenue position
3. Create Manager of Revenue position
4. Eliminate 1.0 Financial Analyst position
5. Consolidate Payroll Services to Finance – 2 FTE

2012 FTE

- General Manager: 1
- Director: 4
- Supervisors: 2
- Staff: 28

Proposed FTE

- Commissioner: 1
- Director: 2
- Manager: 2
- Supervisors: 2
- Staff: 29

Larger Span of Control  Smaller Span of Control

Similar experience, knowledge and skills ........................................ Different experience, knowledge and skills required of all employees
Senior / experienced employees .................................................. Junior / inexperienced employees
Interdependent activities ................................................................ Independent activities
Results of employee work is easily ............................................... Results of employee work is difficult to measure
Employee work is cyclical ............................................................. Employee work is irregular
Employee work is standardized .................................................... Employee work is non-standardized
Primary role of manager is managing .......................................... Primary role of manager is delivering a business function
Employees in close geographic proximity ..................................... Employees geographically dispersed
Finance – Rationale for Structural Changes

1. **Eliminate the Director of Revenue position** - It was determined that the required span of control for the Finance Division did not necessitate three Directors (see span of control tool on page 78). Given this analysis the work was consolidated under the Director of Revenue & Accounting and the Director of Financial Planning & Purchasing.

2. **Create a Manager of Revenue position to support the Revenue section**

3. **Create a Manager of Purchasing position** - The purchasing functions for the City of Waterloo have traditionally not had the necessary oversight and leadership required for such a high risk business function. A review of the City’s purchasing functions in 2011 recommended a Director of Purchasing and Materials Management. There is a need for the City to have a position providing clear control and supervision of purchasing by the City’s various departments. While municipalities are not required to follow the Broader Public Sector Purchasing Guidelines mandated by the Province, there is an expectation by citizens that municipalities will adopt these guidelines as a standard practice. A Manager of Purchasing will reduce the exposure of the City to any off-side or improper purchasing practices.

4. **Consolidation of Payroll Services** - The reporting relationship for payroll positions throughout the organization are being consolidated to the Finance department. This will ensure uniformity in accounting standards for payroll functions. The payroll staff in the service departments will act as client representatives for the Finance department. The physical location of payroll staff is not changing.

5. **Reduction of 1.0 FTE Financial Analyst position** - It was determined that the Financial Planning and Purchasing division had excess capacity in financial analyst support. Accordingly, one position is eliminated.
Information Technology – Proposed Structure

**2012 FTE**
- Director: 1
- Manager: 3
- Staff: 16

**Proposed FTE**
- Director: 1
- Manager: 3
- Staff: 16

### Information Management & Technical Services
- **Director (1)**
- **Administrative Assistant (1)**
- **Manager & Senior DBA (1)**
  - Systems Analysts (5)
  - Database Administrator (1)
  - GIS Consultant & Team Leader (1)
  - GIS Analyst (3)
- **Network Infrastructure & Security**
  - **Manager & Network Consultant (1)**
  - Infrastructure Analyst (1)
  - Network Administrator (1)
- **Network Administration & Network Security**
- **IT Consulting & Customer Service**
  - **Manager & Technical Consultant (1)**
  - Technical Support Technician (2)
  - Mail and Print Technician (1)

**Larger Span of Control**
- Similar experience, knowledge and skills
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical

**Smaller Span of Control**
- Different experience, knowledge and skills
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Primary role of manager is delivering a business function
- Employees geographically dispersed

---

Enterprise Software – manage the tension between end user needs & vendor stated deliverables

Network Infrastructure & Security – network administration and network security functions

IT Consulting & Customer Service – operate a help desk and deliver education services to IT users and drive value in the City's various applications by embedding IT staff in operational departments.
The Information Management & Technical Services (IMTS) division for the City currently is led by an Acting Director after an organizational change in leadership in 2012. The division requires the appointment of a permanent Director of IMTS that will have the ability to organize the work of the division according to an organizational structure that will successfully deliver on their mandate and vision. At present, the current organizational structure of the division is dated and inconsistent with IT needs of the City. A high level alternative structure is presented on the previous page. This structure is based on the findings and feedback from the engagement phase of the project.

The first priority for the City’s IMTS division remains, however, the appointment of a Director to provide the necessary leadership and innovation in information technology.
Integrated Planning & Public Works
Detail Design Summary
Integrated Planning & Public Works Organizational Chart

Commissioner
Integrated Planning & Public Works

Deputy Commissioner
Integrated Planning & Public Works

Executive Assistant

Planning Approvals Director

Building Standards Director/CBO

Water Services Director

Growth Management Director

Engineering Services Director

Transportation Services Director
**Growth Management**

**2012 FTE**

<table>
<thead>
<tr>
<th>Role</th>
<th>FTE</th>
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<tbody>
<tr>
<td>Director</td>
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<tr>
<td>Manager</td>
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<td>Staff</td>
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**Proposed FTE**

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<th>FTE</th>
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<tbody>
<tr>
<td>Director</td>
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<tr>
<td>Manager</td>
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<tr>
<td>Staff</td>
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</table>

**Proposed Changes:**

1. Increase 1 FTE for a Heritage Planner on a two year contract

---

**Larger Span of Control**

- Similar experience, knowledge and skills
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Employee work is standardized
- Primary role of manager is managing
- Employees in close geographic proximity

**Smaller Span of Control**

- Different experience, knowledge and skills
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Employee work is non-standardized
- Primary role of manager is delivering a business function
- Employees geographically dispersed
1. **Addition of Heritage Planner on Contract Position** – There was considerable support evident from Council and community activists for the position of Heritage Planner. A Heritage Planning position has been added to the Growth Management Division on a two year contract to evaluate the long term necessity of the position.
Planning Approvals

**2012 FTE**

<table>
<thead>
<tr>
<th>Role</th>
<th>2012 FTE</th>
<th>Proposed FTE</th>
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<tbody>
<tr>
<td>Director</td>
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<td>Staff</td>
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**Proposed FTE**

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<td>Manager</td>
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<tr>
<td>Staff</td>
<td>8.0</td>
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</table>

**Changes:**

Create Manager of Applications & Implementation/Development Planner – dual role – 1 FTE

---

**Larger Span of Control**

- Similar experience, knowledge and skills required of all employees
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Employee work is standardized
- Primary role of manager is managing
- Employees in close geographic proximity

**Smaller Span of Control**

- Different experience, knowledge and skills required of all employees
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Employee work is non-standardized
- Primary role of manager is delivering a business function
- Employees geographically dispersed
1. **Creation of Manager of Applications & Implementation position:** The City of Waterloo is approaching the build out of its available greenfield development lands. As a result it is expected that there will be an intensification of land use within the City. This intensification will mean an increase in the number and complexity of site plan agreements. Accordingly, the Working Group determined that there is a requirement for a Manager of Applications & Implementation to oversee the processing and evaluation of site plan applications. The Manager will perform the duties of a development planner and shepherd major land use applications through the approval process.

**Mandate:**
To analyze and process planning applications consistent with provincial and municipal policy and regulations.

**Core Businesses:**
- Sub-division approvals
- By-law amendment approvals
- Committee of Adjustment applications
- Site-plan approval (demolitions, etc)
- Condominium approvals

**Planning Approvals – Rationale for Structural Changes**
Building Standards

### 2012 FTE

<table>
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<tr>
<th>Position</th>
<th>Count</th>
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<tr>
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### Proposed FTE

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<td>Manager</td>
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<tr>
<td>Staff</td>
<td>12</td>
</tr>
</tbody>
</table>

**Changes:**

1. **Backflow Prevention Program transferred to Water Services** – 2 FTE
2. **Addition of Manager/Deputy CBO** – 1 FTE

---

### Larger Span of Control vs. Smaller Span of Control

- **Similar experience, knowledge and skills**
  - Required of all employees
- **Different experience, knowledge and skills**
  - Required of all employees
- **Senior / experienced employees**
  - Junior / inexperienced employees
- **Interdependent activities**
  - Independent activities
- **Results of employee work is easily measured**
  - Results of employee work is difficult to measure
- **Employee work is cyclical**
  - Employee work is irregular
- **Employee work is standardized**
  - Employee work is non-standardized
- **Primary role of manager is managing**
  - Primary role of manager is delivering a business function
- **Employees in close geographic proximity**
  - Employees geographically dispersed

---
Building Standards – Rationale for Structural Changes

1. **Creation of Deputy Chief Building Official position:** An external review of the Building Standards division was conducted in 2011. It found that the City of Waterloo building permit activity was far in excess of the norm for a comparable city in Ontario. The study recommended the creation of a Deputy Chief Building Official to provide support to the Chief Building Official and ensure that the development industry is consistently provided with a high level of customer service. The DCBO will perform duties related to policy development for the operation of the Division. The position will also be responsible for the shepherding of building permit applications through the approval process.

2. **Transfer of Water Backflow Program to Water Services** – The Backflow Program was originally established in the Building Standards division because it was seen to be a regulatory service more aligned to building code. Discussion with staff indicate that there is greater alignment with the Water Services division since the program is regulated under the Safe Drinking Water Act. Accordingly, the program’s 2 FTE are transferred to the Water Services division.
Water Services

2012 FTE

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<th>Role</th>
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<tr>
<td>Manager</td>
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Proposed FTE

<table>
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<td>Director</td>
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<td>Manager</td>
<td>4</td>
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<td>Supervisors</td>
<td>1</td>
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<tr>
<td>Staff</td>
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</tbody>
</table>

Proposed Changes:
1. Reduction of 1 FTE - Safety Compliance Officer
2. Increase 1 FTE for a Water Supervisor
3. Transfer Backflow Prevention Pgrm to Water Services (2 FTE)

Larger Span of Control ➔ Smaller Span of Control

Similar experience, knowledge and skills ………………….. Different experience, knowledge and skills required of all employees

Senior / experienced employees ………………………… Junior / inexperienced employees

Interdependent activities ………………………………… Independent activities

Results of employee work is easily…………………..……… Results of employee work is difficult to measure

Employee work is cyclical ………………………………… Employee work is irregular

Employee work is standardized………………………… Employee work is non-standardized

Primary role of manager is managing ………………………………… Primary role of manager is delivering a business function

Employees in close geographic proximity ………………….. Employees geographically dispersed
Water Services – Rationale for Structural Changes

1. **Elimination of the Safety Compliance Officer position** - As part of the project’s efforts to ensure that the same services are not being delivered by multi departments, health and safety functions were reviewed. It was determined that the Human Resources department could meet the necessary health and safety requirements in partnership with the City’s labour groups (Staff Association, WPFFA & CUPE Local 1542) and the position was no longer required.

2. **Creation of One Water Supervisor Position** – The delivery of water/waste water services has changed significantly in the past ten years. As a result of the Walkerton disaster, there is a new regulatory environment for water and waste water services in the province of Ontario. In order to meet the requirements of the Safe Drinking Water Act and to ensure good risk management, one supervisor position has been created to oversee the field crew of water operators. This supervisor position will be responsible for the daily supervision of the operators including conformance with health and safety regulations and the Safe Drinking Water Act, monitoring of employee performance and site management of water projects. The supervisor position will be entirely field based. The establishment of supervisor position is a suggestion of the CUPE local 1542.

3. **Transfer of Water Backflow Program to Water Services** – The Backflow Program was originally established in the Building Standards division because it was seen to be a regulatory service more aligned to building code. Discussion with staff indicate that there is greater alignment with the Water Services division since the program is regulated under the Safe Drinking Water Act. Accordingly, the program’s 2 FTE are transferred to the Water Services division.
**Transportation Services**

**2012 FTE**

<table>
<thead>
<tr>
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**Proposed FTE**

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**Proposed Changes:**

1. Increase of 2 FTEs; two Transportation Supervisors for Transportation Operations
2. Reduce 1 FTE - Transportation Operations Manager
3. Transfer Administrative Assistant from Office of the GM to Transportation Services - .5 FTE

**Larger Span of Control**

- Similar experience, knowledge and skills for all employees
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Employee work is standardized
- Primary role of manager is managing
- Employees in close geographic proximity

**Smaller Span of Control**

- Different experience, knowledge and skills for all employees
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Employee work is non-standardized
- Primary role of manager is delivering a business function
- Employees geographically dispersed
Transportation Services – Rationale for Structural Changes

Mandate:
To plan and maintain a sustainable, reliable and efficient transportation network that is safe and accessible for all users: pedestrian, cyclists, transit riders and vehicle drivers.

Core Businesses:
- Manage the City’s parking program
- Traffic engineering
- Maintain and repair roadways, sidewalks and boulevards

1. **Eliminate one Manager of Transportation Position/ Create Two Transportation Supervisor Positions**

The management of the City’s road network is similarly becoming highly regulated. While the Province has established Minimum Maintenance Standards under *Ontario Regulation 239/02*, recent court decisions have complicated expected maintenance standards for road maintenance (Giuliani v. Halton January 2012). It is increasingly apparent that in order to protect the municipality and practice good risk management there is a need for field supervision of the City’s road network. Two supervisor positions have been created to oversee the two road crews. These supervisor positions will be responsible for the daily supervision of the operators including conformance with health and safety regulations and minimum maintenance standards, monitoring of employee performance and site management of road construction projects. The supervisor positions will be entirely field based. The establishment of supervisor positions is a suggestion of the CUPE local 1542.
Larger Span of Control

- Similar experience, knowledge and skills required of all employees
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Results of employee work is measured
- Employees in close geographic proximity

Smaller Span of Control

- Different experience, knowledge and skills required of all employees
- Junior / inexperienced employees
- Independent activities
- Employee work is non-standardized
- Primary role of manager is delivering a business function
- Employees geographically dispersed

Proposed Changes

1. Transfer Landscape Arch. from CCRS – 1 FTE
2. Eliminate Director of Capital Projects & Services – 1 FTE
3. Create Active Transportation & LRT Manager – 1.0 FTE
4. Transfer Administrative Assistant from Office of the GM to Engineering - .5 FTE
Engineering Services – Rationale for Structural Changes

1. **Transfer Landscape Architect From CCRS Strategic Planning Promotion and Performance Division to Engineering** - As part of the reorganization of the former Community Cultural and Recreation Services (CCRS), the business functions within the Strategic Planning Promotion and Performance Division have been transferred to other departments and divisions. In this case, a Landscape Architect position is transferred to the Engineering Division to join the landscape architect/technicians complement within the Division.

2. **Eliminate Director of Capital Projects & Services Position** – The consolidation of the former Public Works Capital Projects & Services and the Development Services Engineering Services division have made the Director of Capital Projects & Services position redundant.

3. **Create an Active Transportation & LRT Project Group** – In order to manage the City’s share of the LRT project that the Region of Waterloo and Province of Ontario have committed to in the past year, a project group was created with one Manager, two project managers and one Landscape Architect.

**Mandate:**

Ensure infrastructure is designed, delivered and maintained in a cost effectively & in compliance with provincial and municipal regulations

Provide engineering review services for private & public infrastructure

**Core Businesses:**

- Review engineering submission related to development applications
- Design and review municipal infrastructure engineering
- Model municipal infrastructure
- Conduct surveys and inspections

**Engineering Services – Rationale for Structural Changes**
Service Centre Administration

Larger Span of Control → Smaller Span of Control

Similar experience, knowledge and skills required of all employees
Senior / experienced employees
Interdependent activities
Results of employee work is easily measured
Employee work is cyclical
Primary role of manager is managing
Employees in close geographic proximity

Different experience, knowledge and skills required of all employees
Junior / inexperienced employees
Independent activities
Results of employee work is difficult to measure
Employee work is irregular
Employee work is non-standardized
Primary role of manager is delivering a business function
Employees geographically dispersed

Changes:
1. Transfer 1.5 FTE Director's Administrative Assistants to divisions
2. Transfer .5 FTE Admin Assistant to Environment & Parks in Community Services
3. Transfer the 0.5 FTE Customer Service Rep to Facilities & Fleet
4. Transfer 1 FTE Payroll Clerk to Finance
5. Reduce 2 FTE Administrative Assistant/Support positions
6. Convert EA to the GM- PWS to Service Centre Admin Supervisor
Service Centre – Rationale for Structural Changes

1. **Eliminate the Executive Assistant to the General Manager of Public Works position**: The consolidation of the former Public Works Department and the Development Services division have made the Executive Assistant to the General Manager of Public Works position redundant.

2. **Eliminate 1 FTE Administrative Assistant position** – A review of the administrative assistant requirements for the Integrated Planning & Public Works Department indicates that there is an overcapacity in administrative assistance. Accordingly, one Administrative Assistant is eliminated. Administrative Assistants within Integrated Planning & Public Works will be responsible for providing administrative support to two Directors.

3. **Eliminate 1 FTE Administrative Support Position** – A review of the administrative support requirements for the Integrated Planning & Public Works Department indicates that there is an overcapacity in administrative support for the Public Works operations call centre. Accordingly, the administrative support complement has been reduced by 1 FTE.

4. **Appoint a Service Centre Administration Supervisor** – It is apparent that there is a need for a supervisor position to oversee the administrative functions at the Service Centre. The position would be responsible for ensuring that the administrative support within the Integrated Planning & Public Works department is consistent and operating at full capacity. Past efforts to have this role served by the general manager or a divisional director have not been successful.
Office of the CAO
Design Summary
Office of the CAO Organizational Chart

Retain Deputy CAO model – role to be assigned to a current Commissioner
**Economic Development**

### 2012 FTE

<table>
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<tbody>
<tr>
<td>Director</td>
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<tr>
<td>Manager</td>
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### Proposed FTE

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<th>FTE</th>
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<tbody>
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<td>Manager</td>
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</tr>
<tr>
<td>Staff</td>
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</tbody>
</table>

**Proposed Changes:**

1. **CCRS Arts, Culture, Festival & Events transferred to Ec Dev (FTE 3)**
2. **CCRS Business Development & Promotion Manager transferred to Ec Dev (FTE 1)**
3. **Transfer in Small Business Centre Advisor (FTE 1)**

---

**Larger Span of Control**
- Similar experience, knowledge and skills
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
- Employee work is cyclical
- Primary role of manager is managing
- Employees in close geographic proximity

**Smaller Span of Control**
- Different experience, knowledge and skills
- Junior / inexperienced employees
- Independent activities
- Results of employee work is difficult to measure
- Employee work is irregular
- Primary role of manager is delivering a business function
- Employees geographically dispersed
**Economic Development – Rationale for Structural Changes**

1. **The Arts Culture Festival & Events functions transferred to Economic Development** – The Working Group examined the many different economic development activities that occur across the organization. In order to address Council’s priority to strengthen economic development within the City these economic development activities have been centralized within a new Economic Development department. Accordingly, Arts, Culture, Festival and Events functions have been transferred to Economic Development where the support and promotion of the City’s many festivals and events will be managed under the leadership of the Executive Director of Economic Development. The transfer of Arts, Culture, Festival and Events functions will involve the transfer of 3 FTE positions into Economic Development. The positions will also be responsible for the oversight of the tourism centre.

2. **CCRS Business Development & Promotion Manager transferred to Economic Development** – As part of the reorganization of the former Community Cultural and Recreation Services (CCRS), the business functions within the Strategic Planning Promotion and Performance Division have been transferred to other departments and divisions. In this case, the business development and promotion functions are transferred to Economic Development to provide the necessary marketing and promotion skill set. The transfer of business development and promotion functions will involve the transfer of 1 FTE positions into Economic Development. The position will still be responsible the leveraging of sports tourism opportunities and the attraction of events to the City’s facilities.

3. **Re-title Manager of Economic Development to Manager of Expansion & Retention Services** – The current manager of Economic Development and the Economic Development Officer reporting to the Manager should be refocused on business expansion and retention services.

4. **Replace the Economic Development Officer role with a redefined Land Development Officer role** – The Land Development Officer will have a new focus on land real estate transactions and negotiations as well as land development opportunities.
**Proposed Changes:**

1. **Establish a Strategic Initiatives Director position** – 1 FTE

   - Larger Span of Control
     - Similar experience, knowledge and skills
     - Senior / experienced employees
     - Interdependent activities
     - Results of employee work is easily measured
     - Employee work is cyclical
   - Smaller Span of Control
     - Different experience, knowledge and skills
     - Junior / inexperienced employees
     - Independent activities
     - Results of employee work is difficult to measure
     - Employee work is irregular

2. **Create an Environmental Steward** – 1 FTE

   - Employee work is non-standardized
   - Primary role of manager is delivering a business function

Employees in close geographic proximity. Employees geographically dispersed.
Strategic Initiatives – Rationale for Structural Changes

1. **Appoint a Director of Strategic Initiatives position** – There are numerous strategic initiatives that require the attention of the City’s Chief Administrative Officer (CAO). It is apparent that he does not have the capacity in his office to execute on these strategic initiatives. For this reason, the appointment of a Director of Strategic Initiatives is recommended.

2. **Appoint an Environmental Steward** – One of Council’s key priorities is the protection and stewardship of the environment. In order to ensure that the City is a leader in environmental protection and stewardship and its efforts are efficiently coordinated, it is recommended that an Environmental Stewardship position be created.

**Mandate:**

To support the Office of the CAO by participating and leading strategic initiatives with the City’s key community partners.

**Core Businesses:**
- Lead specific corporate strategic initiatives
- Provide strategic advice and facilitation
- Lead performance measurement
Project Management Office

### Larger Span of Control

- Similar experience, knowledge and skills required of all employees
- Senior / experienced employees
- Interdependent activities
- Results of employee work is easily measured
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- Employee work is standardized
- Primary role of manager is managing
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- Different experience, knowledge and skills required of all employees
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**2012 FTE**

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**Proposed FTE**

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Strategic Initiatives

- Director

Project Librarian (1)

Project Manager (1)
Project Management Office – Rationale for Structural Changes

**Implement a Project Management Office (PMO)** – The concept of a Project Management Office (PMO) is to centralize the project management processes of an organization in order to deliver results at the most economical and efficient rate possible. This is achieved by developing a specialized pool of staff that will aid and assist functional specialists in running individual projects as well as combining and monitoring multifaceted or multiple projects to avoid duplication and interference.

At the City of Waterloo, it is not uncommon to have over 60 “official” projects running at any one time from various divisions throughout the organization. In addition there are also “unofficial” projects that would benefit from a more formalized structure in order to ensure that work is not duplicated and that interference with other projects is kept to a minimum. By installing a PMO office the organization would be able to limit the amount of unofficial projects while maintaining a broader overview of all projects currently being implemented within the organization.

The object of a PMO is not to carry out the work or to be an expert in the multi-faceted projects but rather to collate, oversee, monitor and manage all the projects being undertaken. This allows the organization to see the progress and the interconnected activity from a high level without getting involved in the “nitty gritty” day to day implementation of each project. This would allow CMT and the CAO to monitor and maintain overall control without having to become involved in the operational issues.

**Strategic Initiatives (Project Management Office) Director** - This role would be similar to that of a program manager. Responsible for maintaining control over all the projects being implemented within the organization. The PMO Director would report directly to CAO and CMT and would work with other divisions across the organization at a high level. This individual would ideally be experienced in this type of organization and Project Management.

**Project Manager** – The Project Manager role would be the main driving force within the PMO. They would be responsible for coordinating all the projects and with the help of the project librarian, collating and maintaining all data and progress on them. They would report directly to the PMO Director and would be actively involved with all departments for relevant project stages and phases.

**Project Librarian** – An administrative role within the PMO the project librarian is responsible for all administrative functions within the office. This will often include preparing and maintaining documentation, sourcing documentation and updates from the Project Manager or Stage/Team leaders and aiding in the set up and evaluation of all projects. This person would ideally be experienced with Project Management documentation procedures and have excellent organizational/administrative skills.
Recommendations & Implementation
1. Organizational Structure

Implement the organizational structure developed through the guidance of KPMG and the work of the 2013 Forward Working Group and proceed immediately with the filling of leadership vacancies identified in the KPMG report.

**Rationale:**
The former organizational structure for the City of Waterloo was based upon a functional model employing seven General Managers. Such a model meant that the Corporate Management Team (CMT) was largely focused on operational issues with limited focus on the strategic issues facing the City. Restructuring the organization on a program based model reduces the membership of the CMT to three Commissioners and the CAO. The new CMT will be required to more strategic in its work given the size of portfolio they will be responsible to manage. This change will be welcomed by the City’s capable Directors who are responsible for the operational delivery of municipal programs and services.

2. Project Management Office

Implement a Project Management Office as part of the Strategic Initiative’s Office

**Rationale:**
The concept of a Project Management Office (PMO) is to centralize the project management processes of an organization in order to deliver results at the most economical and efficient rate possible. This is achieved by developing a specialized pool of staff that will aid and assist functional specialists in running individual projects as well as combining and monitoring multifaceted or multiple projects to avoid duplication and interference.

At the City of Waterloo, it is common to have over 60 “official” projects running at any one time from various divisions throughout the organization. In addition there are also “unofficial” projects that would benefit from a more formalized structure in order to ensure that work is not duplicated and that interference with other projects is kept to a minimum. By installing a PMO office the organization would be able to limit the amount of unofficial projects while maintaining a broader overview of all projects currently being implemented within the organization.

The object of a PMO is not to carry out the work or to be an expert in the multi-faceted projects but rather to collate, oversee, monitor and manage all the projects being undertaken. This allows the organization to see the progress and the interconnected activity from a high level without getting involved in the “nitty gritty” day to day implementation of each project. Most importantly, this would allow the CMT and the CAO to monitor and maintain overall control without having to become involved in the operational issues.
Recommendations

3. Internal Consultants

Continue the use of internal consultants from Corporate Services to service citizen facing departments.

Rationale:

The City has used internal consultants to provide support in human resources, payroll and budgeting to citizen facing departments. This is a leading practice and should be continued by the City. Where an employee acts as an internal consultant, the employee is responsible to both their home department supervisor and their client supervisor. This matrix reporting relationship may appear difficult for the employee to understand, but it captures the true purpose of their role: serving the internal client and maintaining corporate policy to ensure that they in turn can deliver optimum service to the citizens of Waterloo.

4. Complement (Position) Control

Implement complement control within the City

Rationale:

It appears that there is little complement control in the organization. The Finance Department operates an enterprise wide PeopleSoft payroll and budgeting software system. In addition, the Human Resources department also maintains the PeopleSoft Human Resource Information System (HRIS) with employee and job specific data. The HRIS system does not agree with the payroll/budgeting software with respect to employee data. Additionally, in the past it was a common practice for departments to change position titles and duties without consultation with the Human Resources or Finance departments, making it difficult to track employees and their position responsibilities. While Council nominally approves new positions within the organization, there is little control to ensure that the total count of City employees reflects the Council approved positions. Strict policies regarding the addition or change in job status should be jointly implemented by the Human Resources and Finance departments and the payroll/budget data integrated into the HRIS system.
5. **Heritage Planner**

Hire a Heritage Planner on a two year contract.

**Rationale:**

There was considerable support during the engagement phase of the project for the creation of a heritage planner position. The concern expressed by heritage proponents is that the increase in urban intensification will threaten Waterloo’s historical built form. A heritage planner is believed to be a possible solution. Nonetheless, the merits of a heritage planner have to be weighed against the other demands facing the City. A contract position will allow the City to evaluate the need and value of a permanent position as well as provide the necessary policies and procedures for heritage planning.

6. **Information Management & Technology Services Division**

Immediately appoint a permanent Director of IMTS and empower them with the ability to revamp the IMTS Division

**Rationale:**

It is apparent from interviews and consultation with IMTS clients that the organization is not receiving the level of service that is required to conduct their affairs efficiently and effectively. Discussions with the Acting Director of IMTS indicate that the Division has limited capacity for new projects both in terms of workload and skill set. A recommended organizational structure for IMTS is included in the detail design chapter, however, the level of change required to implement the new structure requires new skill sets and strong leadership within the Division.

7. **Open Government**

Develop a Open Government strategy and commit the organization to its implementation utilizing the City’s existing public engagement guidelines.

**Rationale:**

Gov 2.0 (open government) is the use of technology – especially the collaborative technologies at the heart of Web 2.0 – to better solve the collective problems at a city, state, national and international level.* It offers tremendous opportunity for the City of Waterloo to leverage the potential of its citizenry to advance the delivery of municipal services in the City and Region. For this reason, it is so important for the City to turnaround its IMTS department so that they can lead the implementation of the City’s open government strategy.

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* Tim O'Reilly, "Open Government – Collaboration, Transparency and Participation in Practice." 2010
8. Expand Shared Services Opportunities

Identify opportunities and engage in shared services opportunities within the broader region of Waterloo.

**Rationale:**

While the region of Waterloo is acknowledged as a leader in shared services between local governments, there are opportunities to partner with other municipalities on the delivery of municipal services. Shared services offers the City true economies of scale and the ability to deliver enhanced service levels to its citizens. Some possible shared services opportunities are:

- The Region of Waterloo’s Service First Call Centre (SFCC) initiative.
- The management of volunteer services.
- Joint purchasing of Information Technology

9. Compressed Work Week

Review the compressed work week policies and guidelines to ensure they continue to meet the operational needs of the City.

**Rationale:**

The compressed work week benefit available to employees in the Staff Association allows administrative & professional staff on a 2-week compressed work week (CWW) to schedule 26 days of authorized absence from work in a year for additional time worked. In a time when operational resources are under pressure, particularly for administrative & professional positions, it is important that available resources be fully deployed and maximized. For this reason it is recommended that the City review the compressed work week policies and guidelines to ensure they continue to meet the operational needs of the City.

10. Deputy CAO and Commissioners

Review the necessity of the Deputy CAO & Deputy Commissioner positions following the one year anniversary of 2013 Forward's implementation

**Rationale:**

Deputy Commissioner's have been included in the City’s organizational structure to assist the CMT with the implementation of the new organizational structure and bridge the knowledge gap in the short term. The use of deputy commissioners is not a standard practice for a municipality the size of Waterloo. In the mid to long term, the position could complicate the reporting relationship between the divisional directors and the department commissioner. For that reason, the position of deputy commissioner should be re-evaluated after one year.
11. Horizontal Integration

Continue the use of cross departmental teams such as the Operational Leadership Team or winter control to strengthen the horizontal integration of the organization. Consideration should be given to establishing similar teams for Information Technology/Gov 2.0 and Administrative Support.

**Rationale:**

A key element to the success of the 2013 Forward project is the amount of horizontal integration across departments and divisions. The amount of interdepartmental coordination needed must match the level of collaboration that the City’s strategic initiatives demand; remember strategy drives structure. Horizontal integration efforts broaden involvement in decision making and can yield better decisions, but they also have costs in time and effort. The chart below outlines the basic types of horizontal integration and shows the corresponding amount of management oversight that each one requires.
**12. Five Year Work Plan**

Develop a Five Year Workforce Plan and re-evaluate annually

**Rationale:**

The City is going to experience an increase in the number of retiring staff within the next ten years. Many of the current employees were hired at the same time and there will be a generational shift in the organization when these employees retire. The City will require a workforce plan to address the organization’s future workforce needs. The chart below depicts the retirement profile for the City over the next ten years.

**Cumulative number of City employees reaching full pension**

![Chart showing cumulative number of City employees reaching full pension from 2012 to 2017.](chart.png)

1 Based on personnel information provided by management.
Prioritization of Opportunities

Sample rating of each of the potential opportunities for improvement against two criteria:

- **Difficulty to implement**
  - This rating indicates the degree to which the potential opportunity for improvement would be difficult (higher) or simple (low) to implement
  - A difficult implementation would come at a higher cost to the City and / or may take longer to implement, while a simple implementation would come at a minimal cost and / or may be implemented within a short time frame

- **Impact on City of Waterloo**
  - This rating indicates the degree to which the potential opportunity for improvement would produce large (high) or minimal (low) benefits for the City
  - A large benefit would reduce the deficit by more than more than a small benefit

The order that opportunities should be implemented would be: (1) top left quadrant (low difficulty, high benefit), (2) bottom left (low difficulty, low benefit) and (3) top right (high difficulty, high benefit). Those in the bottom right quadrant would be considered to be optional as a result of the potential effort required versus the potential benefit derived.

Opportunities:

1. Implement the organizational structure developed by the 2013 Forward Working Group
2. Implement a Project Management Office as part of the Strategic Initiatives Office
3. Continue the use of internal consultants from Corporate Services to service citizen facing departments.
4. Implement complement control within the City
5. Hire a Heritage Planner on a two year contract
6. Appoint a permanent Director of IMTS and empower them with the ability to revamp the IMTS Division
7. Develop a Open Government strategy and commit the organization to its implementation
8. Identify opportunities and engage in shared services opportunities within the broader region of Waterloo
9. Review compressed work week policies and guidelines
10. Re-evaluate Deputy CAO/Commissioner positions in one year
11. Horizontal Integration
12. Five Year Workforce Plan
Workforce Planning
Skills and Behaviours Development

In order for the 2013 Forward project to have lasting success the City will need to invest in its workforce so that their skills and knowledge reflect the requirements of our changing economy, i.e. flexibility, innovation, literary & numerical literacy and a commitment to customer service. Additionally, the City’s leadership team will require additional investment so they can develop, motivate and lead the City’s workforce in the delivery of municipal services to its citizens.

Possible Initiatives
1. Develop a corporate employee training and development plan that focuses on the essential skills and competencies, knowledge and behaviour required to meet the City’s strategic goals identified in its strategic plan.
2. Create a talent management program to develop and retain those with employees with the potential to lead the organization into the future.
3. Develop a customer service program to educate employees on the skills and behaviours needed to deliver customer service excellence.

Recruitment & Retention

The recruitment and retention of knowledge workers to deliver municipal services is a challenge for Ontario municipalities. It is strategically important that the City recruits and retains a workforce with the skills and behaviours reflective of its values and strategic priorities. Given Ontario’s changing demographic profile, it is also equally important that the City’s future workforce reflect the province’s diversity so that the City can access their full potential opportunity.

Possible Initiatives
1. Continue to support efforts for Gen Y to join the City through co-op work placements, apprenticeships and internships.
2. Continue the use of secondments and interim leadership postings that enable the City’s emerging leaders to progress and be challenged.
3. Identify barriers for candidates from different cultural backgrounds and look for ways of removing these barriers.
Wellbeing and Engagement

The attraction of top flight talent to the City of Waterloo will require the City to be recognized as a workplace with a supportive and value driven culture and with the ability to provide competitive compensation packages within the current financial constraints of local government in Ontario. It will be important that staff wellbeing is recognized as a priority for the City and that efforts are made to ensure that the organization walks the talk on employee engagement.

Possible Initiatives

1. Partner with the City’s labour organizations to ensure that health and safety is embedded in the culture of the organization.
2. Implement a wellness program to provide the necessary organizational health care and wellness supports and personal accountabilities ensuring that the City’s level of absenteeism is well below the municipal average.
3. Develop a portfolio of wellness activities & initiatives accessible to all staff that respond to the City’s workforce surveys.
4. Implement a new job evaluation process for management that is lead by an external consultant.

Performance and Change

Government at all levels in Ontario is being asked to transform itself, particularly in how it delivers services to Ontario citizens. The City of Waterloo more and more will be required to be to flexible and innovative in how it responds to community demands. It will have to improve its productivity and focus on the execution and delivery of municipal services that the City is best able to deliver leaving those services ill suited to government for other agencies or the private sector. This will require a change in culture for both its administrative and elected leadership.

Possible Initiatives

1. Develop a performance management framework originating with employee development plans through to the departmental business plans and ultimately the City’s strategic goals. It is critical that the employee understands their role and how their individual performance goals support the achievement of the City’s larger strategic goals.
2. Implement effective change management processes and ensure managers are trained and coached to lead the necessary organizational change.
3. Continue to build a human resource network with other regional municipalities to identify common workforce issues and develop a shared approach to addressing these challenges.
Appendix A: Focus Group Participants
## Focus Group Participants

### Operational Leadership Team

<table>
<thead>
<tr>
<th>Max Min</th>
<th>Jim Bowman</th>
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<tbody>
<tr>
<td>Mark Dykstra</td>
<td>Scott Nevin</td>
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<tr>
<td>Richard Hepditch</td>
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### Managers

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<tr>
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<td>Todd Chapman</td>
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### Staff

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Appendix B: Jurisdictional Review
City of Kitchener – Organization Chart

- Deputy CAO Structure
- In effect since 2010

Updated August 27, 2011
Organizational Design Principles/Philosophy

– The current organizational chart has been in place since 2010. It is the result of the first reorganization in 10 years. The reorganization moved away from functional work allocation because of concerns over the prevalence of silos.

– The intermediate iteration of the reorganization broke down silos, but did not align to logical function groupings.

– The process for a new structure spanned approximately one year.

– It’s primary objective was to reduce number of direct reports to the CAO. It is currently working well, but further refinement opportunities may exist.

– There were five key needs identified:
  ■ Governance – mutual accountability at Sr. Team level
  ■ Greater focus/clarity on what leadership means – focused on Directors
  ■ Integrated planning – connection between business plans and strategic plan
  ■ Capability and capacity – partly about resources, and about being more purposeful
  ■ Business practices – specific areas (eg: Information Management) and establishing clear accountabilities

Notable Structural Elements

– Small number of Departments, large number of Divisions – designed for high accountability at Director level

– Deputy model reflects intention that these roles should be interchangeable/rotational – don’t need deep subject matter expertise
  ■ Roles intended to be more focused on corporate work than Departmental work

– Departmental management teams take care of implementing – cross-corporate Director team looks at integration of corporate projects (meet monthly)

– Each Department has its own strategy that the Department management teams are responsible for implementing

– Management position in each Department focused on coordinating work across the Department (e.g.: strategy work)
City of Kitchener

Asset Management

- Asset management function cuts across all three Departments and covers all long term assets
- Director of Asset Management resides within Infrastructure Services
  - Responsible for management strategy and supporting work plan
- There is a large asset management function within Engineering – support higher order planning but focus mainly on tactical planning
- Asset management includes natural and environmental assets

Corporate Services

- City has multiple Divisions of finance as opposed to single Financial Services Division
  - This is an issue the City has wrestled with over time
  - Some functions more complex than others (eg: Revenue Division bills taxes, water, sewer and City owns natural gas utility)
    - all support services for utilities provided through the City
  - Consolidation of functions may risk losing expertise at Director level – The City wants to maintain specialist knowledge
City of Kitchener

Administrative Support
- Executive Assistants are reserved for CAO and Department heads
- In many/most cases the Director’s Administrative Assistant will support the larger Division
- Some areas have pools but have largely moved away from this
  - Direct support/accountability can help build accountably and knowledge of business – pooled resources can dilute accountably
- Administration core skills have been naturally upgraded through attrition – significant efficiencies can be realized with administrative staff with up to date technical skills
- The City does not have a compressed work week but offers flex working hours for most administrative, professional and management staff
  - Eg: Extra 30 minutes per day can accumulate to no more than 5 days at once – equates to extra 3 weeks

Economic Development
- Some functions are regionally outsourced (Eg: CCT handles foreign direct investment; Tourism Marketing Association (visitors centres), etc.) All municipalities in the Region have partnered behind these regional initiatives.
- Internal Economic Development area has 27 full time and 14 part time staff
- Very diverse mandate
  - Downtown development, small business center, arts and culture, Market, business development and special events

Bylaw Enforcement
- Would most likely be characterized as complaint driven (Property standards, open air burning, noise, etc.)
  - Parking enforcement would be an exception
- City employs enforcement officers
City of Kitchener

Professional Services and Project Management
- Project Managers are dispersed across the organization – some standards exist in terms of support materials (e.g., templates, tools)
- It was identified as a need through the previous organizational review; the City is just starting to implement now
- Data entry, etc., is more decentralized – typically done by administrative staff
- Finance Associate functions are housed by the Finance Department – emphasize customer focus for their supported Divisions

Succession Planning
- Kitchener has implemented a succession planning program (different from replacement planning)
  - Corporate program where management can nominate staff into the program and coordinate opportunities for professional/leadership development
- The City does not have a formal replacement planning program, it is the accountability of department heads

Other Advice
- Council benefits from a more cohesive, unified corporate team
- Important to show link between internal support services and impacts to customer facing services
- Reorganization was part of a much larger picture and was the last step
- Structure is an important piece to the puzzle, but not always the answer to the problem – if it’s the first move that’s made – can be very disruptive
City of Kingston – Organization Chart

- Commissioner Structure (Department -> Division)
- Commissioner portfolios are responsible to ratepayers and customers
- City Solicitor can act as Deputy CAO
- Corporate Affairs includes call centre hotline (serving 80% of Divisions, including Utilities and Hydro) and Communications and Marketing
- Each box represents one direct report
City of Kingston

Organizational Design Principles/Philosophy

- Main driver is alignment to corporate strategy/Council priorities
  - Alignment to Corporate Strategy makes it easy to work together to advance the overarching goals
  - Joint planning around priorities allows Divisions/Departments to see how they work together

Notable Structural Elements

- Utilities Kingston is a wholly owned corporation, shareholders are Council members – President sits as part time Commissioner of Public Works Services and member of City Senior Team
- Water/Sewer is managed by Utilities Kingston – Public Works Division performs maintenance/operations re: infrastructure (eg: roads, snow removal, etc.)
- The City distributes gas and hydro – owns assets (poles, wires, etc.), but no employees – staff work for Utilities Kingston
- Community Services Department organized to highlight Council and strategic priorities

Asset Management

- Asset management is the “way we do business”, not owned by any one Department
- Consists of pipes, plants, road infrastructure, sewers, street lights, hydro/traffic poles, benches, facilities, etc.
- Assessment of assets includes anticipated useful life, deterioration index, level of investment, lifecycle planning
- Multi-year capital reinvestment plans for each asset class and financial plan to support investments
  - There is a common expectation that departments will classify and monitor these plans

Corporate Services

- Centralized and purposeful to avoid independent development of support processes (eg: recruitment, finance, etc.)
  - Focused on supporting Departments well enough that they don’t feel they need their own systems/processes
- Centralized Corporate Services resources are assigned to Divisions – build strong understanding of the ‘business’
  - There is an exception for Legal, where lawyers are aligned to type of legal services required, rather than by Department/Division
City of Kingston

Administrative Support

- Flexible model to accommodate different working styles
- Commissioners each have one Executive Assistant
  - Some Executive Assistants also support Directors within the portfolio
  - It is dependent on style and circumstances of the Commissioner/Director
- There are established core competencies and required skill sets for each position in the organization (even some union jobs)
  - Applies to Administrative Staff
  - Training provided where gaps exist
- Flexible work week
  - Eg: work 2 nights in a week, can take Friday afternoon off
  - Not always one-for-one in terms of lieu time – “not culture of expectation – culture of getting the job done”

Economic Development

- Exists with separate non-profit corporation funded by the City – Kingston Economic Development Corporation
- Works very closely with the City – City owns and services lands, so any transactions must be signed-off by City
- Work closely with other institutions (eg: military base, university, other prominent employers)
- Very seamless relationship with City
- Strategies are aligned
City of Kingston

**Bylaw Enforcement**
- Building and Licensing Division includes inspection, licensing and enforcement, (eg: parking enforcement is the responsibility of bylaw enforcement, even though parking is under Transportation Services Division)

**Professional Services and Project Management**
- Engineering provides service to all areas of the organization on an ‘as needed’ basis – It can be seconded for several months (eg: Environmental Engineer) – The City does not utilize charge-back system
- The City hires project managers with specific skills - must follow an industry standard project management protocol
- Departments manage smaller capital projects - Part of line manager role
City of London – Organization Chart

- City Manager/Director Structure
- Relatively new structure

- Managing Director, Engineering and City Engineer
  - Roads & Transportation
  - Water and Waste Water
  - Environmental Programs and Solid Waste

- Managing Director, Development & Compliance Services and Chief Building official
  - Building
  - Licensing & By Law Enforcement
  - Business Services
  - Development Services

- Managing Director, Planning and City Planner
  - Community Planning & Design
  - Policy Planning & Programs
  - Environmental & Parks Planning
  - Urban Forestry

- Managing Director, Corporate Services and City Solicitor
  - Legal Services
  - Risk management
  - Clerks

- Managing Director, Corporate Services and Chief Financial Officer
  - Finance
  - Investment & partnerships
  - Information technology

- Managing Director, Corporate Services and Chief Human Resources Officer
  - Human Resources
  - Human Rights
  - Corporate Security & Emergency Mgt
  - Communications

- Managing Director, Housing and Social Services
  - Housing
  - Ontario Works
  - Employment

- Managing Director, Neighbourhood & Children’s Services
  - Neighbourhoods and Children’s Services
  - Fire
  - Homelessness

- Managing Director, Parks & Recreation
  - Parks and Operations
  - Sport and Recreation
  - Golf, Arenas and Aquatics
City of London

Organizational Design Principles/Philosophy

- London underwent recent reorganization
  - Objective was to re-balance and clarify portfolios and establish more logical alignment between areas
  - 2007/08 moved to service based approach/budgeting – Services were renamed to make sense to citizens eg: “Garbage”
  - Organizational review required the structure to align with the service based system
  - Found increased clarity and accountability (internally and externally – eg: Councillors can follow-up on citizen complaints more easily)
- Instituted externally focused (ie: Neighbourhood) resource in each area – it allows for better cross collaboration and coordination to maximize benefits/impact and address specific community needs

Notable Structural Elements

- Senior Leadership Team (SLT) ‘mirrored’ by Operations Management Team (OMT) – 1 person appointed for each Director
  - SLT focus: political/strategic issues
  - OMT focus: practice and operations
- The City is in the process of looking at the span of control – highly variable, some progress made, but more to be done
- Traditional Corporate Services functions are split amongst three Managing Directors (Finance, HR, Legal)

Asset Management

- Not a fully distinct service – may evolve into separate service in the future
- Utilize an Asset Management Team – Formalized from small team in Finance Department
  - Liaises with all areas dealing with major capital assets
- Corporate oversight provided by Asset Management Steering Committee
- Includes “natural assets” (eg: forestry)
Corporate Services

- All internal facing services (includes Legal and Clerks)
- Moved back to centralized model through the reorganization (Finance, HR, IT)
  - Each area is assigned a team and accesses them for all functions (ie: not separate people for payroll, billing, etc. – as was previously)
  - Allows for greater standardization of processes

Administrative Support

- Each Managing Director has one Executive Assistant, layer below usually has one administrative resource
  - There is no corporate standard
- Each area has a combination of shared and assigned administrative resources
- The City is currently running fairly lean
  - Vacancy Management: Roles vacated are not filled until deemed necessary (any position, corporate wide)
  - Positions are reviewed by interdepartmental team
  - Duties can be absorbed into others, or eliminated
- Flex Time program
  - Eg: 30 minutes extra per day and take one Friday off per month – not formally tracked through payroll

Economic Development

- Separate from the City structure but officially reports to Council
  - Separate entities for Economic Development and Tourism
  - City funds both functions
City of London

**Bylaw Enforcement**
- Falls under Managing Director of Development and Compliance
  - Some bylaw functions resided under Clerks and other areas prior to the reorganization
  - All bylaw functions are now fully consolidated under Bylaw Enforcement

**Professional Services and Project Management**
- Mostly ad-hoc, with exception of the technology area which has formal PMO (standard certifications) and Construction Management Office
  - There is no corporate project management office
  - The City has delivered some corporate training in project management to develop basic skill levels

**Other Advice**
- Organizational Structure will never be perfect, it will change again and again and be better each time
- Open, consistent communication all the way through
City of Regina – Organization Chart

- City Manager/Deputy
  Core Structure
- Implemented 2-3 years ago

City Manager

- Executive Director Legal
- Executive Director Government & Strategy
- Deputy City Manager Corporate Services
- Deputy City Manager City Operations
- Deputy City Manager Community Planning & Development

Legal Services
- Law Office Administrator
- Bylaw Prosecution Officer
- Risk Manager

City Clerk Office of the City Clerk
- Manager Communications
- Manager Government Relations
- Manager Strategy Management

Director Facilities Management Services
- Director Fleet Services
- Director Finance
- Director Human Resources
- Director Information Technology

Director Environmental Services
- Director Transit
- Director Roadway Operations
- Director Parks & Open Space
- Director Water & Sewer Services
- Director Fire & Protective Services
- Director Transportation & Material Services

Director Development Engineering
- Director Planning & Sustainability
- Director Community Services
- Director Assessment & Property Taxation
Organizational Design Principles/Philosophy

- Design Principles:
  - Effective and efficient
  - Two way communication at all levels
  - Decision making at the lowest possible levels
  - Like functions together
  - Performance measurement
  - Line of sight and accountability
  - Leadership development

- Key Drivers
  - Tighter and more consistent communications across and up and down
  - More focused corporate perspective for executive
  - Strengthen/clarify outward facing roles
  - Enable the City Manager to focus more externally
  - Clarify succession planning
  - Strengthen governance and internal development
  - Enhance strategic advice to executive
  - Enhance the corporate management role of Directors
  - Demonstrate change readiness

Notable Structural Elements

- Completed reorganization 2-3 years ago
- Still working on full alignment in some areas
  - Large/complex areas or areas that underwent amalgamation
- Happy with internal results to date – some aspects still evolving
- Generally organized as “Planning”, “Doing”, “Supporting”
Asset Management
- Currently managed out of associated operational areas
  - Fleet, facilities, IT – Corporate Services
  - Others with City Operations
- Asset Management Framework exists to provide guidance

Corporate Services
- Shared services are not embedded (eg: Finance, HR, IT)
  - Systems in Corporate Services won’t allow this at this time
  - Currently focused on establishing a solid foundation to support customers
  - May move to more embedded structure in the future
- Both HR and Finance have resources assigned as first point of contact for particular Departments

Administrative Support
- Administrative support roles governed by CUPE classifications
- Some pooling of administrative support occurs depending on location and type of work
  - Director administrative assistants occasionally supervise other administrative assistants supporting the rest of the Department
- Job descriptions have specific skill requirements (eg: # of words of typing)
- Union agreement requires hiring based on these skills – most senior applicant meeting basic requirements is automatically hired
- For non-union positions, hiring is based mostly on fit
- Each individual builds their own schedule and supervisor approves it.
- Non-union staff receive 12 lieu days to be utilized at their discretion
- Union agreements are starting to be outpaced by new service requirements – do not have the flexibility in hours needed (eg: after-hours IT maintenance)
City of Regina

Economic Development
- Recent changes based on national jurisdictional review
- The Economic Development portfolio includes tourism
- Economic development services are contained within a separate arms length organization
  - Receives grant money from City
  - Purposefully co-branded with City
- Maintain a strong relationship with the City
  - Many groups need to work together to be successful (Exhibition Association, arenas, conference complex, etc.)
  - Bid for, and work, events together – working very well
- Main point of interface with the City is via committee

Bylaw Enforcement
- Bylaw enforcement under Community Services within Community Planning and Development Division
- Licensing and Municipal Fines under Development Engineering within Community Planning and Development Division

Professional Services and Project Management
- Need to develop clarity around distinction between management projects, and construction projects (e.g., building/renovation vs. Corporate Strategic Plan)
- Planning and engineering are embedded – engineers in all three Divisions – it works well based on good relationships
- ‘One size fits all’ for project management won’t work – can be too strict with rigid templates and processes

Succession Planning
- The City has implemented a Strategic Workforce Planning Toolkit – succession planning is part of this
- It is designed to ensure you have the right people in the right jobs now and in the future
City of St. Catharines – Organization Chart

- Non-commission structure
- Newly implemented structure
- Average of 4 reports per Director

Chief Administrative Officer

Communications

Deputy CAO/Director of Corporate Support Services

Director of Financial Management Services

Director of Planning and Developmental Services

Director of Economic Development and Customer Service

Director of Transportation and Environmental Services

Director of Recreation and Community Services

Director of Fire and Emergency Management Services

Administration
Organizational Design Principles/Philosophy

- Key objective of reorganization was to reduce reports to the CAO (had 14 previously, now 8), and in other areas requiring rebalancing
- Needed to get traction behind succession planning
  - 4 Department heads will be exiting over next 6 years – reorganization allowed City to get ahead of this and eliminate gaps in skills and experience
- Current CAO retiring at end of 2013 – wanted reorganization completed prior to arrival of new CAO
- It is a Council priority to improve customer service to the public – the organization must be aligned and working together to achieve this goal

Notable Structural Elements

- Deputy CAO role exists to provide “Acting CAO” when necessary
- Isolated administration function represents administration for the Office of the Mayor and CAO – the Mayor can receive additional dedicated administrative support (Executive Assistant and 2 administrative staff)

Asset Management

- Functions within Financial Management Services and Transportation and Environmental Services
- City manages traditional asset types – roads, bridges, buildings, infrastructure, etc.
- Do not manage gas
- Hydro – City is served by Horizon – City is 20% part owner
- Water and wastewater treatment is a regional responsibility, but some distribution is managed and maintained by the City
City of St. Catharines

Corporate Services

- Department of Corporate Services contains HR, IT, Legal and Accessibility
- Finance is its own entity based on its size, complexity (water billing, budget, payroll, etc.)
  - Director of Finance is also City Treasurer
- Clerks moved to Economic Development and Customer Service portfolio
  - The move was based on succession planning considerations
  - It was also an attempt to centralized customer service – Analysis showed Clerks had high connectivity with customer

Administrative Support

- All Department heads (with exception of Deputy CAO) have an Executive Assistant that reports to them
- Larger areas of Planning and Development, Recreation and Community Services and Transportation and Environmental Services will also have 3-4 pooled admin staff managed by the Department head EA
- Running well with current administrative headcount for current operations
  - As City moves to more centralized customer service, some FTEs might migrate out of specific Departments into centralized customer service areas, but headcount will probably remain constant
- Attrition has naturally upgraded average skill sets in terms of technical savvy
- Also utilize an Administration Committee comprised of all managing admin staff
  - Meet monthly to look at effectiveness, reduce redundancies and increase efficiencies
  - Member of senior management team acts as liaison
City of St. Catharines

Economic Development
- 12 person staff
- Also encompasses St. Catharines Market, Tourism, and Enterprise Centre (provides information, resources and tools to support entrepreneurs)
- Very active, high profile portfolio – represent community ambassadors

Bylaw Enforcement
- Previously operated out of Transportation and Environmental Services (TES) – Retirement of Director of TES prompted small re-org – moved to Planning and Development Services
- Bylaw officers report to Chief Building Officer
- Complaint driven enforcement policy – less aggressive than some other municipalities (eg: no 24hr coverage, etc.)
- Most cases involve building infractions and licensing
- Parking control operates out of Financial Management Services (FMS) which manages parking garages and meters – FMS liaises with outsourced bylaw officers

Professional Services and Project Management
- Engineering and planning are aligned to specific functions
- HR staff are centralized, and service specific client groups – offer full spectrum of service
- This was the structure that was in place previous to the reorganization and is working well
- Project Management functionality continue to evolve
  - Currently have 2 individuals that are the ‘go-to’ – Formal Corporate Planning Officer and one other
  - Corporate Planning Officer moved from Office of CAO to Economic Development and Customer Service to facilitate their professional development goals and involvement with Customer First project
Succession Planning
- Built into the organizational structure
- Strong management teams come from effective succession planning

Other Advice
- Change management is ongoing and must be a focus
  - Citizen and employee engagement is very important – get people together, keep them informed, get their input, get them on board with the vision – communicate with employees – use City Playbook as communication tool
  - Communication, especially with staff and managers is a critical piece
- Need to demonstrate a culture that embraces change
- Structure will always be a work in progress
- Don’t wait for things to be perfect to communicate or to move forward – Keep people informed and fine tune along the way
Commissioner structure
Fire Services supports neighbouring municipality as well

Town of Newmarket – Organization Chart

Central York Fire Services

Office of the CAO
- Corporate Communications
- Human Resources
- Strategic Initiatives

Commissioner, Development & Infrastructure Services
- Engineering Services
- Planning & Building Services
- Public Works Services

Commissioner, Corporate Services
- Information Technology
- Financial Services
- Legislative Services
- Legal Services

Commissioner, Community Services
- Economic Development
- Recreation & Culture Services
- Customer Care

Council

Chief Administrative Officer

January 2013
*CYFS reports to Joint Council Committee
Organizational Design Principles/Philosophy

- Originally looking to reduce number of direct reports to CAO
- Grouping of like functions and no single-reports
- Future target structure established with three commissions – transitioned functions/services over to target organizational structure alignment as opportunities presented themselves
  - Largely dependant on particular skills/strengths of people that were in place
  - Commissioner structure to facilitate interchangeability of senior management – shouldn’t need deep subject matter expertise
- Target organizational structure has changed due to personnel changes and changing needs in the community
- Success of a structure comes down to the strengths of the people who are managing within it
- “Every time a leader leaves the organization we look at the structure”

Notable Structural Elements

- Important for CAO to have direct line of sight to Communications, HR and Strategy
  - Facilitates close relationship with internal and external stakeholders, and corporate strategy
- Fire exists outside of Commission structure as services are provided to neighbouring municipality as well
- Development and Infrastructure Services comprises full lifecycle – concept to execution and maintenance – no structural gaps between planners and maintainers
- Library Services – separate governance (does not report through the Town), but developing integrated arrangement with Community Services – Library contributes to economic development, provides programs, etc. – Trying to strengthen connection further
- Have SLT (Strategic Leadership Team) – meets weekly
- Corporate Services has more direct reports, but from budget and # of staff perspective, considered manageable
- Community Services may look light, but it’s more ‘artistic’ – newly filled Commissioner position so will evaluate the role and adjust if necessary
- The Town is considering the benefits of shifting purchasing services to Legislative Services or Financial Services – currently reports directly to Commissioner
Asset Management

- Recently approved Asset Management Coordinator position
- Most asset management (including data) dealt with through Engineering Services through various different systems (e.g., road needs studies, water inventory, etc.) – no universal/standard asset management system in place.
  - Utilize JD Edwards software and could potentially add modules – decision on hold until coordinator position is filled
- Have asset replacement fund as well as system to identify all assets and replacement values
- Looking at developing a formal financing strategy in the future

Corporate Services

- Have moved towards a centralized approach to our support areas
  - Utilize a client service model if of sufficient size (e.g., HR, communications, finance will have a contact person that is assigned to an area and will understand their business)
  - Exception is Engineering and Public Services
    - Significant/complex financial areas like contracts, large costs, etc.
    - Embedded financial resource in Development and Infrastructure who reports to that Commissioner

Administrative Support

- Commissions determine level of support required
- Pooled in many areas – usually between service areas within a Commission
- Previously had many administrative personnel dealing with counter work and customer inquiries – when customer service centre was developed it reduced the need for this work
  - Headcount was not reduced – positions were transferred into different areas (not necessarily into the same type of role)
- Goal of becoming "employer of choice" has led to work from home policies/flexible hours – agreements signed between manager and staff member if appropriate
- The Town has compressed work week examples in the organization – but not pervasive – case by case
- Support areas must still cover their client areas – requests can be denied on this basis
Town of Newmarket

Economic Development
- Quite small – one Economic Development Officer and one admin assistant – one more position to fill this year
- Roles involves:
  ■ Agendas, presentation continuity, strategic planning, etc.
  ■ Downtown revitalization initiative
  ■ Develop/maintain connections with Chamber of Commerce and hospital
- Very collaborative with other key partners: library, hydro, etc.
- Very high profile, want to further increase profile with new Commissioner and additional resource

Bylaw Enforcement
- Managed through Legislative services – more recently combined licensing and bylaw – there is a potential for further merging of bylaw services
- General approach is heavy on education, low on enforcement
- Mostly complaint driven – proactive in some areas

Professional Services and Project Management
- Formal certification process for Project Managers became very cumbersome – was more than needed to deliver the assignment – it is now less formal
- For major initiatives (ie: building an arena) – project will have a cross functional project team for design, consultation, etc.
  ■ Once tendered, convert to Budget Control Task Force approach – Standard approach for all large projects
Customer Service Centre (311)

- Started in 2004 – single access 10 digit # (“311” is typically upper tier function)
- Blended contact centre – calls, counter and email – staff rotate through each ‘station’
- Issues managed through CRM system to track calls and generate HEAT tickets or work orders
- Yearly reports show breakdown of volume by Department concerned – Internal charge backs pro-rated to call volume
- Start-up capital costs
  - Hired staff from within organization (only new headcount was current Manager)
  - $700K for technology – call centre software/hardware and CRM system
- Operational costs
  - Total expenses are $800K per year (mostly salaries)
  - Also take in calls for the Region as in-sourcing partner and charge back to Region for their calls – approx.10% of call volume
- Volumes
  - Calls: 180,000 (decreasing year over year (typical as services move online, ‘frequent flyer’ problems can also be identified and remedied)
  - Counter: 30,000, email 8,000
- Good feedback from internal people – can focus on doing their job, and not have to coordinate calls with customers
  - Transfer less than 5% of calls – rest handled at the time (eg: information requests) and by ticket
- Well received by Council – receive fewer complaints and are comfortable directing citizens to the call centre

Other Advice

- Essential to keep strategy portfolio close to CAO’s Office
- Currently considering benefits to moving IT to Community Services
  - Becoming a more and more externally facing function (Eg: website, sharing data with hospital, interfacing with other key partners, etc.)
The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.