

**CORPORATE ORGANIZATIONAL REVIEW**

**Recommendation**

The City Manager and the Deputy City Manager/Commissioner of Finance & Corporate Services recommend:

That the information be received for the purpose of information and discussion.

**Economic Impact**

There is no economic impact as a result of this report.

**Communications Plan**

Not applicable at this point in time.

**Purpose**

To provide the Audit and Operational Review committee with background information in advance of the corporate reorganization report. Specifically the approach to be taken and copies of organizational structures for other municipalities.

**Background - Analysis and Options**

The City of Vaughan is a dynamic and growing municipality. In the past 25 years the City has grown from a small town with a population of approximately 20,000 to the 18<sup>th</sup> largest city in Canada with a population exceeding 240,000. The City is host to a diverse business community offering a wide range of services and employment opportunities. Vaughan is a net exporter of jobs. Over the 2001 to 2006 period the City of Vaughan was one of five (5) municipalities in the GTA with a population of more than 100,000 that had a population growth rate at least four (4) times the national average (+5.4%). Vaughan's growth rate was 31.2%. Growth rates of this magnitude put significant strains on municipal organizations and their resources. The other four (4) municipalities were as follows: Brampton 33.3%, Whitby 27.2%, Markham 25.4% and Richmond Hill with 23.2%.

Notwithstanding Vaughan's tremendous growth, the City continues to grow with the population forecasted to reach 434,000 by 2031. As the City grows it also evolves and the issues and the priorities change over time. Accordingly it is important to periodically review the City's organizational structure and confirm that the structure is appropriate given the City's priorities and Council's vision for the future.

A review of the corporate organization structure is appropriate at this time. The City is finalizing its strategic plan, Vaughan Vision 2020, the position of Deputy City Manager has recently been filled and there is currently a vacancy at the Commissioner level. The approach being taken is that change will not be recommended for the sake of change. Recommendations that will be coming forward will be constructive and intended to put the City in a better position to meet the challenges ahead and implement Council's vision for the future.

This review will focus on the overall corporate structure and reporting relationships. The review is not intended to address issues or to make recommendations that would be "internal" and specific to a particular Commission, unless a recommended change directly impacts more than one Commission. To assist the review process organization charts for Vaughan, Markham, Mississauga, Brampton, Calgary, Peel Region and York Region have been obtained and are provided as Attachment 2. These municipalities were identified because they are primarily in the GTA, their populations are larger than the City of Vaughan's and due to the tremendous growth

Vaughan will continue to experience, these municipalities can provide some insights into how they have structured their organizations to meet the challenges of growth.

Attachment 1 is a summary of some organizational characteristics based on the organization charts provided in Attachment 2. Each municipal organization is developed to address the needs of that specific municipality, however there are some general observations that can be drawn from the summary. Vaughan's City Manager has more direct reports than most City Managers. Although the number of Commissioners is relatively consistent across the sample municipalities, Vaughan's City Manager has a number of other reports. With respect to the City's vacancy at the Commissioner level, it appears that only the City of Brampton has a Commissioner of Economic Development. A further observation is that in some other jurisdictions the Libraries have a "dotted" line reporting relationship to a City Commissioner. Generally the reporting relationships have evolved and vary depending on the needs and issues in a specific municipality.

#### **Relationship to Vaughan Vision 2007**

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

#### **Regional Implications**

Not applicable.

#### **Conclusion**

The purpose of this report is to provide the Committee with some background information with respect to other organization structures. Discussion and input is welcome and will be taken into consideration when staff bring forward recommendations.

#### **Attachments**

- Attachment 1 – Comparison of Municipal Organization Structures
- Attachment 2(a) - Organizational Chart for Vaughan
- Attachment 2(b) - Organizational Chart for Markham
- Attachment 2(c) - Organizational Chart for Mississauga
- Attachment 2(d) - Organizational Chart for Brampton
- Attachment 2(e) - Organizational Chart for Calgary
- Attachment 2(f) - Organizational Chart for Region of Peel
- Attachment 2(g) - Organizational Chart for Region of York

#### **Report prepared by:**

Clayton Harris, CA  
Deputy City Manager/  
Commissioner of Finance & Corporate Services

Respectfully submitted,

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Michael DeAngelis  
City Manager

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Clayton D. Harris, CA  
Deputy City Manager/Commissioner of Finance & Corporate Services

## ORGANIZATIONAL REVIEW

### Comparing Municipal Organization Structures

Municipality	Population <sup>(3)</sup>	City Manager Direct Reports <sup>(4)</sup>	Commissioners	Other Reports <sup>(4)</sup>
Vaughan	240,000	10	6	4
Markham	260,000	6	3	3
Mississauga	670,000	8	4	4
Calgary <sup>(1)</sup>	990,000	8	6	2
Brampton	430,000	10	7	3
Peel Region <sup>(2)</sup>	1,160,000	8	6	2
York Region <sup>(2)</sup>	895,000	8	6	2

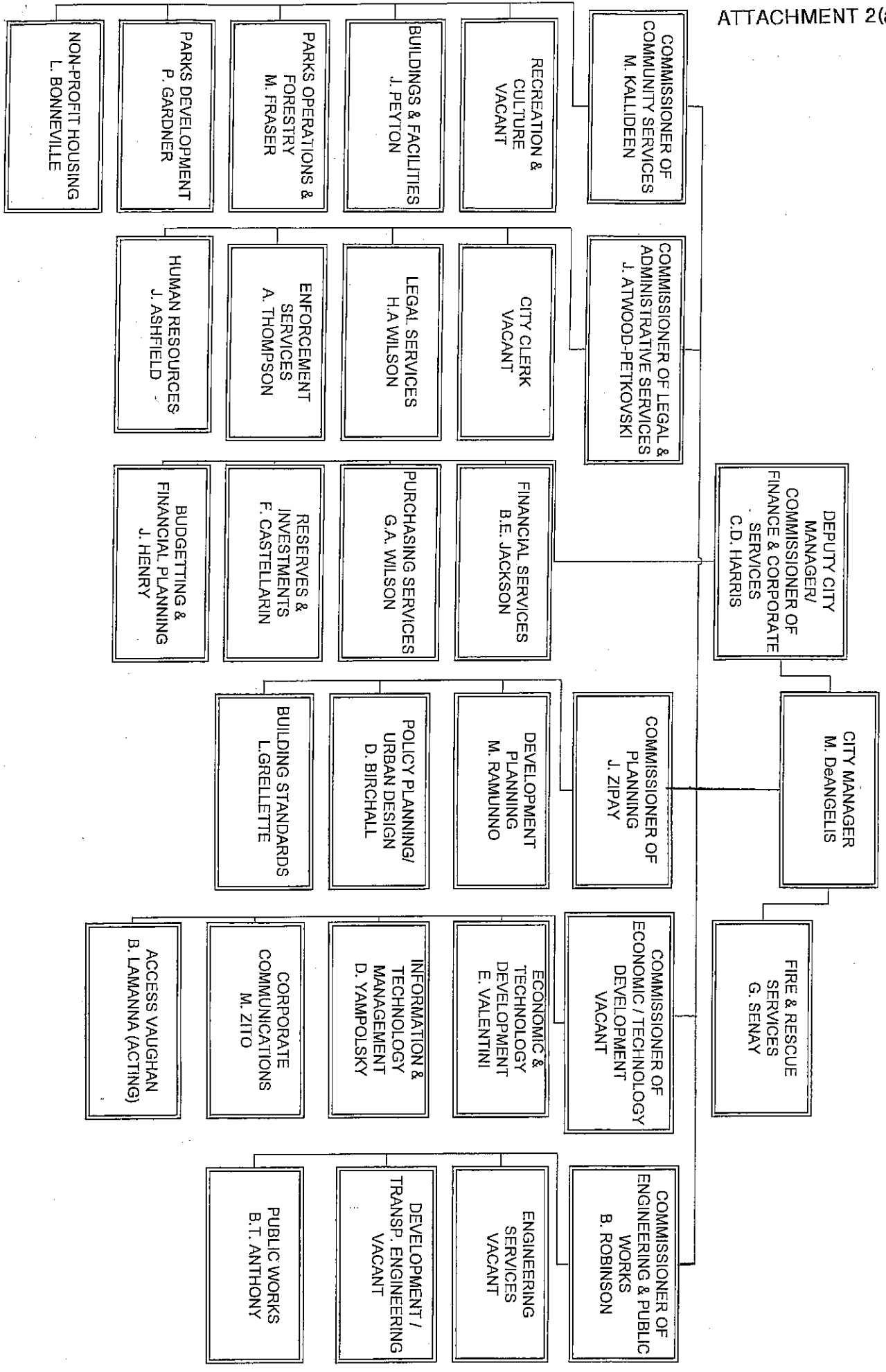
**Notes:**

- (1) Single tier municipality
- (2) Upper tier municipality
- (3) Populations are based on Statistics Canada Census 2006
- (4) Excludes administrative support staff



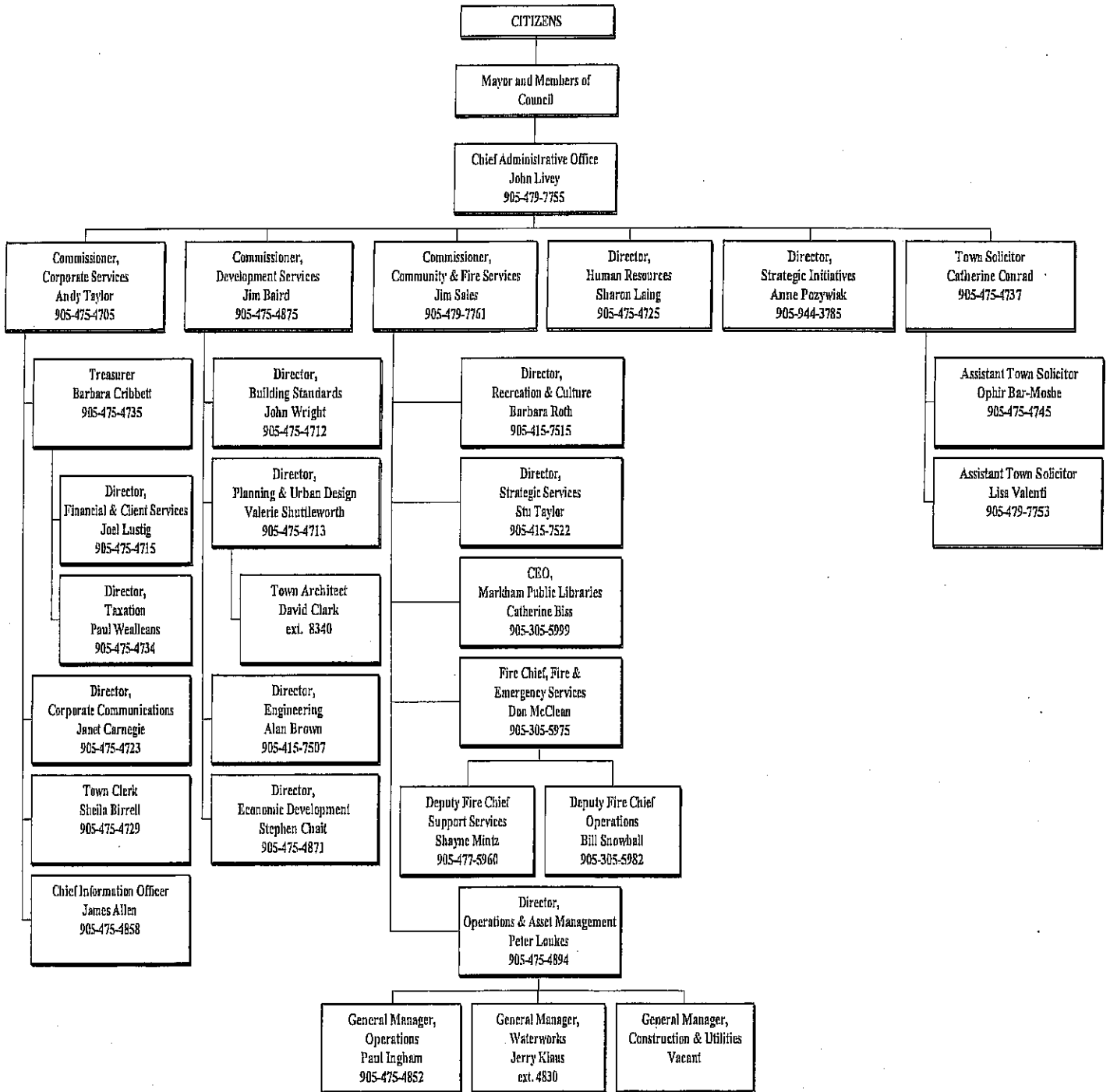
**CORPORATION OF THE CITY OF VAUGHAN  
STRUCTURE OF OPERATIONS  
CIVIC ADMINISTRATION**

ATTACHMENT 2(a)



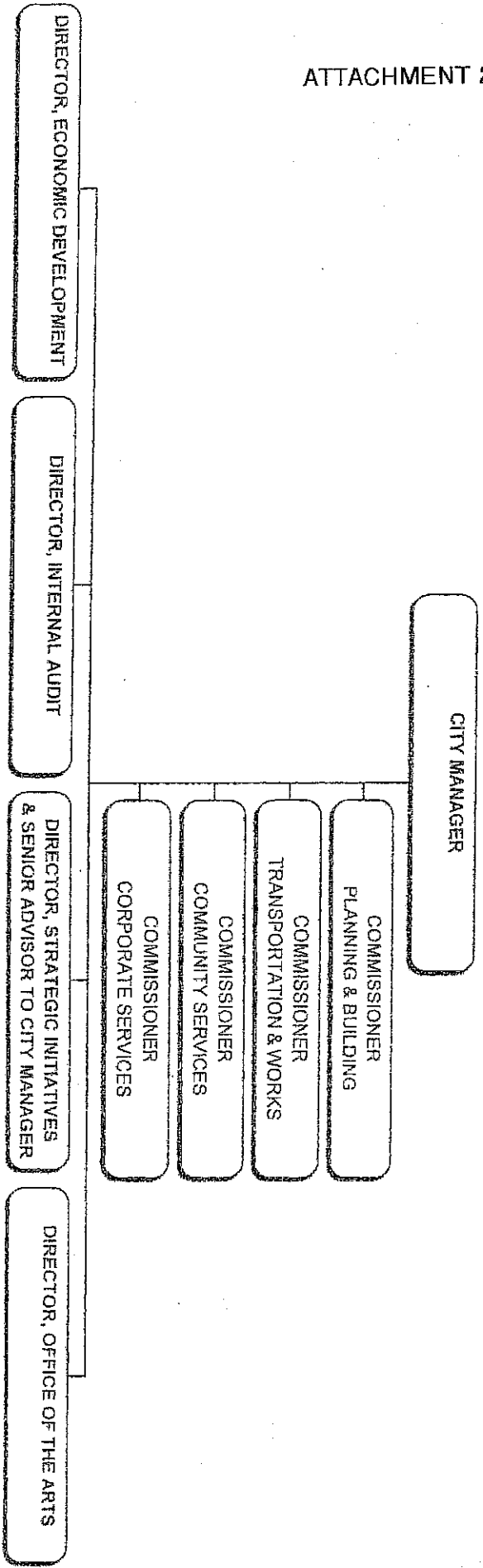
# TOWN OF MARKHAM

## Organizational Chart



CITY OF MISSISSAUGA  
CITY MANAGER'S OFFICE

ATTACHMENT 2(c)



## City of Brampton Corporate Organization Chart

Mayor and City Council

Interim City Manager,  
John Marshall

- Government Relations
- Corporate Effectiveness
- City Auditor

**Community Services**

Vacant,  
Commissioner

- Animal Services
- Arts, Culture and Theatre
- Recreation, Facility and Programs
- Fire & Emergency Services
- Parks Maintenance and Operations

**Works & Transportation**

Tom Mulligan,  
Commissioner

- Engineering & Construction
- Maintenance & Operations
- Traffic and Parking
- Fleet Services
- Transit

**Planning, Design & Development**

John Corbett,  
Commissioner

- Community Design, Parks, Planning and Development
- Planning & Land Development Services
- Engineering & Development Services
- Building
- Business Services
- Heritage

**Economic Development and Communications**

Dennis Cutajar,  
Commissioner

- Economic Development
- Corporate Communications
- Tourism
- Small Business Support

**Finance**

Allan Ross,  
Commissioner

- Treasury Services
- Financial Planning
- Purchasing
- Investment & Risk Management
- Revenue and Taxation

**Corporate Services**

Penny Wyger,  
Commissioner

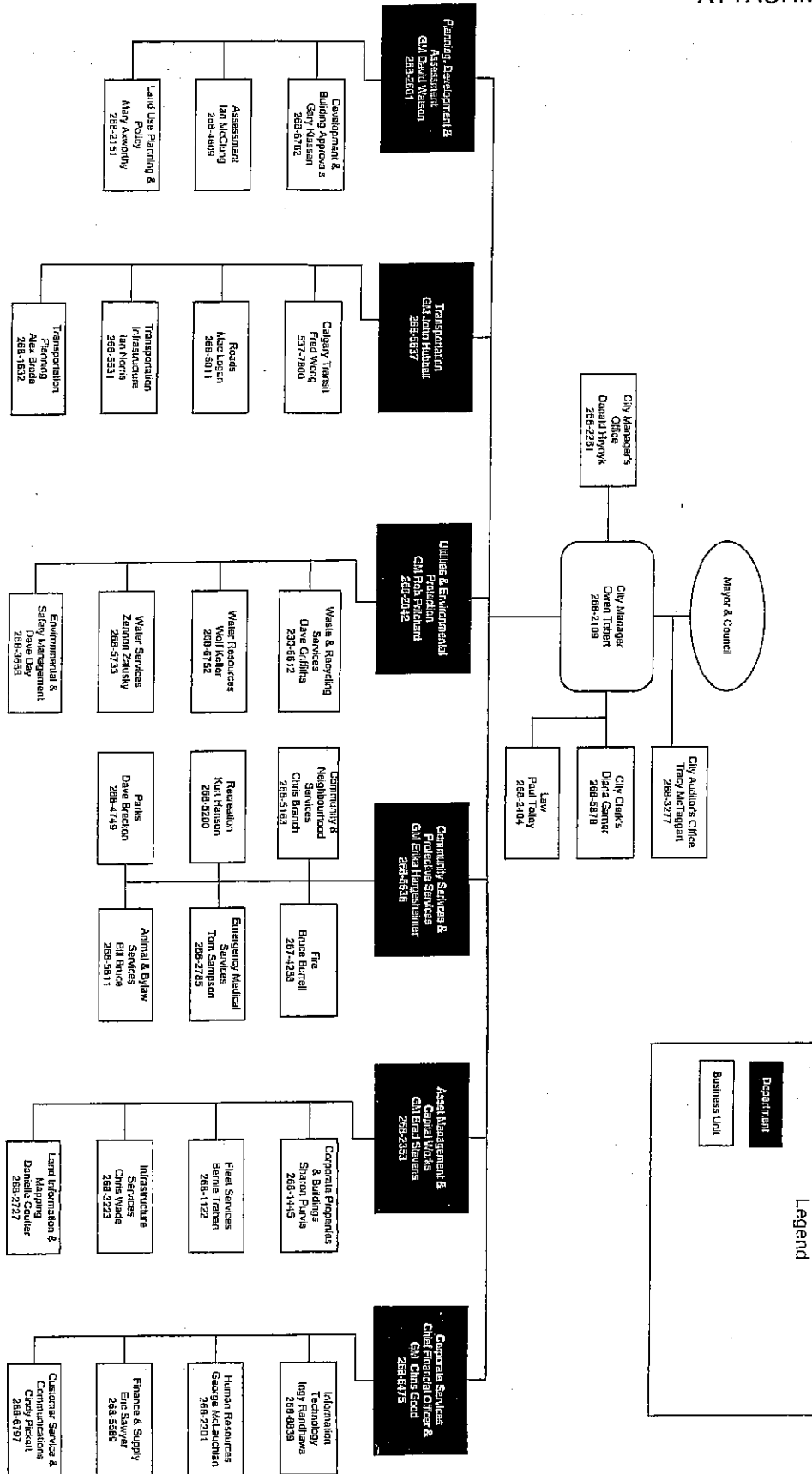
- Legal Services
- By-Law Enforcement
- Property Standards
- Litigation & Contracts
- Court Prosecutors
- Human Resources

**Management & Administrative Services**

Vacant,  
Commissioner

- Clerk
- Information Technology
- Physical Plant & Real Property
- Emergency Preparedness
- Council & Court Administration
- Building Construction
- Corporate Security
- Management Studies

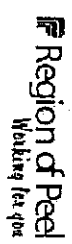
The City of Calgary Organizational Structure



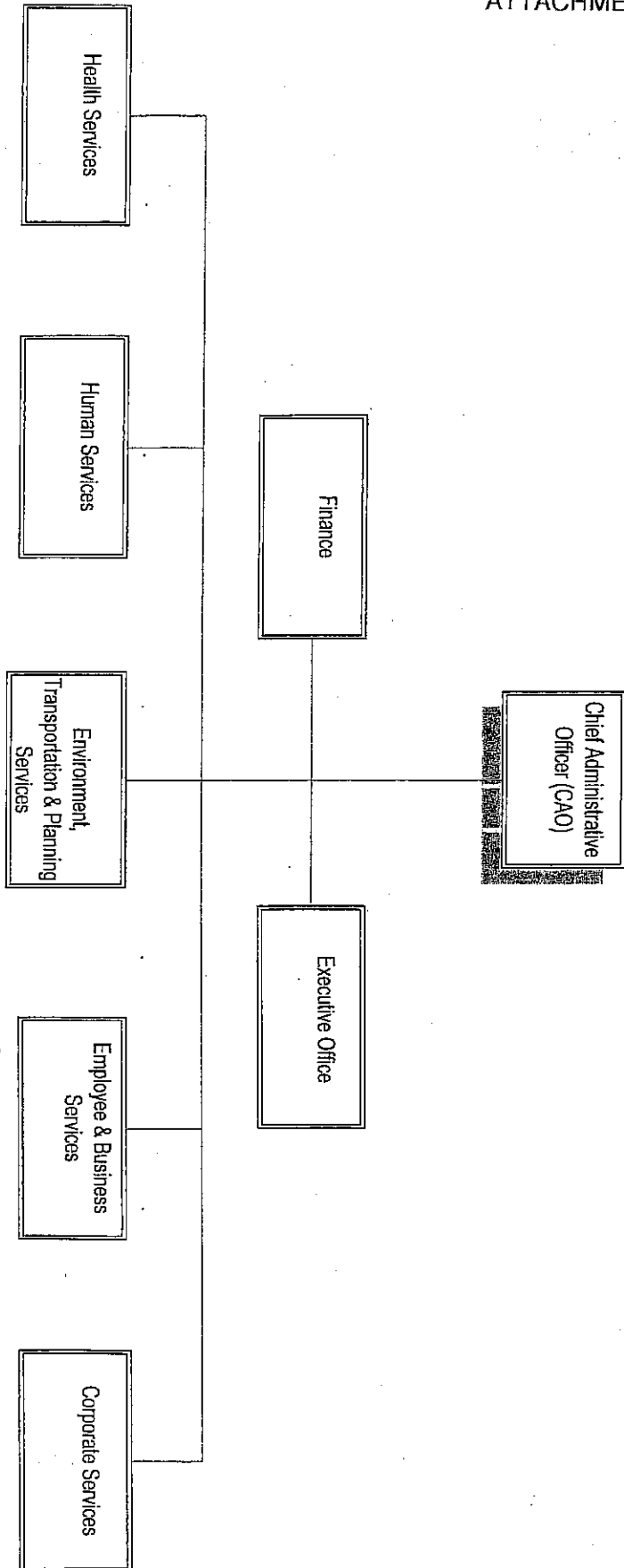
Revised 2007 May



Region of Peel Organizational Structure  
(June 22, 2007)

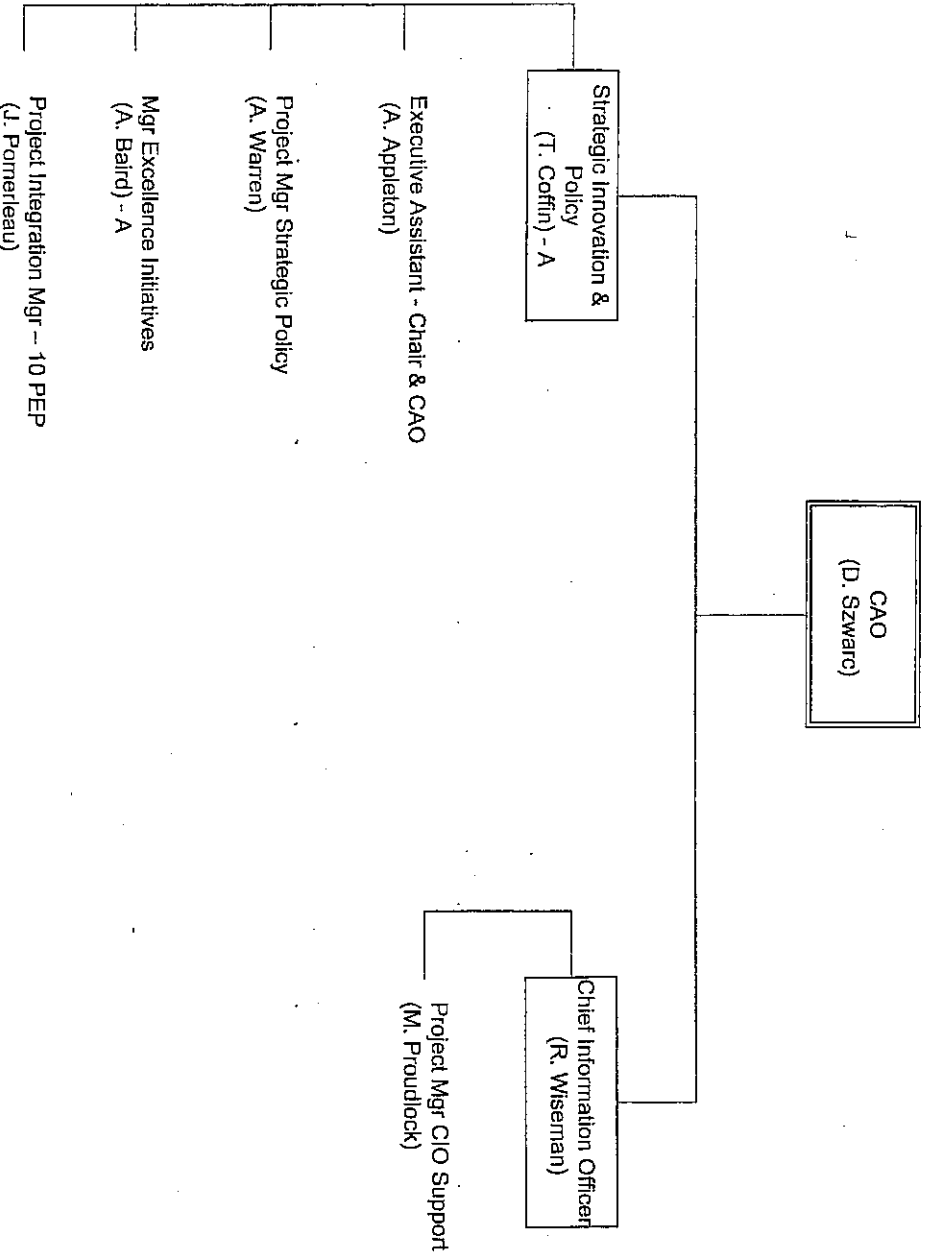


ATTACHMENT 2(f)



For more information, contact: 905-791-7800 or email [info@peelregion.ca](mailto:info@peelregion.ca)

**Executive Office**



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ATTACHMENT 2(g)

Chairman & CEO

Chief Administrative Officer

Audit Services

Executive Secretary & Office Coordinator

Commissioner Transportation & Works

Roads

Water & Waste Water

Solid Waste

Transit

Commissioner Community Services & Housing

Policy & Program Support

Employment & Financial Support

Family & Children's Services

Housing

Business Operations & Support Services

Commissioner Health Services

Medical Officer of Health

Long Term Care

Emergency Medical Services

Business Services

Commissioner Planning & Development Services

Long Range & Strategic Planning

Community Planning

Geomatics

Economic Strategy

Human Service Planning

Infrastructure Planning

Commissioner Corporate Services

Court Services

Property Services

Human Resources

Legal Services

Clerks Office

Commissioner Finance

Policy, Risk & Treasury

Supplies & Services

IT

Business Planning & Budgets

Financial Services

Executive Director Strategic Initiatives and Administration

Corporate Communications

Emergency Management