

**DATE:** November 18, 2024  
**REPORT NO:** CAO-05-2024  
**SUBJECT:** **Organizational Restructuring**  
**CONTACT:** Truper McBride, CAO

**OVERVIEW:**

- The Chief Administrative Officer (CAO) has completed a high-level Organizational Review based on observations and assessments of service delivery with input and discussion from the Senior Leadership Team.
- This report addresses changes to the organizational structure required to support the growth of West Lincoln communities and position the municipal corporation to improve and modernize service delivery.
- Organizational structure is a delegated authority from Council to the CAO and accordingly, this report is being brought for information only.
- Two Director recruitments are currently underway. Restructuring will take place once these recruitments are complete in order to ensure Departmental leadership is in place to support the change management process.

**RECOMMENDATION:**

That, Information Report CAO-05-2024, titled “Organizational Structure” dated November 18th, 2024, be received

**ALIGNMENT TO STRATEGIC PLAN:**

**Theme #1, 2, 3, and 4**

- **Build a safe, connected, caring and active community**
- **Champion strategic and responsible growth**
- **Enrich our strong agricultural legacy**
- **Advance organizational capacity and effectiveness**

**BACKGROUND:**

The Chief Administrative Officer (CAO) has completed a high-level Organizational Review based on observations and assessments of service delivery with input and discussion from

the Senior Leadership Team (SLT) through one-on-one discussions. A detailed organizational review report will be brought to the December All Committee Meeting.

The organizational restructuring will address orphaned functions, increase accountability and transparency with service delivery and support the delivery of Council's Strategic Plan by aligning Departmental composition and functions with corporate strategy.

West Lincoln's current organizational structure is provided as Appendix A to this report. Appendix A is a leadership level functional chart only, designed to show Departmental structure and does not include all staff positions and names.

This report is being brought to present West Lincoln's new organizational structure. Discussions on the new structure have been completed with staff and affected parties on all the proposed changes. The CAO Office is now positioned to commence the restructuring of the Administration.

### **COMMENTS:**

West Lincoln is facing considerable growth and change over the next two decades as Township communities grow to a population of **37,000 people by 2051** and Smithville in particular evolving into a mid-sized urban centre.

The current organizational structure is outdated and no longer represents an alignment to Council's strategic priorities or able to readily facilitate growth and development. Staff positions have been added to the organizational chart over the years in a manner that has blurred accountabilities, roles, and responsibilities.

Accordingly, a new organizational structure has been designed that aligns to Council's strategic plan and positions the Township to meet the future. The proposed Organizational Structure is attached as Appendix B.

The proposed new Organizational Structure will provide for the following:

- 1. Focused Approach and Accountability for Growth, Development, and Sustainability of Agricultural lands (Alignment to Council Strategic Plan Pillar #2 Champion and #3 Enrich)**

The proposed Organizational Structure restructures the Planning and Building Department, into the Department of Growth and Sustainability to manage all aspects of growth and development in addition to supporting the sustainability of West Lincoln's agricultural lands. The Department of Growth and Sustainability will be composed of the following Divisions: Planning, Building, Civil Land Development Engineering, and Economic Development. Civil Land Development Engineering is a conversion of an existing role in the current Department of Public Works and Recreation.

Over the short term, Bylaw Services will continue to be delivered by the Building Division. Over time, Bylaw Services will become its own Division and transferred to the Department of Legal and Legislative Services which is addressed below in this report.

Economic Development is a new function being formally introduced to this Department. This function integrates well with planning and development and aligns the correct resources to seize commercial and industrial opportunities for the Township. Currently this function is not resourced but will be proposed to Council in future Draft Budgets as pressures and Council priorities allow.

## **2. Focused approach to operations and maintenance of municipal assets (Alignment to Council Strategic Plan Pillar #4 Advance)**

The Public Works and Recreation Department is being restructured into the Department of Operations and the Department of Community and Protective Services. Public Works and Recreation are two separate and distinct functions that are better served through their own dedicated leadership.

The restructured Department of Operations will establish one department responsible for the operating, maintenance, and construction of municipal assets that the Township is responsible for delivering. This Department will oversee Capital Projects, Roads, Fleet, and Water Resources (Stormwater, water and wastewater. This narrower focus to the Department will allow the Director more time to focus on the operation and maintenance of West Lincoln infrastructure.

## **3. Focused approach to delivery of community services (Alignment to Council Strategic Plan Pillar #1 BUILD)**

Council's Strategic Plan outlines a number of community services initiatives that are a priority for this term of Council. Currently, many of these services are provided from the current Public Works and Recreation Department. The Department of Community and Protective Services is being stood up and mandated with the delivery of recreation, parks, facilities, special events, fire and emergency services. An additional Director role is being established to lead this Department. The Department will be composed of the following Divisions: Community Services (Parks, Recreation, Facilities) and Fire Services. Additionally, this Department will support the lobbying for childcare and long-term care for seniors

## **4. Restructures reporting of Fire Services and formalizing liaison relationship to Niagara Regional Police**

Fire Services is being restructured into the new Department of Community and Protective Services. The Director of Community and Protective Services will provide Fire Services with support for business processes, long range planning, and analysis.

The liaison relationship with the Niagara Regional Police will be formalized and attached to the Director of Community and Protective Services.

#### **5. Focused approach to the delivery and coordination of internal services**

Internal services are those that support corporate operations and serve as the knitting that holds the Township together. Putting these vital internal services under one Director allows for the coordination and delivery of quality support services to the externally focused departments.

The Department of Finance is being restructured to the Department of Corporate Services to better represent the new broader mandate for this Department. This Department will be composed of the following Divisions: Finance, Information Technology, and Human Resources. It will also support the following functions: GIS, Asset Management and accounting, revenue, budget planning and analysis. To stabilize service levels and allow for strategic oversight and planning for new revenues from growth, a new Supervisor of Accounting position is being established. This resource will allow the CFO/Director to focus on the strategic long range financial planning of the Township.

The reception function will be transferred to Corporate Services and overtime will evolve into a Customer Service Unit as resources, Council priorities, and future budget pressures allow for.

This restructured Department will have additional capacity to prepare the Township to manage the additional financial transactions required to support development. A significant volume of securities, front ending agreements, development charge related financing of projects, and long-range financial forecasting will occur once development begins to advance.

#### **6. Restructures relationship with West Lincoln Public Libraries (Aligns with Council Strategic Plan Pillar #1 Build and #4 Advance)**

West Lincoln Public Library (the Library) is a valued community service that is funded annually by the Township through an annual operating grant. The Library exists as a separate corporate and legal entity from the Township.

The Library liaison relationship with the Township is being restructured to be carried through the Director of Community and Protective Services and no longer through a seat on the Senior Leadership Team. As Library Services can be considered a 'community service' it is best stewarded from the leadership level of this new department. This will also enhance any synergies that can be realized by Recreation working in conjunction with Library Services on programming and other opportunities.

Maintaining a strong, trusted, working relationships with the West Lincoln Public Library's is important to the public, Council, and Administration. This restructuring of the liaison

relationship will provide for a stronger and more transparent business relationship with the municipal corporation.

### **7. Combining Legal and Legislative Services (Aligns with Council Strategic Plan #4 Advance)**

The Legislative Services and Clerk's Department is currently composed of the following Divisions: Legislative Services, Communications and Human Resources (on an interim basis Communications and HR Services are operating out of the Office of the CAO).

Over the short term, the Department of Legislative Services will be composed of the following Divisions: Legislative Services. The Communications function will be returned to the Legislative Services Division in the spring of 2025.

This Department will be restructured over the medium term, three to six years, into the Department of Legal and Legislative Services. At present, legal services are not centrally coordinated but are accessed by individual staff on an as needed basis. This results in an inefficient spend on external legal services. To address this in the interim, the coordination of Legal Services will be transferred to the Office of the CAO. An external General Counsel role will be established to serve as Council's principal legal counsel and work with the CAO to coordinate the delivery of legal services to the Senior Leadership Team.

This new structure will allow for legal spending to be better tracked and monitored over time. Should a business case arise for bringing legal services in-house, Administration will bring a report to Council for consideration in a future Draft Budget.

### **FINANCIAL IMPLICATIONS:**

The organizational restructuring requires \$325,000 to fund the creation of a Director and Supervisor position. These costs will be carried in the Draft 2025 Budget that will be presented to Council in January 2025.

### **SCHEDULE(S):**

Schedule A – Appendix A (Current Org Chart) Appendix B (Proposed Org Chart)

**Prepared & Submitted by:**

**Approved by:**

Truper McBride, Chief Administrative Officer