



**Date 1 October 2012**

## **City Council**

**To: Mayor Canfield & Members of Council**

**Fr: Karen Brown**

**Re: Operations Department Restructuring  
Property & Planning Manager**

### **Recommendation:**

That Council hereby approves the restructuring of the current Operations Department into two separate departments as follows:

- Operations & Infrastructure
- Property & Planning; and

That Council hereby approves the creation of the new position of Manager of Property & Planning; and further

That Council hereby directs administration to proceed with the recruitment for this new position.

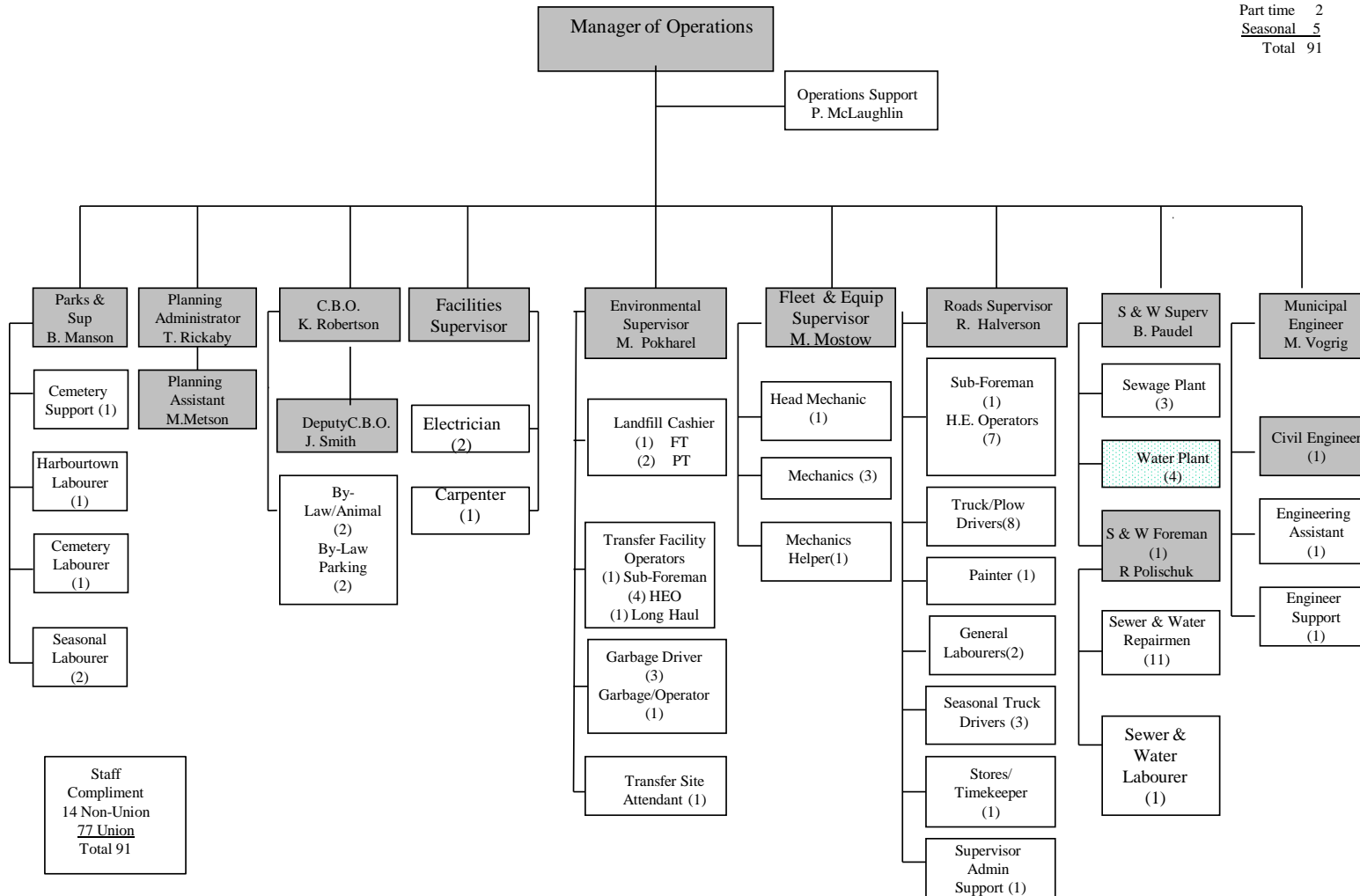
### **Background:**

In February 2012, an in camera report entitled "Operations Department Review" was provided to Council, and detailed discussion occurred related to this report during the February 7, 2012 closed meeting. The report provided an overview of the Operations Department, including the considerable scope of responsibility within that department.

A copy of the current Operations organization chart, including the Facilities position and trade staff, is shown on the following page.

# Operations

Combined Staff Compliment	
Fulltime	84
Part time	2
Seasonal	5
<b>Total</b>	<b>91</b>



As a result of the February discussion, Council directed City administration to work towards the separation of the current Operations department into two separate departments, specifically Property & Planning and Operations & Infrastructure. This would allow the City to develop two, more evenly balanced departments with complementary responsibilities within those departments.

In September 2012, a second in camera report entitled "Operations Department Restructuring – Property & Planning Manager" was provided to Council for further discussion. In this report, it was noted that a staff retirement and resulting position vacancy had provided the City with an opportunity to proceed with the separation of the Operations Department as per the direction provided to administration by Council during February 2012.

Both the February and September in camera reports contain personal information about identifiable individuals and remain confidential in nature. They have not been attached to this report, but will be provided in confidence to Council members to review in conjunction with this report on an as requested basis. The following is an excerpt from the September report:

"the longer term vision was to break out the Operations department into two separate departments, namely Property & Planning and Operations & Infrastructure. This change would allow the grouping of property related matters as opposed to operations matters. Coincidentally, this restructuring also takes most of the new areas transferred to the operations department during the post amalgamation era and realigns them within one new department. Ultimately, it separates the department into two, more manageable departments with complementary functions / responsibilities, representative of current Council Portfolios. There will be a small realignment of specific functions within the existing portfolios between Operations and Property & Planning to reflect the shift in various functions to the Property & Planning Department as a result of this recommendation.

Functions recommended to be shifted to a Property & Planning Department include:

- Planning
- Building Inspection (including By-law Enforcement)
- Facilities (including the Trades – Carpenter / Electrician)
- Parks (including Cemetery and Parks Staff)”

### **Manager of Property & Planning**

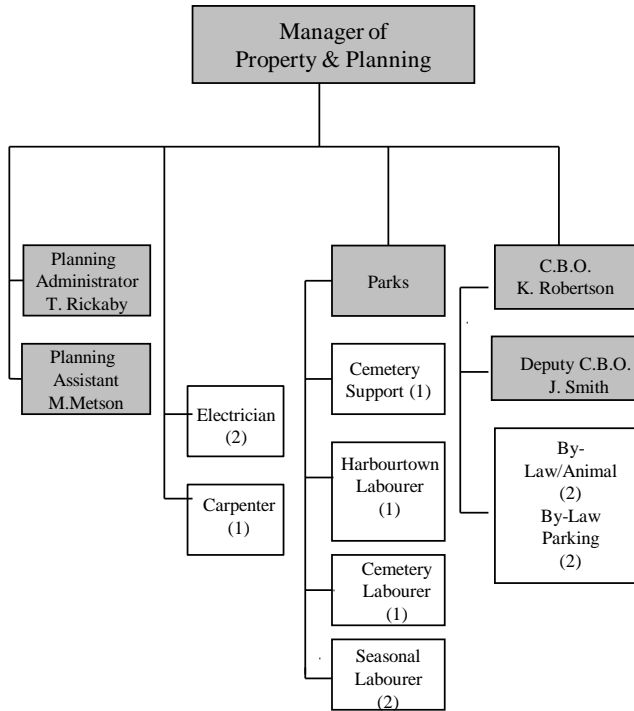
Over the next three to five year horizon, the City is looking at some potentially significant developments that are expected to occur, including (but not limited to) the potential for a destination and tourism venue casino complex with high level accommodations and convention centre capabilities. Key to future success will be ensuring that an individual with an overall vision for development within the City is involved and has oversight throughout this process. While this individual does not necessarily need to be a planner, they do need to have a strong knowledge of the planning function, together with strong managerial skills. Attracting a planner with these skills would be an asset.

The Manager would need to provide a direct oversight related to facilities during the early years, including direct supervision of the Trades staff, and would be able to place some reliance on the City’s Deputy Building Inspector for assistance in dealing with the City facilities. There would also be opportunity to continue to utilize a planning contract for planning specific projects that need to be done on an as required basis.

The City would continue to look for opportunities for further restructuring to facilitate the reintroduction of a Facilities Supervisor within the Property & Planning department as future vacancies occur through staff attrition.

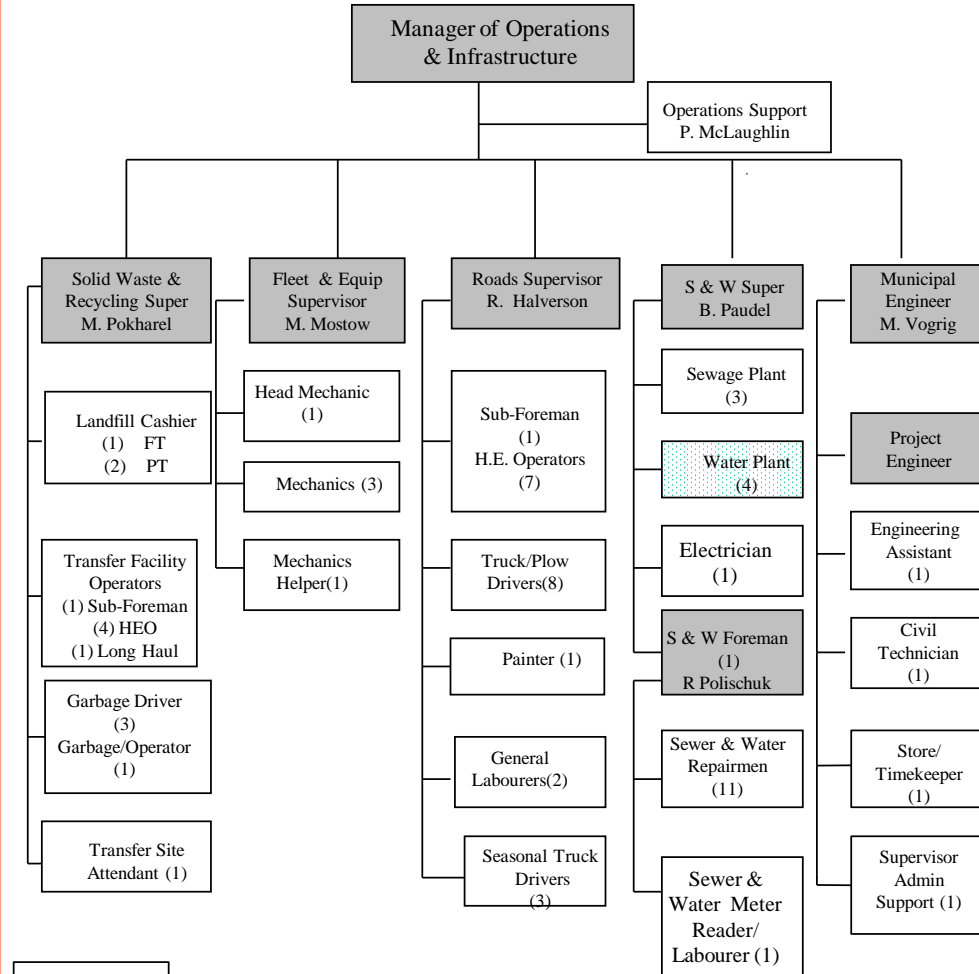
An amended organization chart, showing the two distinct departments, is shown on the following page.

## Property & Planning Proposed Structure



Staff  
Compliment  
6 Non-union  
12 Union  
Total 18

## Operations & Infrastructure Proposed Structure



Staff  
Compliment  
8 Non-union  
65 Union  
Total 73

**Budget Impact**

Sufficient room exists within the existing 2012 budget due to position vacancies, as well as some staff shifting between positions. This room will continue into the 2013 budget. Commencing in 2014, there will be an anticipated budget impact of \$7,000 related to this position.

There is also the opportunity savings on the external planning contract, although this cannot be quantified at this time.

**Communications**

The HR Manager would be directed to proceed with the recruitment. Preliminary communication with CUPE and affected City staff has been occurred. The Lake of the Woods Development Commission and staff should also be advised of Council's direction to proceed with the recruitment of a Manager of Property & Planning.