

MEMO / NOTE DE SERVICE



To / Destinataire	Mayor Watson and Members of Council	
From / Expéditeur	Steve Kanellakos City Manager	
Subject / Objet	Organizational alignment to deliver on Council priorities	Date: July 13, 2016

I am writing to you to confirm the organizational alignment that Council received earlier today. The change in the City's structure and senior leadership team balances the requirement to meet Term of Council priorities while increasing the effectiveness of the organization without any disruptions to City services.

By approving the organizational structure we will:

- Establish a senior leadership team who will develop a budget that works within Council's tax target by streamlining services and functions;
- Simplify reporting relationships with clear lines of accountability;
- Improve the services we deliver to the public;
- Align resources to deliver on capital infrastructure and large city projects, including the O-Train Confederation Line;
- Increase opportunities for economic growth and prosperity;
- Set ourselves up for a successful year of celebrations in 2017;
- Update business processes using innovation to maximize value to the public; and, with an eye on the future,
- Allow for better succession planning and career development at all levels in the organization.

Effective today, a streamlined and empowered senior leadership team will oversee the City's administration. This strengthens the organization's direct lines of accountability with 9 senior leaders, down from 21. Each senior leader, and their respective departments, will have a clear mandate and report directly to me. As part of this accountability, senior leaders will provide direct support to Council by actively working with you and participating at all Council meetings.

In my conversations with you over the past two and a half months, I emphasized that I would need to make a number of decisions to move the City forward. Strategically, this senior leadership team has been formed with seasoned executive leaders who will stabilize the new structure and promote real succession planning across the organization. Our senior leadership team understands this organization well.

This new structure has also been created in large part by the City employees it comprises. Over the last two months, I consulted heavily with staff from all levels of the organization. I reached over 2,600 staff members through ten engagement sessions and received close to 10,500 ideas on what to consider when building the plan for the organization. Many of these suggestions are being incorporated today.

This is the first step in my broader organizational alignment plan. Working with the Mayor and Members of Council, I will oversee the senior leadership team who will be responsible for the next step of the alignment. This includes a review of other levels of the organization to find opportunities to consolidate and streamline. This review sets the framework for the 2017 Budget that will be tabled at Council in November 2016.

Thank you for your continued support. By receiving this plan, Council has empowered the City's administration to work together as one city and one team to deliver the excellent services that our residents, visitors and businesses expect every day.

I look forward to working together on next steps and I am committed to maintaining our open and productive dialogue.

Steve Kanellakos
City Manager