



City of  
**Peterborough**

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**To:** **Members of the General Committee**

**From:** **Allan Seabrooke, Chief Administrative Officer**

**Meeting Date:** **April 16, 2018**

**Subject:** **Report CAO18-004  
City of Peterborough Departmental Structure**

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## **Purpose**

The purpose of this report is to recommend changes to the departmental structure of the City and obtain Council approval of appointments in the new structure.

## **Recommendations**

That Council approve the recommendations outlined in Report CAO18-004, dated April 16, 2018, of the Chief Administrative Officer as follows:

- a) That a City departmental structure consisting of Community Services, Infrastructure and Planning Services, and Corporate and Legislative Services be approved;
- b) That By-law 15-081, a By-law to appoint Allan Seabrooke as Chief Administrative Officer, be repealed;
- c) That a By-law be passed to appoint Sandra Clancy as the Chief Administrative Officer effective May 1, 2018;
- d) That Allan Seabrooke be appointed Commissioner of Community Services; Wayne Jackson be appointed Commissioner of Infrastructure and Planning Services and Patricia Lester be appointed Commissioner of Corporate and Legislative Services, effective May 1, 2018;



- e) That By-law 11-006, a By-law to appoint Sandra Clancy as the Director of Corporate Services/Treasurer, be repealed;
- f) That By-law 11-056, a By-law to appoint Richard Freymond as the Deputy Treasurer, be repealed and that a By-law be passed to appoint Richard Freymond as Treasurer effective May 1, 2018;
- g) That a By-law be passed to appoint Darren Hancock as Deputy Treasurer effective May 1, 2018;
- h) That any delegated authority to the Director of Community Services be amended to provide the delegated authority to the Commissioner of Community Services;
- i) That any delegated authority to the Director of Utility Services be amended to provide the delegated authority to the Commissioner of Infrastructure and Planning Services;
- j) That Sections 4.3 and 8.2.4 of Purchasing By-law 14-127, which state the responsibilities of the Directors and their signing authority, be amended to also refer to a Commissioner;
- k) That Sections 4.2, 9.1.2 and 9.3 of Purchasing By-law 14-127 that describe the responsibilities of the Director of Corporate Services and where the Director of Corporate Services approves various circumstances where a non-competitive procurement is permitted, be amended to replace reference to the Director of Corporate Services with the Treasurer;
- l) That Council confirms that any other existing delegated authority to staff or reference to a director position shall not be impacted by the departmental restructuring and that the CAO and Commissioners be authorized to assign the existing delegated authority to staff as appropriate.

## **Budget and Financial Implications**

With the elimination of the two director positions, there are sufficient funds in the 2018 approved budget to fund additional remuneration being provided to the CAO and Commissioner positions due to their increased portfolios.

Pending Council approval of the new departmental structure, the CAO, in conjunction with Commissioners, will review all divisions within the three departments and effect appropriate changes to ensure efficient service delivery and appropriate remuneration for any new or revised positions through the job evaluation process.



## Background

One of the key responsibilities of the Chief Administrative Officer is to review the municipality's organization and departmental structure and recommend changes that would, in the CAO's opinion, improve the effectiveness and efficiency of the structure to ensure it meets the needs of the City to respond to change. Council approval is required for the appointment of the Chief Administrative Officer and Commissioners.

The City of Peterborough has grown and will continue to grow for the foreseeable future. The current population is estimated at 83,500 and based on provincial projections it is expected to increase to 115,000 by 2041. The City's organizational structure has not changed for some time. Change is recommended at this time to enhance the City's structure and culture in the context of a growing community, new City priorities, new legislative requirements, new opportunities and leading management practices. In short, staff proposes an organizational structure that facilitates the best opportunity for efficient and effective service delivery for the citizens of Peterborough.

The City of Peterborough, like most municipalities in Ontario, is experiencing an increased number of retirements throughout the organization. In particular, with the pending retirement of senior management, and significant major projects such as the Official Plan, the timing is ideal to recommend changes to the overall high level departmental structure.

The structure being recommended is a program-based model organized around specific service delivery programs representing similarly aligned functional work. The advantages of this model are:

- Increased knowledge sharing;
- Breaks down silos between functional groups;
- Encourages horizontal integration; and
- Promotes strategic focus across the organization.

Effectively, the existing five departments are amalgamated into three departments with increased sized portfolios led by a Commissioner (Appendix A). With the additional responsibilities, the CAO and Commissioner positions will receive additional compensation which can be funded within existing funds due to the elimination of two Director positions. The City has experienced difficulty in recruiting incumbents for some of its higher level non-union positions and without this reorganization, this will continue to be a challenge. This reorganization and increased remuneration will position the City to be more competitive in 3-4 years when other retirements are expected.

The new structure also necessitates a review of all aspects within the various program areas of the three departments which is the next step in the overall process.



The report recommendations place current staff in one of the three departments and provide the required Council approvals to move forward with next steps.

### **Delegated Authority**

There are numerous by-laws and approved motions of Council that provide staff with certain delegated authority and signing authorities to ensure the efficient administration of City business. Many of these refer specifically to the current Director positions. Recommendations h) to k) will provide the necessary approval by Council to ensure the same efficiencies continue with the new structure.

Although the Purchasing By-law 14-127 is due for an amendment before this term of Council is completed and many references to the Director positions will need to be amended due to the restructuring, it is necessary to amend some specific areas now. Where the responsibilities of the Directors are listed (Section 4.3) and where their signing authority is listed (Section 8.2.4), reference needs to also be made to the Commissioners.

In other areas of Purchasing By-law 14-127, there are specific duties assigned to the Director of Corporate Services (Section 4.2, 9.1.2 and 9.3) due to their role as Treasurer of the Corporation. These sections need to be amended to be assigned to the Treasurer.

By approving Recommendation l), Council is providing direction for any other delegated authority situations not specifically covered by h) to k).

### **Summary**

The proposed new departmental structure for the City consists of three departments including Community Services, Infrastructure and Planning Services and Corporate and Legislative Services. The new structure is intended to position the City to deliver services to the citizens of Peterborough in the most efficient manner over the years ahead.

Submitted by,

Allan Seabrooke  
Chief Administrative Officer



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Attachments:

Appendix A: City of Peterborough Proposed High Level Department Structure



## City of Peterborough Proposed High Level Departmental Structure

