

July 26, 2005

To: Mayor Miller & Members of Council

From: Shirley Hoy, City Manager

**Subject: Update on changes to the administrative structure**

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I am writing to provide an update on the restructuring of the City's administration.

In November 2004, when Toronto City Council approved the recommendations of the review to change the City's administrative structure, six objectives for the restructuring were identified:

1. Facilitate residents' access to services, and their engagement as citizens of Toronto
2. Support the priorities of Council
3. Increase collaboration across the City's services and programs to implement Council's priorities
4. Encourage staff innovation and contribution to city-building
5. Strengthen the administration's ability to support the City as an order of government
6. Give staff in charge of day-to-day operations the tools they need to effectively do their jobs

Since the approval of the restructuring and the start-up of the new organization in April, much has been done to implement the new structure. Attached for your information is the current organizational chart for the City's administration.

Two new Deputy City Managers, Sue Corke and Fareed Amin, joined the City in May 2005. Together with Joe Pennachetti, Deputy City Manager and Chief Financial Officer, the three Deputy City Managers oversee both citizen-focussed and internal services with respect to policy direction, financial controls and standards and performance management. In addition, the deputies provide oversight to city operations, direct major corporate initiatives, (e.g. 311, Clean and Beautiful initiative), ensure that appropriate action is taken on emerging issues, that collaboration is strengthened across divisions within the corporation, and that Council priorities are delivered in the most effective manner possible.

### **The current status of major components of the restructuring**

**Affordable Housing** – Council approved the creation of a new standing Committee of Council called the *Affordable Housing Committee* and the establishment of an *Affordable Housing Office*. The committee will oversee affordable housing policies and programs and will be responsible for affordable housing policy, research and advocacy. The new Affordable Housing Office will report directly to Deputy City Manager Sue Corke.

The *Affordable Housing Office* has been directed to prepare an Action Plan by December 31, 2005 that outlines funding programs, and, in collaboration with the Chief Planner, to develop a municipal housing statement. Sue Corke will be recruiting a senior manager for the office and will establish the organizational requirements for the initiative.

**Economic Development, Culture and Tourism Review** - I have outlined the new functional model for the delivery of these services in my July 22 memorandum. The purpose of this realignment is to encourage synergy and collaboration among the functions while increasing their strategic and policy capacities. The tourism function will be subject to further review within the context of Council's direction on the Tourism Toronto framework agreement.

Recruitment for the position of Division Head of Economic Development, Tourism and Culture will commence immediately. The internal competition will close at the end of August. I anticipate that the new Division Head will be in place by the fall.

### **New Appointments and Recruitment –**

Deputy City Manager Fareed Amin recently announced the appointment of Gary Welsh to the position of General Manager of Transportation Services effective August 15. Many of you know Gary from his previous role as Director of Transportation Services, Scarborough District and as lead on the City's winter operations.

Recruitment has begun for the position of General Manager, Toronto Water, reporting to Deputy City Manager Amin. The posting closes August 9, 2005.

Finally, a reorganization is underway in the Parks, Forestry and Recreation Division. General Manager Brenda Librecz recently announced the appointments of Directors in the division. Manager recruitment has now begun.

Given the extent of the administrative restructuring, production of the 2005 City of Toronto internal telephone directory has been postponed until later this fall. In the meantime, Corporate Communications will endeavour to ensure that divisional directories are kept up to date on the City's intranet. Please copy the Access Toronto mailbox at [acesstoronto@toronto.ca](mailto:acesstoronto@toronto.ca) on all appointment notices or other staff changes (resignations, retirements, secondments, promotions, etc.) so staff can update the intranet and online staff directory accordingly.

If you have any questions about the new structure, please contact me at any time.

Thank you,

A handwritten signature in black ink, appearing to read "Shirley Hoy". The signature is fluid and cursive, with the first name "Shirley" written in a larger, more prominent script than the last name "Hoy".

Shirley Hoy  
City Manager

c: Deputy City Managers