

Date: March 2, 2004

Re: Parks & Recreation Organizational Review

Issue/Background:

- A restructuring plan commenced for the Parks & Recreation Division in the fall of 2003 as a budget reduction strategy.
- The focus of the restructuring was on cutting management positions and reorganizing the operations from a district model to a functional model.
- The financial implications of the originally planned restructuring were based on a \$2.5 million dollar reduction of 28 management positions.
- In December 2003, the restructuring was put on hold due to concerns raised by Members of Council related to lack of consultation with the public and staff. The implications of this decision to put the restructuring on hold has impacted the division's ability to achieve those proposed reductions since the restructuring to a functional model nor the exiting of 28 managers would occur. The Commissioner explained the implications to Members of Council of deferring the decision.

New Organizational Review Process:

- In January 2004, the Acting General Manager and the Commissioner of EDCT undertook an assessment of the situation and recommended to the CAO that a new process be established to address Council's and staff concerns about the how and what services the Parks & Recreation Division should deliver in order to manage and address public expectations.
- The CAO gave support to undertaking a process lead by strategy with a focus on having 'form follows function'.
- **Key Components:**
 1. **Staff Engagement** & Preparation for Public process;
 2. **Public Input** on Strategic Directions, Service Priorities & Levels, and Principles for Organizational Change
 3. **Organization Design** – structure, people plan – training & skills upgrading, financial & information management systems;
 4. **Business Plan** – 3 Year Plan
- Committee Report – received approval on February 2, 2004 and was adopted by Council on March 2, 2004. Recommendations include – establishment of Council Advisory Committee and a Stakeholder Reference Group.

Staff Engagement Phase Underway:

- Following Committee approval of the Organizational Review Report on February 2nd the Acting General Manager commence meetings with staff across the organization starting with the Management Team then proceeding to meeting with frontline staff across all districts and service areas.
- Organization Review process needed to address morale and service quality issues.

Committees:

- Parks and Recreation Council Steering Committee - 6 members of Council
- Stakeholder Reference Group

Financial Implications - 2004 and 2005:

- Original submission of the 2004 budget recommended a \$2.5 million reduction of management comprising 28 positions.
- This was revised to \$1.1 million in 2004 and another \$1.5 million in 2005.
- In the report it was noted that we would need to undertake the review before we could commit to those targeted reductions.
- All 10 positions have been backfilled due to not proceeding with the restructuring by other staff in acting assignments. The nature of the work and the fact that there isn't much extra capacity in the system has required these positions to be filled. Therefore an additional financial pressure will need to be managed.