

Questions and Answers – New Organizational Structure, City of Nanaimo

Why is this new organizational structure being announced now?

The introduction of a new organizational structure is one of several things currently being introduced by senior management as they prepare to implement Council's soon to be endorsed recommendations from the recently completed Cores Services Review. The creation of new roles drawn from vacant positions, the new organizational structure will better enable senior management and staff to support the fulfillment of Council's priorities while continuing to carry out the daily administration of City services and projects.

Didn't the CAO make changes as recently as December 2015?

The structure introduced today replaces changes announced in December 2015 during which time all of the City's director positions, in preparation of the organizational-wide Core Services Review commencing, began reporting to the CAO.

What is the purpose of the Manager of Strategic Planning and Policy?

The *Manager of Strategic Planning and Policy* will draw together duties and responsibilities that are currently carried out using an unstructured and decentralized approach. The position will be tasked with enhancing the consistency, application and communication of internal and external corporate policies and plans and, where applicable, serve as a liaison with outside organizations that have a stake in the creation or function of these policies and plans. The creation of this position follows recommendations outlined in the Core Services Review.

How does this new organizational structure compare to other municipalities?

While no two municipalities have identical organizational structures, common reporting lines and position titles do exist. During the process of exploring options for a revised structure for our organization, senior management examined examples from other local governments, as well as past structures used at the City of Nanaimo. Throughout the process, various combinations and options were considered before arriving at the current outcome.

Did the City use budget dollars assigned to existing management vacancies as the funding source for these new positions?

Yes. Whenever a management vacancy is created, steps are taken to review the need for that position and determine, through a corporate lens, if the associated funding should be left as is, or moved elsewhere.

Explain the purpose of the new business function titled *Enterprise and Risk Management*? Will this function be staffed by City employees?

Enterprise Risk Management will be responsible for stewarding the City's legal, insurance and business continuity needs and processes. This function will largely rely on contracted resources.

Why do the business areas of *Information and Communication Technology, Enterprise Risk Management and RCMP Support Services* report to the Chief Financial Officer?

It is best practice for ICT and ERM to fall within the CFO role. A strategic decision has been made that since RCMP Support Services represents the largest contract costs for the City that this be overseen by the CFO.

Why does the business area of *Bylaw/Parking* now report to the City Clerk

The City Clerk is the City's Corporate Officer and as such is responsible for oversight of the City's Bylaws.