

Memorandum to the Council of Corporation of the Municipality of Temagami

Subject: Municipality of Temagami Proposed Organizational Chart

Memo No: 2025-M-052

Date: March 13, 2025

Attachment: Appendix A - Proposed Organizational Chart

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Recommendation

BE IT RESOLVED THAT Council receives Memo 2025-M-052 as presented;

AND FURTHER BE IT RESOLVED THAT Council accepts the Organizational Chart as Appendix A, hereby forming part of this report.

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1. Executive Summary

The Municipality of Temagami has undergone frequent organizational reviews since 1999, consuming significant time and resources. This report synthesizes 24 years of insights into a refined structure designed to eliminate redundancies, ensure compliance with legal frameworks, and prioritize efficient service delivery. The proposed Functional-Hierarchical Organizational Chart balances accountability, transparency, and adaptability while maintaining fiscal responsibility and operational continuity.

2. Background

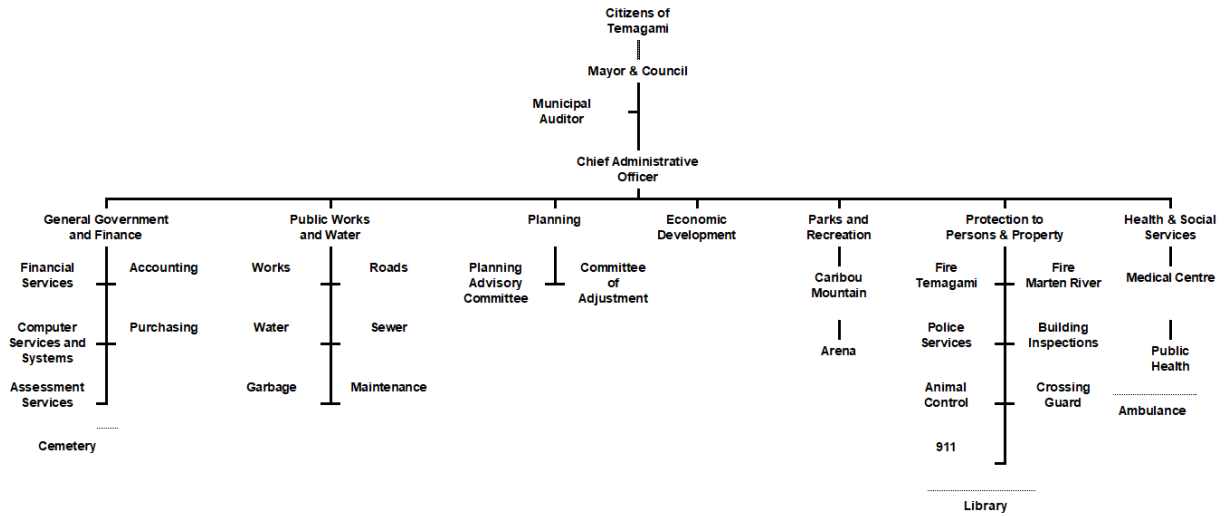
Temagami's small size has not diminished its commitment to effective governance. However, repeated organizational reviews (1999–2023) have highlighted structural instability and resource diversion. This report consolidates recommendations from previous reviews into a cohesive framework designed to:

- End the Review Cycle: Redirect resources to service delivery.
- Clarify Roles: Separate policy (Council) and operations (CAO).
- Ensure Flexibility Adapt to evolving community needs without restructuring.

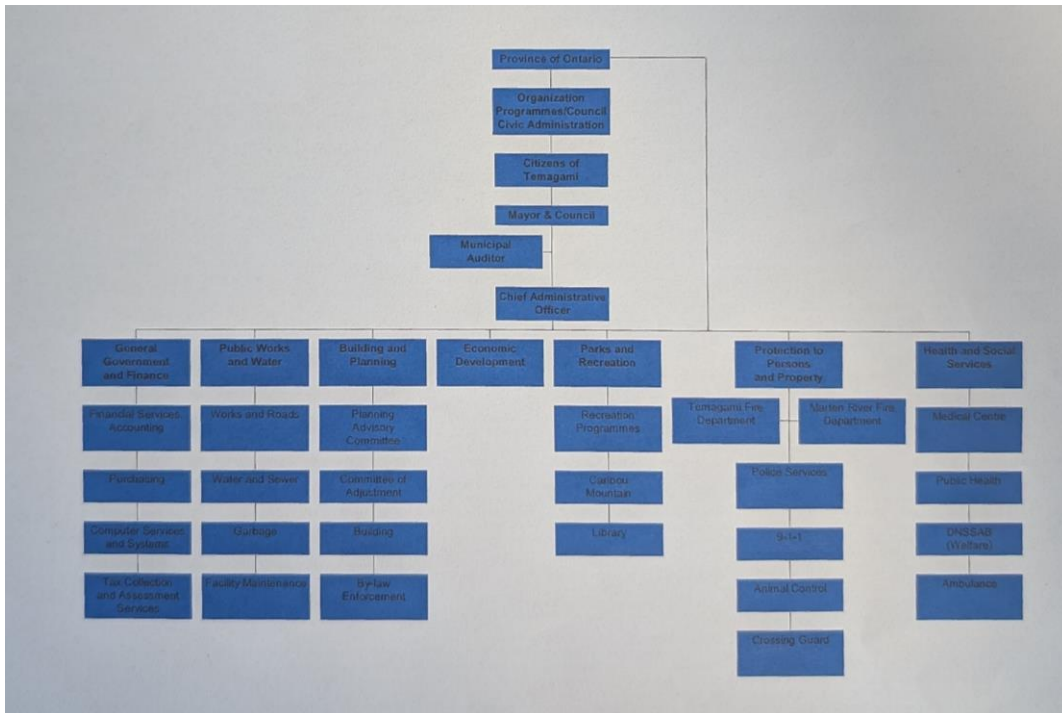
3. Timeline of Organizational Reviews

A review of past organizational assessments underscores the continued need for a stable and well-defined structure—one that fosters continuity, minimizes redundancies, and enhances operational efficiency. The following timeline traces key milestones in Temagami's efforts to refine its governance framework:

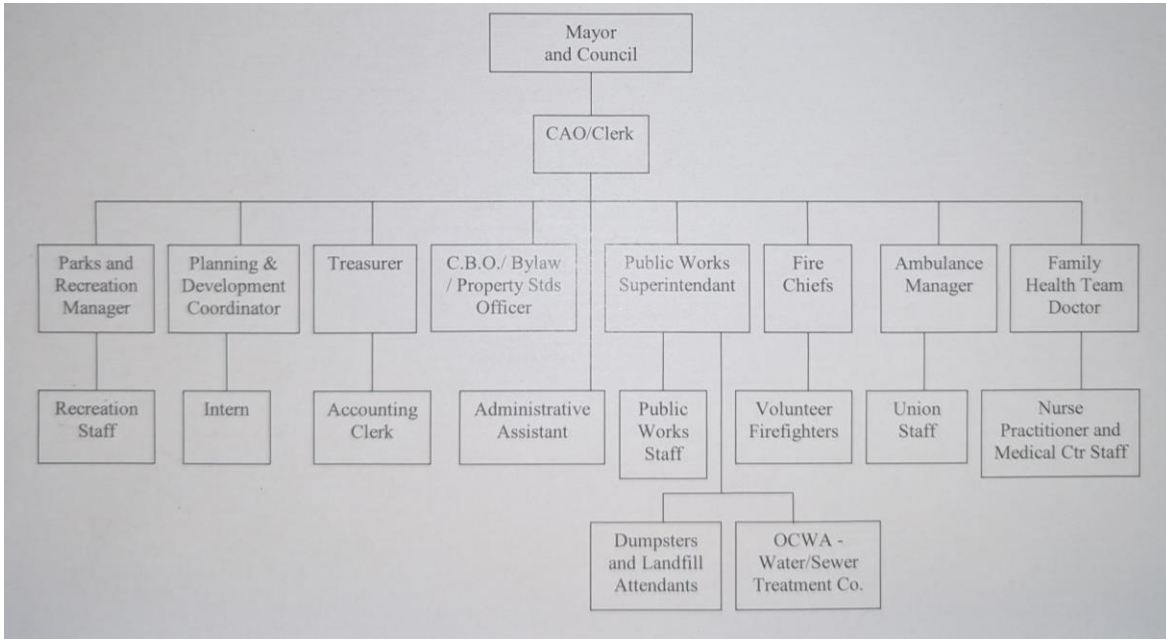
3.1. 1999



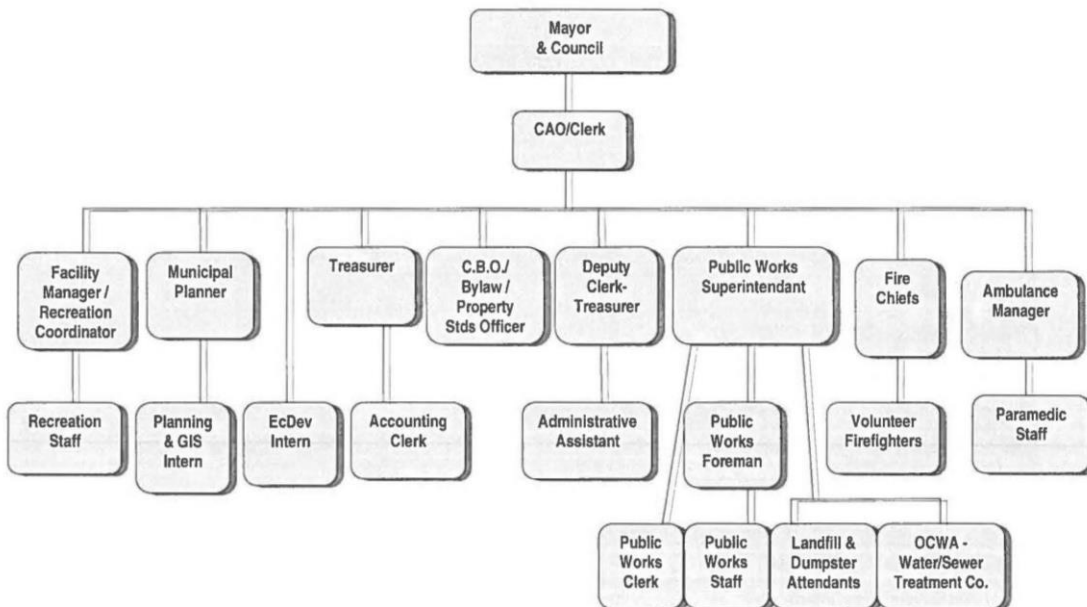
3.2. 2004



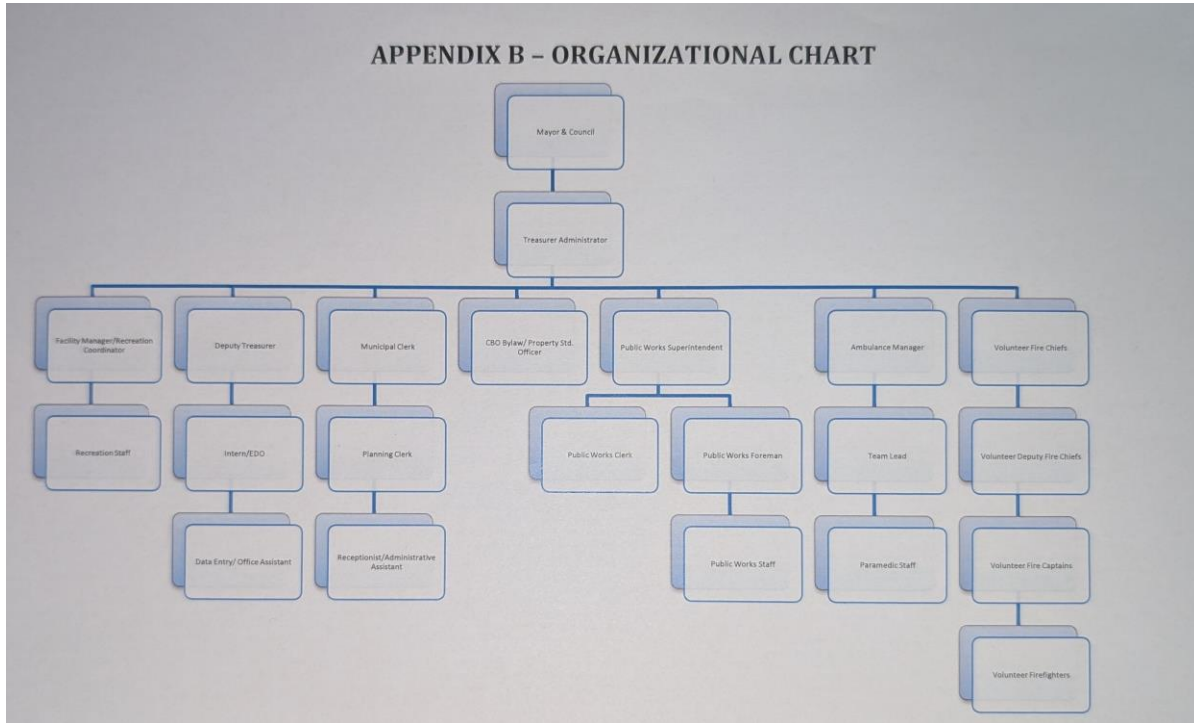
3.3. 2008



3.4. Schedule A to By-law 09-887

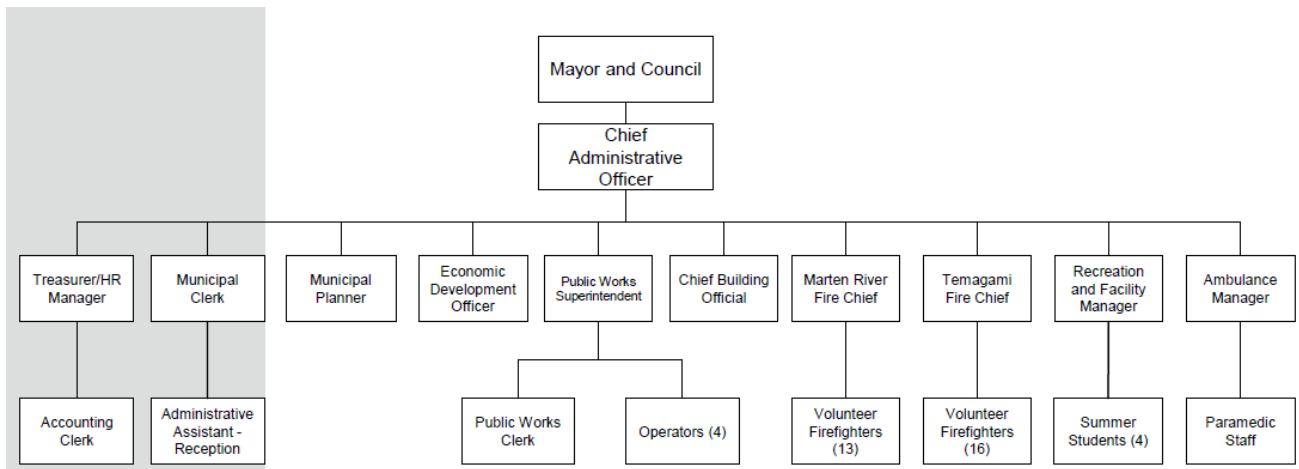


3.5. 2010

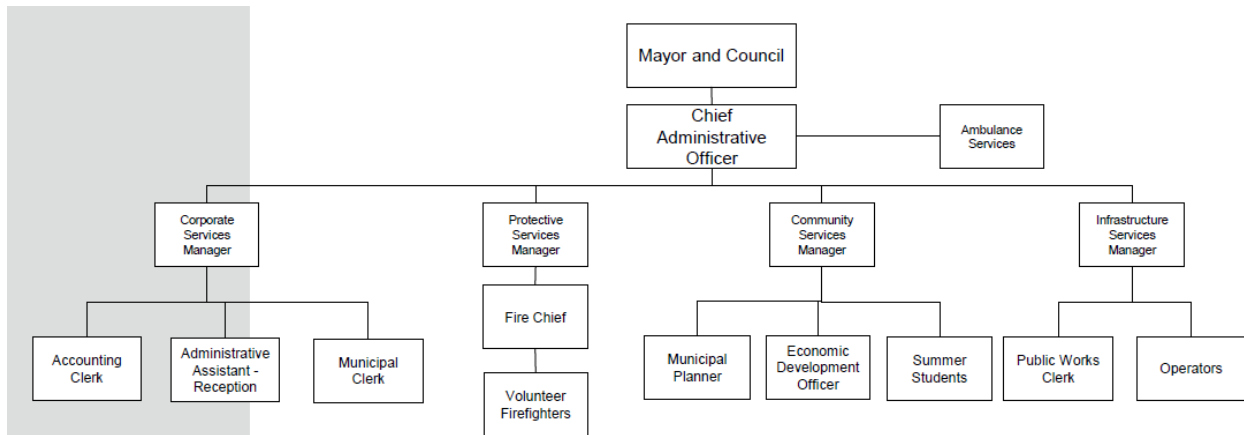


3.6. KPMG - 2015

3.6.1. (Organizational Design - Current Organizational Structure)



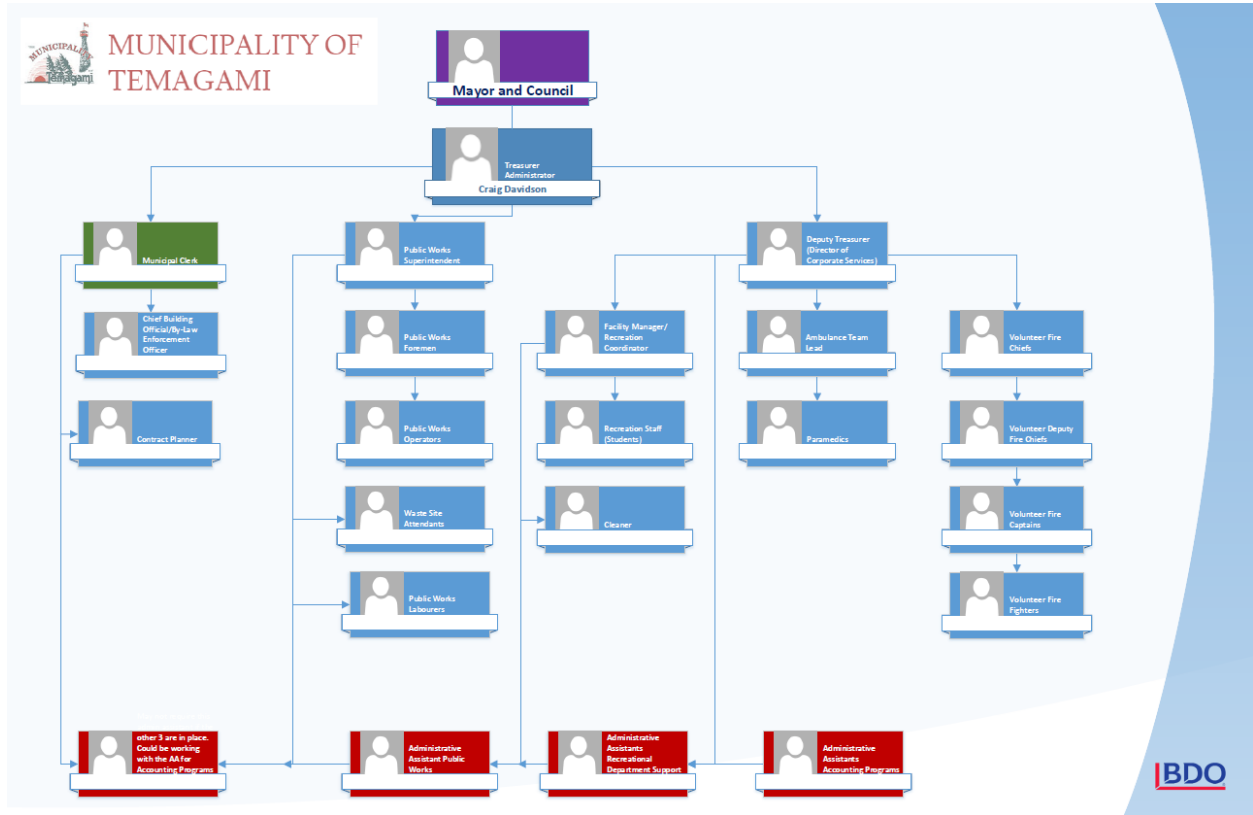
3.6.2. Organizational Structure - The Creation of Four Functional Departments



3.7. N.G. Bellchamber & Associates 2016- Organizational Review Report-

Participated in discussions with Council and staff regarding the Organizational Review Report by KPMG (2015).

3.8. BDO February 2021 Proposed Organizational Chart



3.8. BDO August 2021 - Pay Equity Review & Compensation Benchmarking

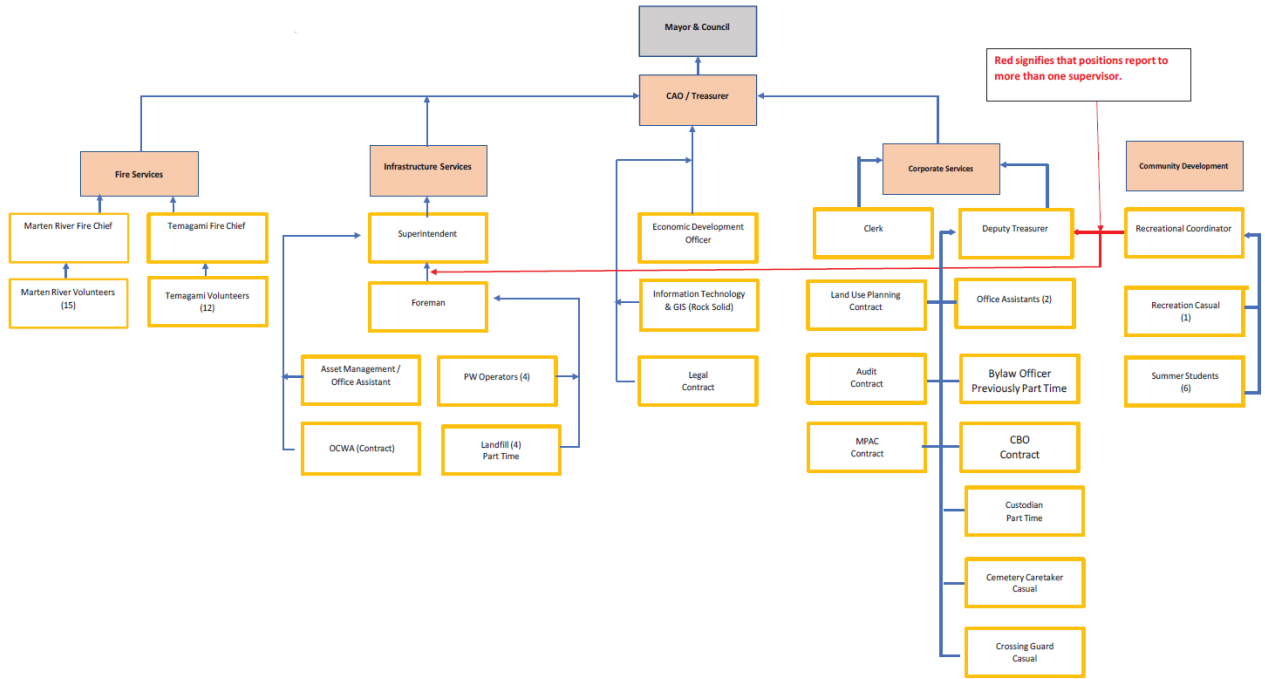
3.8.1. The report categorizes roles into job classes, identifying which roles belong to management and non-management.

3.8.2. The responsibilities, skills, effort, and working conditions for each job are analyzed to establish internal job value comparisons.

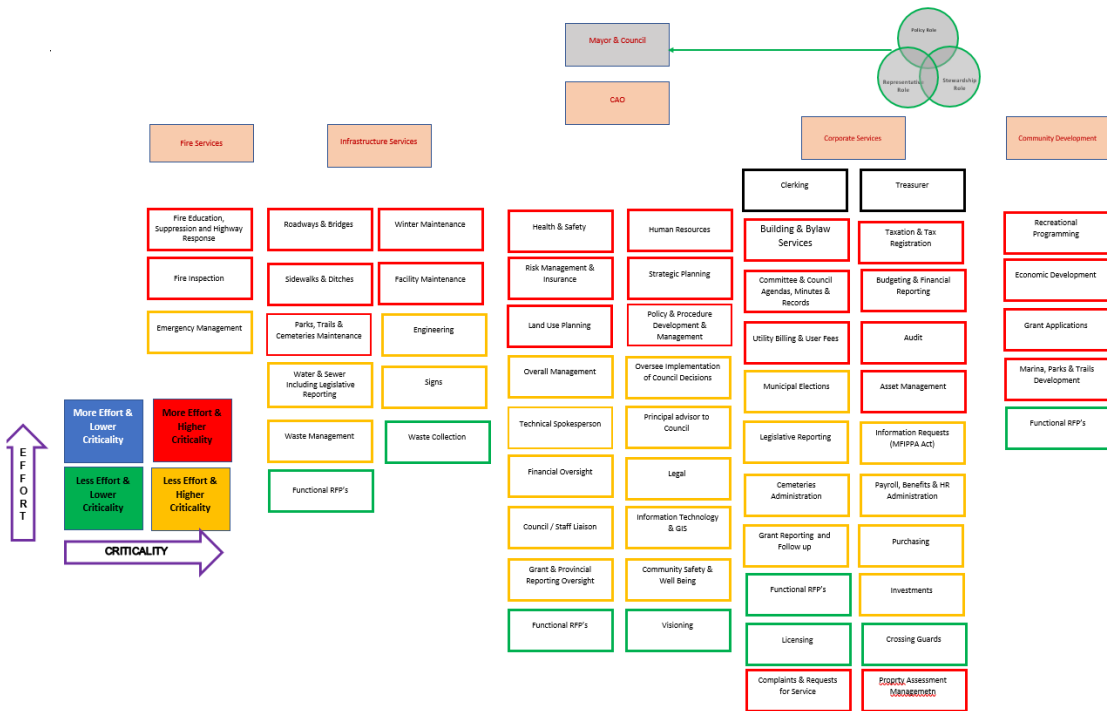
3.8.3. It is a compensation philosophy that aligns pay with responsibilities, market trends, and organizational goals.

3.9. PMC - 2023

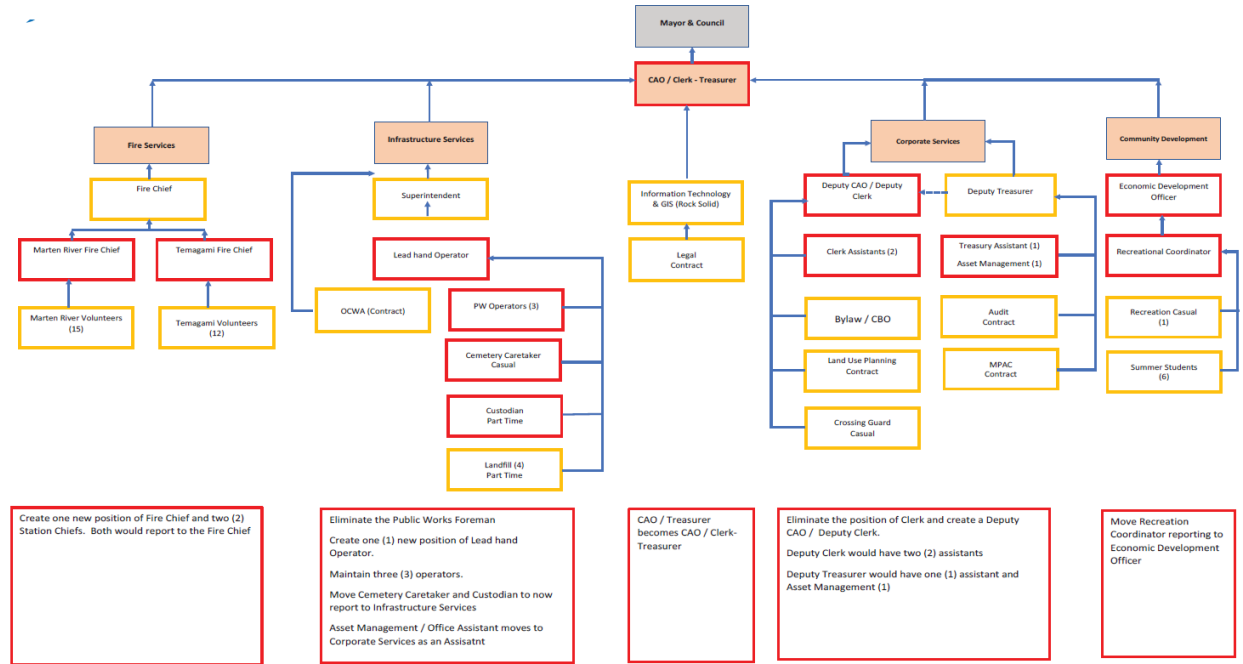
3.9.1. Current organization chart



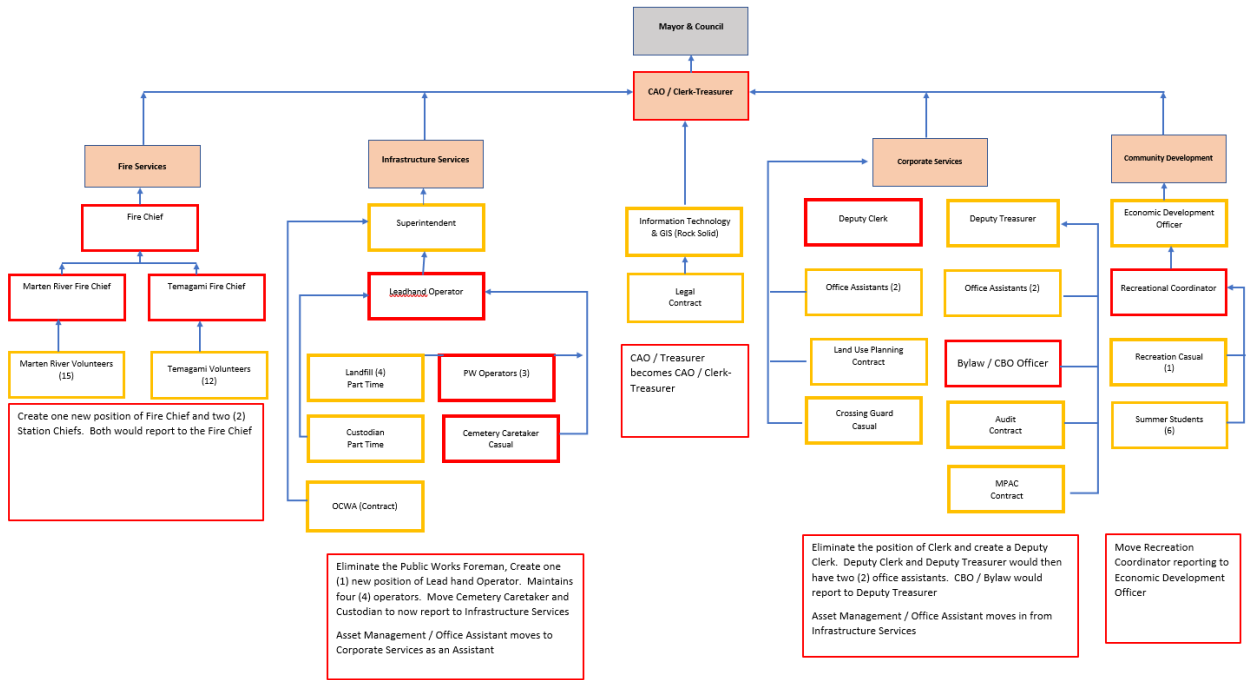
3.9.2. Functional Service Chart with Time and Criticality



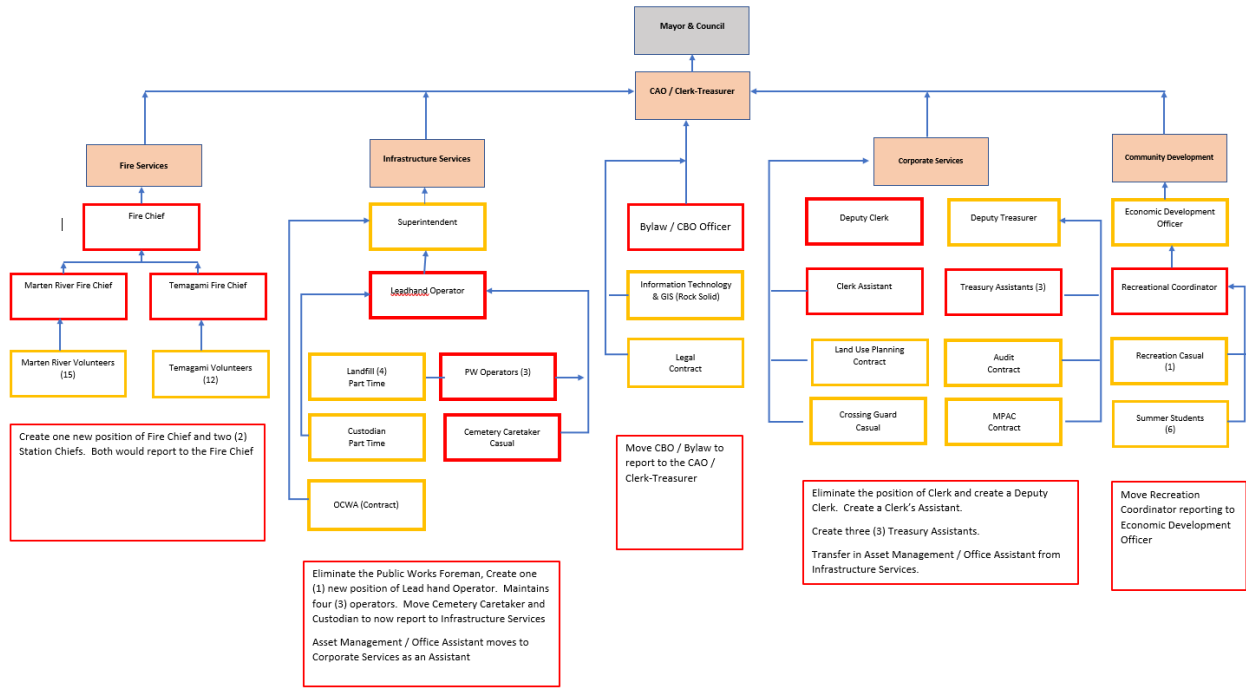
3.9.3. Proposed Option 1



3.9.4. Proposed Option 2



3.9.5. Proposed Option 3



4. Legal and Governance Framework

Under the *Municipal Act, 2001*:

- Council’s Role: Policy direction, budget oversight, and governance (Section 224).
- CAO’s Role: Operational management, staff coordination, and structural adequacy (Sections 227, 229).

A clear organizational chart mitigates legal risks by preventing Council overreach into daily operations.

5. Type of Organizational Chart

The proposed structure is a Functional-Hierarchical Organizational Chart, combining functional specialization with clear reporting lines. This is why Model fits Municipality of Temagami:

- Small-Size Optimization:
 - Streamlines roles to avoid overcomplication (e.g., merging Community Services under Public Works).

- Leverages existing staff and volunteer participation (e.g., firefighters).
- Historical Alignment: Addresses instability from past reviews by consolidating functions into logical units.
- Legal Compliance: Explicitly separates Council (governance) and CAO (operations) to mitigate legal risks.
- Cost-Effectiveness: Eliminates redundancies and aligns compensation with BDO's 2021 equity framework.

6. Key Benefits

- Operational Synergy: Functional grouping reduces silos (e.g., Admin Coordinator links departments).
- Accountability: Clear reporting lines (e.g., CAO → Deputy CAO/Clerk → Admin Coordinator).
- Adaptability: Scales to meet growth or service demands without restructuring.

7. Proposed Organizational Structure

- Leadership & Governance*
 - Mayor & Council (Elected Officials): Strategic policy oversight.
 - CAO/Treasurer (Senior Manager - Level 1, Full-Time): Executive leadership and fiscal stewardship.
- Administrative Core
 - Deputy CAO/Clerk (Administrative Manager - Level 2, Full-Time)
 - Deputy Treasurer (Administrative Manager - Level 2, Full-Time)
 - Municipal Law Enforcement Officer (Administrative Manager - Level 3, Part-Time)
 - Economic Development Officer (Administrative Staff - Level 1, Full-Time)

- Admin Coordinator (Administrative Staff - Level 2, Full-Time)
- Accounting Clerk (Administrative Staff - Level 3, Full-Time)
- Municipal Services Representative (Administrative Staff - Level 4, Part-Time)
- Operations & Infrastructure
 - Public Works Superintendent (Operational Manager - Level 2, Full-Time)
 - Infrastructure & Services Coordinator (Operational Staff - Level 1, Full-Time)
 - Foreman (Operational Staff - Level 1, Full-Time)
 - Facility & Recreation Coordinator (Administrative Staff - Level 1, Full-Time)
 - Public Work Equipment Operator (Operational Staff - Level 2, Full-Time)
 - Public Works Crew (Operational Staff - Level 3, Full-Time)
 - GIS/Asset Management Technician (Administrative Staff - Level 3, Full-Time)
 - Custodian (Operational Staff - Level 4, Part-Time)
 - Support Staff (Operational Staff - Level 4, Part-Time)
 - Summer Students (Operational Staff - Level 5, Part-Time)
- Fire & Emergency Services
 - Fire Chief, Deputy Chiefs, Captains (Volunteer Firefighters)
 - Volunteer Firefighters
 - Fire Prevention Officer (Volunteer Firefighters)
- Outsourced Functions
 - Chief Building Official (CBO) - Contact: MLE)
 - Planning Services - Contact: Admin Coordinator
 - OCWA - Contact: Infrastructure & Services Coordinator

8. Key Analytical Insights

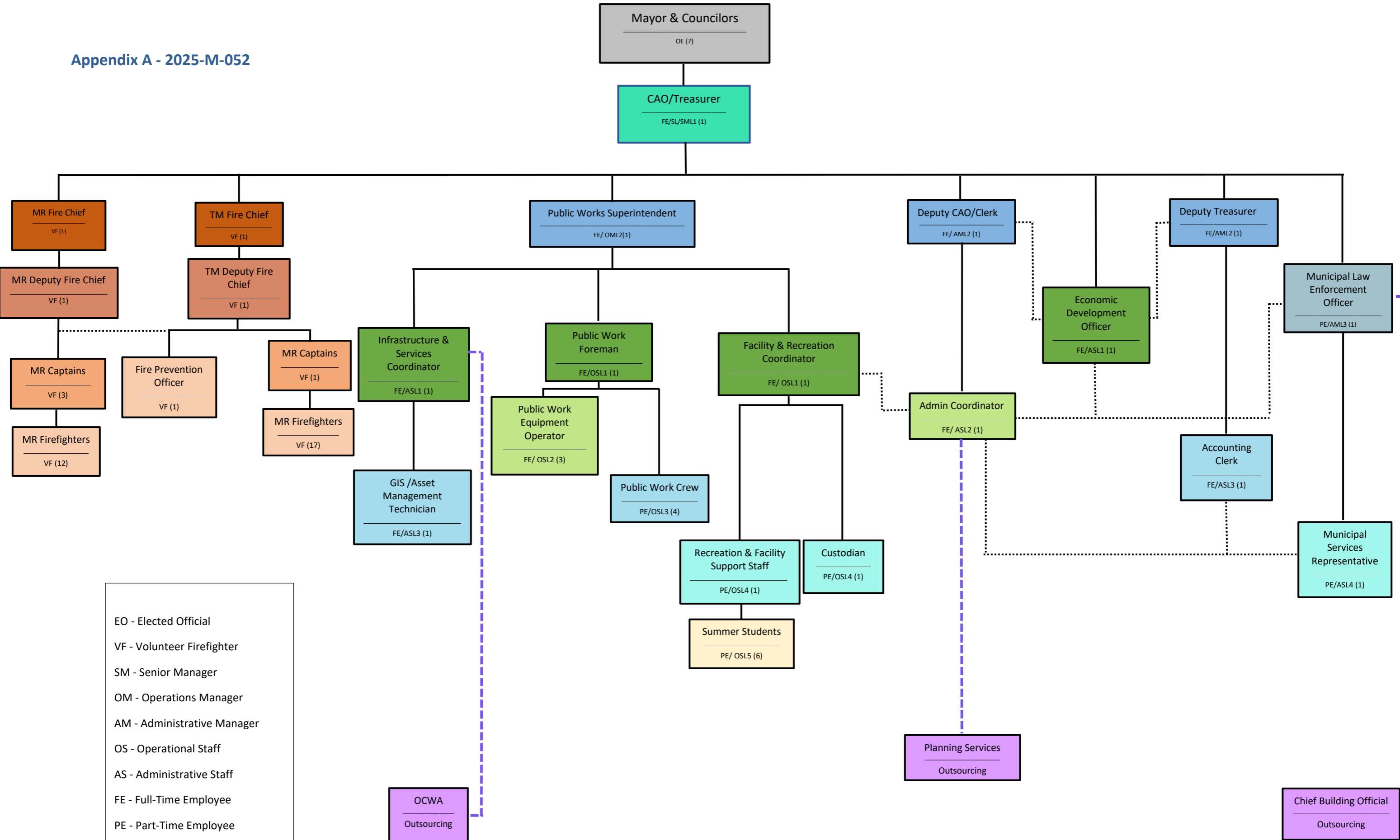
- Accountability
 - Management vs. Non-Management
 - Managers: Strategic roles (CAO, Deputy CAO, Superintendents).
 - Non-Managers: Task-focused roles (Crew, Clerks, Technicians).
- Transparency
 - 2021 Pay Equity Framework: Roles classified by responsibility, effort, and market benchmarks.
- Interdepartmental Collaboration

9. Conclusion

This structure resolves Temagami's cycle of reviews by delivering:

- Operational Synergy: Unified management of infrastructure and community services.
- Reduced Redundancies: Streamlined roles and workflows.
- Sustainable Governance: Compliance with legal and fiscal standards.

Appendix A - 2025-M-052



EO - Elected Official
 VF - Volunteer Firefighter
 SM - Senior Manager
 OM - Operations Manager
 AM - Administrative Manager
 OS - Operational Staff
 AS - Administrative Staff
 FE - Full-Time Employee
 PE - Part-Time Employee
 L - Levels of Responsibility
 (Descending order)