

## **Appointment of Deputy City Manager, Community and Emergency Services and Deputy City Manager, Community Development and Social Services**

**Date:** March 19, 2025

**To:** City Council

**From:** City Manager

**Wards:** All

### **REASON FOR CONFIDENTIAL INFORMATION**

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This report deals with personal matters about an identifiable person pertaining to the appointment of a Deputy City Manager, Community and Emergency Services and a Deputy City Manager, Community Development and Social Services.

### **SUMMARY**

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The purpose of this report is to recommend to City Council appointments to the positions of Deputy City Manager, Community and Emergency Services and Deputy City Manager, Community Development and Social Services.

Following the retirement of Paul Raftis, Deputy City Manager Community and Social Services in July of 2024, the City engaged Odgers Berndtson, one of the City's approved vendors for conducting executive searches to assist in the recruitment process.

During the recruitment process, the City Manager determined that there was an opportunity to restructure this large portfolio. In its current form, CSS represents 60% of the total staffing positions at the City and over 60% of the gross operating budget. The Deputy City Manager also has broad accountability of 10 City Divisions plus administrative oversight of Public Health. Given that the role of all the Deputy City Managers is to spend focused time on performance and horizontal integration across the organization this was becoming increasingly difficult given the size and scope of CSS.

Under delegated authorities (outlined in City Manager Decision 1 - 2025), the City Manager determined that this portfolio would be better serviced by dividing the portfolio into two (2) to allow each to drive improved performance within fewer divisions and increase the ability to work horizontally in the city.

## **RECOMMENDATIONS**

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The City Manager recommends that:

1. City Council appoint the candidate identified in the Confidential Attachment 1 to the position of Deputy City Manager, Community and Emergency Services for the City of Toronto, with such appointment to be effective April 22, 2025 subject to written acceptance of the terms and conditions of a contract of employment offered by the City.
2. City Council authorize the appropriate City officials to take the necessary action to give effect thereto, including the introduction in Council of the necessary bill to appoint the approved candidate as Deputy City Manager, Community and Emergency Services.
3. City Council authorize the public release of the Curriculum Vitae Summary for the candidate of the Deputy City Manager, Community and Emergency Services position, contained in Confidential Attachment 1 upon City Council's approval of the appointment.
4. City Council appoint the candidate identified in the Confidential Attachment 2 to the position of Deputy City Manager, Community Development and Social Services for the City of Toronto, with such appointment to be effective April 22, 2025, subject to written acceptance of the terms and conditions of a contract of employment offered by the City.
5. City Council authorize the appropriate City officials to take the necessary action to give effect thereto, including the introduction in Council of the necessary bill to appoint the approved candidate as Deputy City Manager, Community Development and Social Services.
6. City Council authorize the public release of the Curriculum Vitae Summary for the candidate of the Deputy City Manager, Community Development and Social Services, contained in Confidential Attachment 2 upon City Council's approval of the appointment.

## **FINANCIAL IMPACT**

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There are no financial impacts of this restructuring to the 2025 budget.

Funding for the position of Deputy City Manager, Community Development and Social Services has been included in the 2025 Operating Budget for Social Development, Finance & Administration.

Funding for the position of Deputy City Manager, Community and Emergency Services will be managed through funding provisions available within the 2025 Corporate Non-Program Expenditure Budget.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the Financial Impact Section as presented in this report.

## **DECISION HISTORY**

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At its meeting on September 5, 2024, City Council appointed Thomas Azouz as the Interim Deputy City Manager, Community and Social Services, subject to the appointment of a permanent Deputy City Manager, Community and Social Services.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.CC21.1>

## **COMMENTS**

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The purpose of this report is to recommend to City Council appointments to the positions of Deputy City Manager, Community and Emergency Services and Deputy City Manager, Community Development and Social Services.

Following the retirement of Paul Raftis, Deputy City Manager Community and Social Services in July of 2024, and consistent with the established process, the City Manager retained the services of Odgers Berndtson, one of the City's approved vendors for conducting executive searches to assist in the recruitment process. At this time, the role had a very broad accountability of ten (10) City divisions.

Odgers is an executive search and leadership advisory firm with over 34 years experience in national and international executive recruitment across sectors.

Working with the City, the recruitment firm defined the desired candidate qualifications and established minimum criteria to assess candidates for further consideration. After identifying the City's needs, the role was posted broadly across a number of websites and platforms including:

- LinkedIn
- Municipal World
- Aboriginal Job Board
- BIPOC Jobs
- Pride at Work
- Women in Biz Network
- Odgers Berndtson Canada
- City of Toronto careers site

Candidates with experience in municipal, provincial and/or federal government, or in a large scale Not for Profit Community Services organization were specifically targeted.

Odgers also reached out to a number of key stakeholder groups for feedback including:

- 2-Spirited People of the 1st Nations
- CEE Centre for Young Black Professionals
- FCJ Refugee Centre
- United Way Greater Toronto

## **Selection and Restructuring Process**

The selection panel for this search included Mayor Chow, Deputy Mayor Malik, Councillor Bravo, Councillor Ainslie (was unavailable for December interviews), City Manager, Paul Johnson and Chief People Officer, Mary Madigan-Lee.

Through a national search, lead by Odgers, the selection panel was given an opportunity to review the questions for the role and the list of stakeholders that were consulted.

All 150 candidates were evaluated against the pre-defined criteria to ensure alignment with the role. A long list of 10 candidates was assessed further and presented to the selection panel for consideration. Following this evaluation, six (6) shortlisted candidates were then invited to participate in in-depth interviews. One (1) candidate withdrew, leaving five (5) candidates for further consideration, of which two (2) were internal to the City and three (3) were external.

Interviews for the position were conducted in mid-December, 2024 followed by a debrief of the candidates with the selection panel.

It was during the recruitment process and upon further reflection that the City Manager determined there was an opportunity to restructure this large portfolio. The City Manager determined that this portfolio would be better served by dividing the portfolio into two (2). The Deputy City Manager Portfolios were determined to be:

<b>Community and Emergency Services</b>	<b>Community Development and Social Services</b>
Parks and Recreation	Social Development
Economic Development and Culture	Seniors Services and Long-Term Care
Toronto Public Health	Children’s Services
Toronto Fire Services	Indigenous Affairs Office
Toronto Paramedic Services	Toronto Employment and Social Services
Toronto Emergency Management	
Toronto Shelter & Support Services	

<b>Community and Emergency Services</b>	<b>Community Development and Social Services</b>
Finance and Administration (spans both Services areas)	

In addition, as part of this restructuring the Executive Director of Court Services will report to the City Solicitor.

It was agreed by the hiring panel, through the process of interviewing, two (2) strong internal candidates stood out to lead in a Deputy City Manager position.

After the decision to restructure the portfolio into two separate services areas, a second round of interviews took place with the two internal candidates in February 2025. Together, the City Manager and the selection committee determined that each of these candidates would be well aligned to each of these new portfolios.

## **CONTACT**

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## **SIGNATURE**

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Paul Johnson  
City Manager

## **ATTACHMENTS**

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Confidential Attachment 1 - Appointment - Deputy City Manager, Community and Emergency Services

Confidential Attachment 2 - Appointment - Deputy City Manager, Community Development and Social Services