



Report Number: EC2025-0746

Meeting: Executive Committee

Meeting Date: 2025 July 22

NOTICE OF MOTION

RE: External post implementation review of organizational realignment

Sponsoring Member(s) of Council: Councillor Sharp, Councillor Chabot

WHEREAS City Administration undertook a significant organizational realignment beginning in 2020 under the *Rethink to Thrive* strategy, which reorganized the corporation into seven new departments and grouped similar services together;

AND WHEREAS internal staff feedback identified challenges under the new structure, including unclear roles and workflows, increased workloads, and impacts to staff well-being, with concerns such as “lack of clarity/understanding” and that “staff wellbeing will suffer” without adequate support¹;

AND WHEREAS more than two years after implementation, The City remains in an “Assess and Adjust” phase, focused on addressing implementation gaps, clarifying accountability, and refining internal processes;

AND WHEREAS the realignment’s intended benefits, including streamlined service delivery and an improved customer experience, have not been disclosed by publicly available data or clear evidence of tangible outcomes for citizens;

AND WHEREAS a third-party review is warranted to determine whether the realignment is meeting its stated objectives, ensuring operational effectiveness and responsible use of taxpayer dollars;

NOW THEREFORE BE IT RESOLVED that Council direct Administration to bring forward a recommendation through the 2025 November Adjustments to the 2023-2026 Service Plans and Budgets to fund and resource the following work:

That Council direct Administration to engage an independent third-party consultant to conduct a comprehensive post implementation review of the City’s organizational realignment. This review shall specifically examine:

1. The total costs incurred by the realignment to date, including transition costs and ongoing operational impacts;
2. The number, type and cost of any new positions created during or after the realignment, specifying whether these roles are management exempt, union or contractors, and where they fall within the organizational structure;
3. The challenges and impacts experienced by staff at all levels during and following the realignment, including issues related to role clarity, workload, and employee well-being;
4. Any measurable outcomes or qualitative benefits realized from the reorganization;
5. The design and effectiveness of the current organizational structure, including whether it has delivered the intended efficiencies.

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AND FURTHER BE IT RESOLVED that all findings and recommendations from the review be made publicly available and reported back to Council no later than Q4 2026.

Attachment:

1. Notice of Motion Checklist