



Report to Council

Department: Office of the CAO
Division: Office of the CAO
Date: November 3, 2025
Prepared by: Kate Giurissevich, CPA, CA, Chief Administrative Officer
Report Number: Office of the CAO-2025-07
Subject: "Annual Status Update to the 2024 Organizational Review"
Number of Pages: 89

Recommendation(s)

That CAO-2025-07 entitled "Annual Status Update to the 2024 Organizational Review" prepared by Kate Giurissevich, CPA, CA, Chief Administrative Officer dated November 3rd, 2025 be received.

Purpose

Organizational Reviews are documents that should be reviewed routinely to ensure the recommendations remain relevant and applicable to the current state of the organization.

Background and Discussion

At the Special Council Meeting of September 16, 2024, the following resolution was made:

SP24-09-003

Moved By Councillor Verbeek

Seconded By Councillor Hammond

That Office of the CAO Report-CAO-2024-10 entitled Organizational Review Update prepared by Doug Sweet, Chief Administrative Officer dated September 16, 2024, be received;

That Council endorse in principle all recommendations within the Town of Essex Organizational Review Final report as presented by Linton Consulting Inc;

That Council approve all recommendations within Phase 1: Foundation Building except for recommendation R2 which will be brought forward during 2025 budget deliberations;

That Council review all other recommendations within the Town of Essex Organizational Review report during budget deliberations over the next 3 years; and

That Council approve the 2024 post budget expense in the amount of \$16,268 to be funded from the Town's Salary Stabilization Reserve (as per Phase 1 critical recommendations identified in report CAO-2024-08).

An Organizational Review is an important exercise and is a key component to establishing the overall direction and priorities, and to support future staffing and Department make-up of the municipality. Town of Essex Administration is striving to be the best that we can be, and we are committed to looking for ways to meet the needs of our community while being fiscally responsible for the tax dollars we receive. We recognize that our ability to consistently deliver high-quality programs and services in a cost-effective manner depends on having motivated, first-rate staff and providing them with a positive and productive workplace environment. To ensure we are setup for success not only now but for the future, the Town undertakes an organizational review by an independent consultant approximately every 5 years to provide an assessment with recommendations on improvement options and potential organizational realignment, as was done in 2024.

The Organizational Review included recommendations and action items in a phased-in approach. The below summarizes the proposed recommended phases adopted by Council, as well as a status update for each.

PHASE 1: Foundation Building (first 6 months) September 2024- March 2025

Recommendation	Status	2025 Actual Cost
R1: Introduce Customer Experience Working Group in Fall 2024	Completed Meeting quarterly Customer Service Policy Implemented	N/A
R12: Establish two business units within Legislative & Legal Services and create/hire Manager, Legal, Licensing & Enforcement; implement staff changes in Fall 2024-Winter 2025	Completed Manager hired March, 2025 Legal Clerk effective* October 2025. Legislative Clerk to be hired by Q1 2026	\$20,626
R2: Establish two business units within Parks & Facilities - Parks & Projects and Facilities & Events; implement staff changes in Winter 2025	Completed Assistant Manager, Facilities and Events hired April 28, 2025	\$81,989
R5: Establish two business units within Corporate	Manager, Revenue and Customer Relations effective* January 2025	\$7,878

Services; implement management position changes in Fall 2024-Winter 2025		
R6: Merge all Town Hall customer service/reception/bill payment functions together in Fall 2024-Winter 2025	Completed July 2025 (Savings as a result of .5 FTE clerk unfilled)	\$(32,960)
R10: Expand Manager, Economic Development position to include strategic initiatives and create/fill Analyst, Economic Development & Business Relations contract position in Fall 2024	Completed Grant Analyst contract November 2024-November 2026. Manager, Economic Development job description changes effective November 2024	\$85,045

*Effective represents a position change not new hire.

PHASE 2: Capacity Building (within 3 years) September 2024-September 2027

Recommendation	Status	Budgeted Cost
R9: Shift bylaw enforcement function and staff to Legislative & Legal Services in Spring 2025	Completed Effective August 2025 By-law staff now located at Town Hall	N/A

R8: Create and fill IT Systems Analyst position in Winter 2025	2026 Budget Deliberations	\$110,183
R7: Centralize asset management coordination/oversight to Corporate Services and create a new Assistant Manager, Financial Analysis & Planning position in Summer 2025	2026 Budget Deliberations	\$136,910
R11: Refocus Capital Works & Asset Management business unit on managing capital projects and change IS Clerk to a full-time position. Add one additional FT Public Works Operator in Summer 2025	2026-2027 Completed hiring of one Public Works Operator. <i>Refocus of capital projects is dependent on R7 position being approved.</i>	\$95,600 (2025 Costs = \$23,900)
R3: Shift major capital projects from Community Services to Infrastructure Services in Fall 2025	2026-2027 <i>Reallocation of capital projects is dependent on R7 position being approved.</i>	To be determined
R4: Upgrade Fire Services Administrative assistant to fulltime and review Community Services program coordinator positions in Spring 2026	Completed <i>Reallocated and modified a part-time position to equate to 1 FTE</i> <i>CS Program Coordinator review to occur in 2026</i>	N/A

Given that the Organizational review was done at a point in time, Administration must review the recommendations at least semi-annually to ensure they remain relevant and analyze if any changes or revisions to the plan may be required. An appropriate balance of need, available budget dollars, and organizational impact must be considered before any recommendations are implemented. Based on this review, there are certain items not referenced in the above recommendations that have developed since September 2024. This includes the potential for increased staffing or a staffing model change in the Communications Division, Public Works Division, and the Planning Services Division.

Within the Communications Division under the CAO's Office, several large-scale projects including the website, employee intranet, and resident ticketing system have placed an increased workload on the department.

In 2024, a business case was developed by the Public Works Division that showed an additional Public Works Operator would be required to maintain current levels of service to meet Minimum Maintenance Standards (O.Reg. 239/02) and growth from development.

Within the Planning Services Division under Development Services, an increase in development applications, planning policy projects, an urgency among developers, and a limited candidate pool to fill a vacant position has created a large volume of workload for the Division of three staff and the director.

Administration will continue to monitor the organization, as well as those Divisions mentioned above, to determine potential gaps and required amendments to the Organizational Review. A report to Council will be made should further resources be required to continue desired service levels.

Financial Impact

Actual costs for the recommendations implemented in 2025 are expected to equate to \$186,478. These costs were funded from the tax levy, grants and salary stabilization reserve.

In 2026, Phase 2 planned recommendations above indicate an estimated cost of \$342,693 annually and will be brought forward for Council consideration in the 2026 budget deliberations.

Consultations

Brandi Sieben, Manager Human Resources

Ann Marie Unis, Manager, Finance

Marc Tortola, Manager Communications

Kevin Girard, Director, Infrastructure Services

Jake Morrassut, Director, Community Services

Joseph Malandruccolo, Director, Legal and Legislative Services

Lori Chadwick, Director, Development Services

Link to Strategic Priorities

- Embrace asset management best practices to build, maintain, and continuously improve our municipally owned infrastructure.
- Leverage our Town's competitive advantages to promote jobs and economic investment.
- Take care of our natural environment and strengthen the sense of belonging to everyone who makes Essex "home".
- Deliver friendly customer service in an efficient, effective, and transparent manner while providing an exceptional working environment for our employees.
- Build corporate-level and community-level climate resilience through community engagement and partnership and corporate objectives.

Report Approval Details

Document Title:	Organizational Review Update - Office of the CAO-2025-07.docx
Attachments:	- Final Report - V6 - Sept 16 2024.pdf
Final Approval Date:	Oct 28, 2025

This report and all of its attachments were approved and signed as outlined below:

No Signature found

Joseph Malandrucolo, Director, Legal and Legislative Services/Clerk - Oct 28, 2025 - 1:42 PM