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TAMRMS#: B05

6.11

Project and Change Management Advisor Position

Notice given by: Councillor Biermanski

BUDGET POSTPONED MOTION:

That operating business case, Project and Change Management advisor for \$102,200 is unfunded.

Administration's Understanding of the Intent of the Motion:

That the Project and Change Management advisor position requested would not be approved for 2026 and the funds transferred to the Growth Stabilization Reserve.

SUMMARY

The Project and Change Management Advisor will work closely with Project Sponsors (members of Executive Leadership) to advance and complete strategic and corporate projects, often managing the implementation of Council-directed and Council Strategic Plan initiatives. The work of the Advisor will strengthen the City's ability to deliver on priorities in a consistent, transparent, and accountable manner.

ALIGNMENT TO COUNCIL DIRECTION OR MANDATORY STATUTORY PROVISION

N/A

BACKGROUND AND DISCUSSION

The City projects are becoming increasingly complex, involving cross-department coordination, regulatory requirements, financial oversight, and increasing public expectations for efficiencies, transparency, results and communication. A dedicated Advisor will provide structure and governance across strategic and corporate initiatives, ensuring strong planning, scope and schedule reliability, risk management and alignment with Council and Executive direction. A dedicated resource with appropriate skills will ensure that projects follow corporate standards and industry best practices in project management, which significantly increases the likelihood of project success.

This position will also support successful change adaptation across the organization, reducing operational disruption and increasing employee readiness for new processes, technologies, service improvements, etc. Effective change management is critical to realizing the full value of investments/initiatives and minimizing the risks associated with transitions that affect employees or residents. By coordinating communication, engagement, training and transition planning, the Advisor will help build change-ready teams while ensuring initiatives deliver intended results.

This position will manage projects and provide change management advice on strategic and

corporate, cross-functional projects related to the Council's Strategic Plan, Organizational Excellence, initiatives originating from Council directions, the Internal Audit Steering Committee projects and other initiatives as requested by the Executive. The position will also help build capacity for projects and change management across the organization, with frameworks that are in place to provide a standardized approach.

Currently, the Branch Manager and one Advisor manage most of the high-level strategic and corporate projects in addition to other responsibilities of their positions. Some recent projects require more dedicated time, which is difficult to allocate with other responsibilities.

Looking ahead, the Project and Change Management Advisor will help with the team's capacity and capacity across the organization as they take on project management of cross-functional teams and provide change management advice. The position will also help to align roles and responsibilities within the Branch to ensure other services provided by the Branch are not impacted, and it will provide a path for succession planning with the transfer of knowledge and dedicated capacity.

STAKEHOLDER COMMUNICATIONS OR ENGAGEMENT

Feedback from the Executive and Leadership team was used to inform the request for this position and job description. The Leadership Team is part of the process to review all requests for positions, provide input and help finalize the positions that move forward to be funded.

IMPACTS OF RECOMMENDATION(S)

Financial:

If the motion passes, \$102,200 in unused assessment growth will be transferred to the Growth Stabilization Reserve in accordance with section ii. of Council Policy C-FS-05 Budget and Taxation Guiding Principles 14(b):

- ii. Any portion of the 55 per cent growth revenue not applied to business cases or capital charters during the budget process shall be transferred to the Growth Stabilization Reserve.

Compliance & Legal:

None at this time.

Program or Service:

The team will have limited capacity to provide project management and change management services, which may impact the successful execution of projects and achievement of desired outcomes. Other programs and services provided by the team may also be impacted if the team continues with limited capacity that stretches the team too thin across many services provided to the organization and Council.

Organizational:

The team will not be in the best position to provide project and change management expertise that supports and enables the delivery of desired outcomes for departments across the organization. This position would provide additional capacity across the organization and for the cross-functional team so that subject matter experts can use their time more efficiently while being part of the project and the achievement of desired outcomes.

Risks

- Strategic - *our ability to manage strategic and high-profile corporate projects and provide change management expertise will be impacted by continued limited capacity, which may also impact the achievement of desired objectives.*
- Culture - *lack of proper change management, especially for transformational projects, could have a significant impact on the organizational culture. Change management ensures that employees are fully supported through the change, which supports employee well-being.*
- Financial - *in the absence of dedicated change management advice on major strategic and transformational projects, we may need to hire externally. The costs associated with providing project and/or change management support are significantly higher than having a dedicated resource internally. The hourly rate for this type of position is between \$200-350 per hour.*
- People - This position would create an opportunity for more effective alignment of roles and responsibilities with a Branch, including a path for succession planning. It will add capacity to prevent employee burnout, not only on this team but also on teams across the organization that will benefit from this position.

ALIGNMENT TO PRIORITIES IN COUNCIL'S STRATEGIC PLAN

Working closely with project sponsors (Members of Executive Leadership), this position will be responsible for ensuring the successful completion of Council direction, including assigned projects related to the achievement of Council's Strategic Plan.

ALIGNMENT TO LEVELS OF SERVICE DELIVERY

Corporate Project Management - Provision of advice and support to departments and the organization regarding project management. This service also includes the management of assigned strategic and corporate projects and building capacity for project management across the organization.

Change Management - Provision of advice and support to departments and the organization regarding change management. This service also includes the management of assigned change management initiatives according to established objectives and timelines.

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