



# City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Cathy Volkering Carlile  
 General Manager, Community Services

**Date:** February 16, 2010  
**File:** 05-1695-01/2010-Vol 01

Phyllis L. Carlyle  
 General Manager, Law & Community Safety

Robert Gonzalez, P.Eng  
 General Manager, Engineering & Public Works

**Re: Replacement of Management Staff**

### Staff Recommendation

That the exempt positions attached to the report (dated February 16, 2010 from the General Managers of Community Services, Law & Community Safety, and Engineering & Public Works) be approved for recruitment.

Phyllis L. Carlyle  
 General Manager, Law & Community Safety  
 (604-276-4104)

Robert Gonzalez, P.Eng.  
 General Manager, Engineering & Public Works  
 (604-276-4150)

Cathy Volkering Carlile  
 General Manager, Community Services  
 (604-276-4068)

Att: 4

FOR ORIGINATING DEPARTMENT USE ONLY			
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>		<b>CONCURRENCE OF GENERAL MANAGER</b>
Human Resources	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<b>REVIEWED BY CAO</b> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

### Staff Report

#### Origin

On February 8, 2010 Council instructed:

*"That staff be directed to bring the replacement of management staff to Council for consideration prior to the recruitment process."*

This report outlines a request for 4 management positions to be recruited.

#### Analysis

During the budget process, staff are tasked to review the necessity of each and every position, including management and unionized staff. Programs are reviewed and staffing is adjusted as a result of the analysis.

At this time, there are 4 management positions requested to be reviewed. Each position has been included as an attachment (see Attachments 1 to 4). The duties and responsibilities of each position are summarized. Anticipated consequences if the position were to remain vacant are also presented for each vacancy.

A review of the qualifications of the existing staff indicates that there are no internal candidates qualified for these positions.

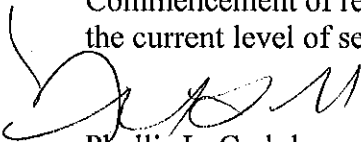
The longer the positions remain vacant does not translate directly into a cost saving for the City. In some instances, the costs escalate the longer the position remains vacant as external resources must be retained. In many instances, external consumers of the City's services will see a reduction in the expediency of the response.

#### Financial Impact

All of these positions are contained in the 2010 budget.

#### Conclusion

Commencement of recruitment for the positions contained within this report in order to maintain the current level of service.



Phyllis L. Carlyle  
General Manager, Law & Community Safety  
(604-276-4104)



Robert Gonzalez, P.Eng.  
General Manager, Engineering & Public Works  
(604)-276-4150



Cathy Volkering Carlile  
General Manager, Community Services  
(604-276-4068)  
PLC:prp



# City of Richmond

**DEPARTMENT:**

**Community Services**

**POSITION:**

**Affordable Housing Coordinator**

**JOB DESCRIPTION:**

Manage and Coordinate the implementation of the City Affordable Housing Strategy

Create and update policies, strategies and bylaws that result in development of affordable housing units in Richmond

Provide input regarding affordable housing requirements on major development projects and prepare housing agreements

Negotiate affordable housing contributions

Undertake intergovernmental negotiations and liaise with Metro Vancouver, BC Housing and CHMC

Manage the affordable housing reserve, analyse housing proposals and make recommendation to Council on expenditures

Work with not for profits to operate affordable housing initiatives

Update the strategy as required and day-to-day administration of the program.

**CONSEQUENCES IF POSITION NOT FILLED:**

Delays to implementation; loss of reputation among other government housing agencies, developers, and community groups; significant delays to housing agreements; delay on reports to Council seeking authority to proceed with projects; no designated City contact person for affordable housing. Set back the implementation of the affordable housing strategy. Significant delay to OCP, policy development, and development applications. Slow response to inquiries and no representation at intergovernmental meetings. No administration for the program.

**OPTIONS FOR REPLACEMENT:**

The City could fill this position with a consultant. If so the cost is likely to be considerably higher.

Reassign an exempt staff person with similar experience to take on this role. However, no staff available with necessary experience or available to take on this role without significant impacts.

**FUNDING**

This position is fully funded in the 2010 budget.



# City of Richmond

**DEPARTMENT:**

**Law & Community Safety**

**POSITION:**

**Manager, Community Safety Policy & Programs**

**JOB DESCRIPTION:**

Chairs the City's Joint Operations Team which responds to emerging issues in community safety that require a co-ordinated response between service providers

Prepares and presents reports for Council on emerging issues, such as the Policing Contract, Restorative Justice

Develops strategic and business plans for Community Safety and reports on the progress made  
Liaison to Richmond Safe Communities Alliance, Touchstone

Analyzes innovative initiatives in community safety and prepares recommendations for future

Monitors and evaluates the efficiency and effectiveness of service delivery models

Co-ordinates the agenda and report production for the Community Safety Committee

Develops and delivers innovative training plans to address gaps in existing programs

**CONSEQUENCES IF POSITION NOT FILLED:**

Reports to the Community Safety Committee will be reduced by 50%

Co-ordinated planning between first response agencies, such as Fire and Police, will be reduced

City response to emerging issues will be duplicated due to a lack of co-ordination by the Joint Operations Team

Linkages with external agencies such as BC Ambulance, TransLink, EComm at the staff level will be reduced

**OPTIONS FOR REPLACEMENT:**

The position is not suitable for a consultant. The duties are unique and not easily assumed by distributing them amongst existing staff.

**FUNDING:**

The position is fully funded in 2010 Budget.



# City of Richmond

**DEPARTMENT:**

**Engineering & Public Works**

**POSITION:**

**Senior Project Engineer**

**JOB DESCRIPTION:**

Deliver the City's civil capital construction program (\$50 million value in 2009 including sewer, water, drainage, pump stations and dike upgrades) on schedule and budget using a combination of staff, consultants and contractors.

Directly supervise 4 technical and professional staff and assign project work to all divisional staff as required.

Identify and implement effective and efficient strategies for capital program delivery.

Prepare and present reports to Committees and Council.

Represent the City on external committees such as the Agricultural Advisory committee and Metro Vancouver REAC and LWMP sub-committee.

Provide engineering support and expertise to City staff and customers.

**CONSEQUENCES IF POSITION NOT FILLED:**

Delayed implementation of the City's capital program including improvements to sewer, water and drainage systems to support development activity and the replacement of aging infrastructure. The City has recently secured \$14 million in grants, much of which supports the City's 2010 capital program. To secure the grant payments all eligible work must be completed by March, 2011. Failing to fill this position will place these grant funds at risk.

**OPTIONS FOR REPLACEMENT:**

The City could fill this position with a consultant. The consultant cost will be approximately double that of the RFT hire and maintaining the quality and efficiency of service delivery will be more challenging. There is currently no budget for this additional cost. 80% of the civil capital program design is currently delivered by consultants and using another consultant to manage these consultants would increase risk and decrease control.

**FUNDING**

This position is fully funded in the 2010 budget.



# City of Richmond

**DEPARTMENT:**

**Engineering & Public Works**

**POSITION:**

**Manager, Engineering Planning**

**JOB DESCRIPTION:**

Lead, plan, organize, direct, control and evaluate the activities of the Engineering Planning Group.

Set the 5 year capital program for water, sewer, and drainage infrastructure.

Coordinate and develop master plans and computer models for water, sewer, drainage and roads and sustain and develop related GIS information systems.

Directly responsible for 20 professional and technical staff.

Designated signatory for development related servicing and private utilities. Negotiate with developers on utility upgrades and servicing agreements to sustain development activity.

Liaise with regularly with Vancouver Coastal Health and Metro Vancouver on the maintenance of water quality and supply. Lead on ensuring delivery of the City's Liquid Waste Management Plan objectives.

Model, establish and update utility rates and requirements.

Act for Director, Engineering as required.

**CONSEQUENCES IF POSITION NOT FILLED:**

This position is critical to the ongoing functioning and development of the Engineering Planning group and essential to delivery of master planning efforts required to support the updated OCP in 2010 and development of the 2011 capital program. Not filling this position will result in program delays and postponements, overload staff and reduce opportunity for staff development.

**OPTIONS FOR REPLACEMENT:**

As one of the City's core management function, the duties of this position would not be suitable for contracting to a consultant. The management duties could be divided to subordinate and superior staff, however this would seriously overload those staff and result in delayed program delivery and reduced quality.

**FUNDING**

This position is fully funded in the 2010 budget.