



Staff Report

Infrastructure and Public Works

Report To: Committee of the Whole
Meeting Date: July 8, 2019
Report Number: CSPW.19.058
Subject: Creation of Senior Infrastructure Project Coordinator Position
Prepared by: Reg Russwurm, Director of Infrastructure and Public Works

A. Recommendations

THAT Council receive Staff Report CSPW.19.058, entitled "Creation of Senior Infrastructure Capital Project Coordinator Position";

AND THAT Council approve the revision of an existing Infrastructure Capital Project Coordinator position to a Senior Infrastructure Capital Project Coordinator position as outlined in Staff Report CSPW.19.058.

B. Overview

The purpose of this Staff Report is to consider the creation and hiring of a Senior Capital Infrastructure Project Coordinator through the restructuring of an unfilled Infrastructure Capital Project Coordinator role.

C. Background

Within the 2019 Budget, Council approved two Infrastructure Capital Project Coordinator positions to deliver the Town's capital program within the Infrastructure and Public Works Department (IPW). The primary reason for the positions is to provide the capital infrastructure required to address growth and replacement needs, plus off-load significant capital projects from operational managers and supervisors so they can focus more on achieving operational efficiencies.

The Town advertised for the Infrastructure Capital Project Coordinator positions for a three week period over April and May 2019. Of the applications, four candidates were selected to be interviewed. The Town was unable to successfully recruit a qualified applicant and the positions have since been reposted.

D. Analysis

The options available to the Town to fill the positions to deliver the infrastructure capital program are:

Option 1: Recruit Two Infrastructure Capital Project Coordinator Roles

Under this option, the same positions are re-advertised to attract candidates who may not have seen the posting the first time or wished to reconsider their application.

Given the competitive job market for the skill set required in the role, the original position posting in April was advertised widely and for an extended period of time. Unfortunately, the compensation and other job benefits offered did not draw the depth of experience or candidate qualities wished. There is little expectation that a significant different candidate set will be received.

Notwithstanding the concern that two fully experienced persons may be found through re-posting, Staff have re-posted the positions already while bringing this Staff Report forward for Council's consideration. The intention is to minimize the possible time it may take to have the positions filled.

Option 2: Create a Senior Infrastructure Capital Project Coordinator Role

In order to attract experienced candidates to the Town, this option considers the creation of a Senior Infrastructure Capital Project Coordinator Role. This position would be similar to the approved positions but require a higher minimal level of experience and take on additional responsibilities in assisting with developing and coordinating the departmental long range capital infrastructure program. The senior position would be rated at one job grader higher resulting in a net cost increase of \$3,475 for the remainder of 2019. The additional compensation is expected to attract more experienced applicants. The annualized increase, starting in 2020, will be \$7,200.

This revised position will be able to offer needed capital program development and coordination of resources along with related mentorship within the department. Currently this role is fulfilled by the Director of IPW but who often lacks the available time to concentrate on this activity particularly with inexperienced Staff. Supervisory responsibilities will not be transferred to the senior position but will remain with the Director.

The IPW Department is undergoing a review of internal engineering resourcing needs which may result in the creation of a formal Infrastructure Engineering Division and additional fulltime staff. A question to address is how a senior coordinator position would fit within this model. Should a Manager of Infrastructure Engineering role be created, the primary responsibility for the capital program and related supervisory responsibilities will shift from the Director of IPW to the Manager. Regardless if the Town builds internal engineering capabilities, the Town will continue to need experienced Staff to build, coordinate and deliver its infrastructure capital program. Staff feel the senior coordinator role is not in conflict or counter to the creation of internal engineering capabilities, but will complement the responsibility structure.

Option 3: Create an Interim or Acting Senior Infrastructure Capital Project Coordinator Role

In this option, an Acting or Interim Senior Infrastructure Capital Project Coordinator role is created to provide the experience necessary to bridge the Town from its current situation to when a decision is made about increasing internal engineering capabilities or new Staff gains the experience required for success in the role.

This approach can be accomplished through a contract position or the creation of an acting role should an internal qualified candidate accept. Typically, compensation for an Acting role is a 10% increase in the staff's hourly rate to take on added responsibilities. If a staff person at the rate of the Infrastructure Capital Project Coordinator role accepts the acting role, the annualized increase is \$10,000. A contract position would be at the same compensation as outlined in Option 2.

Recommendation

Staff feel that the successful delivery of the Town's capital program is best delivered by an experienced and balanced Staff compliment. Since the Town was previously unsuccessful in recruiting successful candidates for the two Infrastructure Capital Project Coordinator positions, Staff recommend that Council approve the reconfiguration of an existing Infrastructure Capital Project Coordinator position to a Senior Infrastructure Capital Project Coordinator position

E. The Blue Mountains Strategic Plan

- Goal #4: Promote a Culture of Organizational & Operational Excellence
Objective #1 To Be an Employer of Choice
Objective #4 To Be a Financially Responsible Organization
Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness
- Goal #5: Ensure Our Infrastructure is Sustainable
Objective #3 Implement Best Practices in Sustainable Infrastructure
Objective #4 Ensure that Infrastructure is Available to Support Development

F. Environmental Impacts

The successful implementation of a long-term infrastructure capital program will have one of its primary goals the mitigation of the effects of new infrastructure on the natural environment.

G. Financial Impact

The 2019 Approved Budget had this position for 6 months at a total cost of \$59,860, increasing this position to a senior level would cost an extra \$3,475 for 2019. This cost will be funded by the capital projects that this position is completing. The annualized increase, starting in 2020, will be \$7,200.

H. In Consultation With

Sam Dinsmore, Deputy Treasurer / Manager of Accounting and Budgets

Jennifer Moreau, Director of Human Resources

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. Comments regarding this report should be submitted to Reg Russwurm, directoripw@thebluemountains.ca.

J. Attached

None

Respectfully submitted,

Reg Russwurm

Reg Russwurm, MBA, P.Eng
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