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To: "Direct to Mayor and Council - DL" <CCDTMACDL@vancouver.ca>
Date: 6/30/2016 11:46:33 AM
Subject: Organizational Changes

Dear Mayor and Council,

Please see the below update to all staff that will be sent out at 12:00pm today on the developments related to our organizational structure and senior leadership. Please note, the embedded link to the media bulletin will be active at 12 noon.

Greetings City Staff –

I am writing to update you on a number of developments related to our organizational structure and senior leadership. Although not directly related to each other, the changes outlined below are motivated by a similar intent to ensure sufficient capacity for and focus on the critical aspects of our business, to clarify management accountability for that work, and to rationalize our senior leadership roles.

1. Planning & Development Services Reconfiguration

First, I am pleased to let you know the status of our recruitment efforts following Brian Jackson's retirement as General Manager, Planning & Development Services last November. As you may be aware, we have looked carefully at how to best service the City moving forward, taking into account input received from internal and external stakeholders and the significant demands associated with leadership of the Planning function.

Through this we identified the need to separate the roles and consequently we decided to proceed with the reconfiguration structure that entails the creation of two departments resulting in two separate General Manager roles to fulfill our future: General Manager, Development Services, Building and Licensing and General Manager, Planning, Urban Design and Sustainability. We also decided to proceed with recruitment for both General Manager positions concurrently. The search for those two positions has been very comprehensive and has received significant interest locally, nationally and internationally.

Development Services, Building and Licensing

We are very pleased to welcome Kaye Matheny Krishna as the General Manager, Development Services, Building and Licensing. Kaye has extensive experience in local government, most recently as a Principal with HR&A Advisors, a real estate and planning firm, and previously as the Chief of Staff and Deputy Commissioner, Strategy and Operations for the New York City Department of Housing. She also spent several years as a management consultant. Kaye holds a Master's Degree in Urban Planning and a Bachelor's degree in International Relations. She begins August 1. Please see this [media bulletin](#) for additional information regarding her appointment.

Kaye's portfolio will include Development Services and Buildings, as well as the Licensing, Property Use and Animal Services functions that are managed by Andreea Toma and currently report through Community Services. This realignment creates a great opportunity to integrate our permitting, licensing and enforcement functions and positions.

As part of Kaye's immediate efforts, we'll be appointing an expert panel to look at ways to improve the development process in Vancouver, including tools that can be utilized through city processes to increase the supply of affordable housing in Vancouver.

Planning, Urban Design and Sustainability

The second General Manager portfolio will include our Planning and Urban Design functions, as well as Sustainability. This GM will fulfill the statutory responsibilities of the Director of Planning under the Vancouver Charter and will lead the City's work on land use, urban design and the negotiation of major developments. I am

excited by the direct alignment of Sustainability with Planning and I believe this change will further enhance our capacity to deliver on the City's Greenest City objectives. Our success in becoming the Greenest City in the world and in achieving 100% reliance on renewable energy by 2050 depends on the effective integration of these goals into our long-term urban planning work.

With respect to our recruitment for the GM, Planning, Urban Design and Sustainability, that process is ongoing. I hope to be in a position to confirm an appointment in the near future.

I really want to thank Jane Pickering for her leadership in serving as the Acting General Manager of Planning and Development Services. Under her leadership, we've managed to dramatically improve our permitting process, while also moving forward our planning efforts, including the recently approved Joyce Collingwood Station Area Plan and preparing the Grandview-Woodland Plan for Council. She will continue to lead the Planning team until the GM recruitment process has been completed.

2. Vancouver Services Review and Business Planning Secretariat

Over the past 6 months, we have spent a considerable amount of time in discussions with senior staff in the Vancouver Services Review (VSR) Office and other business units regarding the portfolio of projects currently supported by the VSR team, as well as the type of initiatives that we anticipate over the coming months and years.

Since its inception in 2009 as a corporate project management office, the VSR team has led the successful implementation of major organizational changes and complex, cross-department initiatives, with impressive results. Now, the mandate and the nature of projects tasked to VSR has evolved and, as such, it is appropriate that we reassess the form of project support services delivered centrally, and the optimal structure for delivering that support.

Guided by that forward-looking orientation, I am moving to integrate the VSR team with the Business Planning Secretariat to create a Business Planning and Project Support service in the City Manager's Office. I believe the consolidation of our corporate business strategy capabilities with the project implementation expertise of the VSR Office creates an opportunity to manage these essential resources in a more holistic manner, and ensures we are assigning the appropriate skill sets to critical projects at the right points in time. This change will also simplify the process for departments seeking business advisory and/or project delivery support services.

I am pleased to confirm that Karen Levitt has accepted the responsibility to lead the combined function. In this capacity, Karen will maintain the VSR's existing reporting relationship to the City Manager's Office, with the Deputy City Manager holding direct accountability for executive oversight. Karen's strategic acumen and broad understanding of the City's many businesses, gained over her 25 years with the organization, will be critical assets as she takes on this expanded role.

With this consolidation of the VSR and Business Planning functions, Teresa Hartman will be leaving the City to pursue other opportunities. Teresa has made invaluable contributions to the city over the course of her 17 year career with the Vancouver Public Library and, most recently, her 6 years spent as the leader of the VSR. She has been instrumental in the development of the VSR as a robust project management function, and played a direct role in the successful implementation of projects that have had a transformative impact on our organization.

I want to recognize and thank Teresa for her hard work and the important results she has achieved as a key member of our senior leadership team. I know you will join me in wishing Teresa the very best.

3. Human Resources

Since September of last year, Andrew Naklicki has been covering Paul Mochrie's previous responsibilities as General Manager of Human Resources on an acting basis. It is my pleasure to confirm that Andrew has agreed to continue as the City's HR lead, with the title of Chief Human Resources Officer, on an ongoing basis.

Andrew has been with the City of Vancouver for 17 years and has served for the past 8 years as the Deputy General Manager of Human Resources. Andrew's extensive experience also includes HR roles with Telus, Loblaw, and Canada Post. Andrew is highly capable and committed to supporting our managers, staff and HR team as we continue the ongoing effort to ensure that the City is an engaging, inclusive and high-performing organization.

I do not intend to replace Andrew's previous role as Deputy GM of HR. Andrew will be working with the HR leadership team to identify any subsequent changes in roles and responsibilities.

I have decided to make all of these significant changes with the intention of improving how our City works with the building and development industry, and how we support business and efficiency improvements internally. These changes are often difficult, so I appreciate your patience in the coming months as this new structure takes shape.

I am also very happy to welcome Kaye and Andrew to the Corporate Management Team. I hope you'll join me in congratulating Andrew, Karen and Kaye.

Best,

Sadhu

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