

# CITY OF HAMILTON

## PUBLIC WORKS DEPARTMENT

### DIRECTOR, CORPORATE ASSET MANAGEMENT

#### SUMMARY OF DUTIES

Reporting to the General Manager, Public Works, this position will be accountable in three areas: Corporate Asset Management, Corporate Fleet Services, and Public Works Departmental Programs and Initiatives.

**Corporate Asset Management:** This position will be accountable as an executive sponsor for implementing an integrated business approach to corporate asset management City-wide. Responsible for documenting and championing the long-term strategies, principles, and direction for managing corporate assets as identified by Council and senior leadership. Develops a robust governance framework for a Corporate Asset Management Plan combining multi-disciplinary management techniques (technical, financial, and community-based) over the life cycle of municipal infrastructure assets. Responsible for ensuring promotion of long-term sustainability of managing assets, while balancing community needs and maximizing financial resources. Engages asset owners from across the organization on the evolution of managing all corporate assets cohesively, with the goal of aligning numerous Master Plans within an organization-wide prioritization framework. Follows industry best practices related to asset management strategy, systems, processes and continuous improvement.

**Corporate Fleet Services:** This position provides strategic leadership to a multi-functional team engaged in the delivery of Fleet Services to internal clients. Assumes lead accountability and responsibility for service delivery, Capital Planning & Contract Management, Fleet Services Management and Compliance, setting goals, standards and business plans to improve services and meet the needs of clients and stakeholders. Manages people and resources, ensuring the highest level of value and return is realized for resources expended. Ensures programs are provided in accordance with City and Provincial guidelines and in the most effective and efficient manner consistent with the City of Hamilton's Mission and Vision.

**Public Works Departmental Programs and Initiatives:** This position assumes lead accountability for developing and managing programs and processes at the Departmental level including: strategic planning & associated processes, quality management, continuous improvement, performance measurement, as well as a robust department wide operational planning regime with the objective of driving change that will positively affect the performance of the Public Works portfolio and enhance public service to the community.

#### RESPONSIBILITIES

**Corporate Asset Management:**

Creates and manages a sustainable governance framework for managing corporate assets that comprehends, interprets, and weighs factors such as strategic plans, organization objectives, business requirements, service levels, risk, and community needs against available financial resources to support cohesive informed and effective decision making across the City's corporate asset management portfolio. Formalizes where oversight and responsibility for the Corporate Asset Management Plan and implementation process resides within the City.

Establishes policies and strategies to facilitate asset owners to plan, design, construct, acquire, operate, maintain, renew, replace and dispose of corporate municipal infrastructure assets in a way that ensures sound stewardship of public resources while delivering effective and efficient customer service. Undertakes analysis and develops strategies to manage assets at the lowest lifecycle cost in consideration of risk.

Works with the Senior Leadership Team (SLT) to develop and implement risk based operational, maintenance and capital strategies. Provides business intelligence, reporting and analysis to support the strategies. Contributes to the leadership team and corporate initiatives.

Manages the review of the master planning process and recommends priorities in alignment with strategic objectives established by Council and senior leadership (such as asset productivity and asset performance) based upon available funding, risk and need.

Identifies gaps and leverages opportunities between business units to align assets with the strategic plan of the Corporation; champions continuous improvement by developing solutions and promoting a commitment to new approaches and initiatives to resolve divisional/departmental challenges.

Delivers professional services and sound, strategic policy advice on issues related to the portfolio to meet the growing needs of Council, senior leadership, staff, the public, residents and businesses of the City of Hamilton; establishes policies and procedures such as asset level of service, investment planning, monitoring & reporting, and support services.

Facilitates discussion on the prioritization of social, health, growth and infrastructure related resources to maneuver strategically within competing financial needs. Promotes community benefits, being the supplementary social and economic benefits arising from infrastructure projects that improve the community well-being.

Coordinates approach and stewardship to align asset management planning with the City's financial plans, budget and other relevant Acts, policies, frameworks, and plans. Supports informed decision making and planning with respect to sustainability of service, optimization of corporate assets while minimizing lifecycle costs, and risk mitigation and management.

Creates a Corporate Asset Management Plan as a recognized and consistent tool for making business decisions related to forecasting and budgeting activities. Develops financial strategies in partnership through the corporate capital budget process to ensure the long-term (up to 100 years) sustainability of City assets. Ensures compliance with sound financial and legal principles. Supports business practices with tools that enable transparent and repeatable analysis to support decision makers and asset owners.

Identifies opportunities to move allocated funding between departments, based on established corporate guidelines, to deliver higher value to the City and to better facilitate attainment of City-wide needs.

Consults, advises, coaches and mentors business units across the organization; builds consensus amongst asset owners across the corporation, encouraging collaboration to optimize resources allocated. Leads and facilitates leadership level discussions and agreement about the integration of plans, by leveraging the collective and diverse expertise of asset owners across departments and divisions, to jointly deliver on corporate objectives.

Leads the development of a robust, transparent and defensible capital investment plan across all service areas by linking level of service targets, asset performance and risk assessment; promotes teamwork and integration between asset owners and with other parties participating in cross-functional and cross-program initiatives.

Provides updates at regular intervals as required by Ontario asset management regulation O.Reg 588/17, or as requested by Council or senior leadership.

Leads complex change initiatives and manages the cultural shift of stakeholder groups towards a strategic organization wide lens being applied to the management of all corporate assets.

Monitors asset management and technology research, trends and developments with a focus on making recommendations to improve corporate asset management processes and practices.

**Corporate Fleet Services:**

Develops and implements a strategic business plan(s) that improves efficiency and generates a high level of client satisfaction (Sensational Service) by providing a fleet that is fit for use, reliable, affordable, safe, fuel efficient, environmentally friendly and compliant with all codes and regulations.

Develops a robust Green Fleet program and takes direct action on reducing greenhouse gas emissions (GHG) from city fleet vehicles. Ability to reduce fleet greenhouse gas emissions while balancing the needs of the city's delivery of services. This position will facilitate the discussions on new green initiatives with key stakeholders, provide policy recommendations to meet the GHG reduction targets, and formalize these actions in a plan.

Creates policies and strategies in consultation with the internal client groups for overall improvements in the delivery of fleet services (Collective Ownership) that support internal clients in meeting their own service objectives to Council and the community.

Oversees Corporate Fleet Services to ensure safety, service quality, cost-effective and timely delivery of services, and environmental and legislative compliance. Oversees a twenty-four hour, seven-day week emergency response system for Fleet emergencies. Fleet excludes Fire, Police, Paramedics and Transit.

**Departmental Programs and Initiatives:**

Leads the development, implementation and management of strategic and operational planning processes within Public Works

Leads the development, implementation and management of a Quality Management framework and program for the Public Works Department including all elements of a ISO 9000 or 55000 framework.

Provides leadership on the implementation of Corporate and Departmental strategic plans.

Makes recommendations to the General Manager on services, policies and programs while striving to continuously improve processes and identify opportunities for cost-reduction.

**GENERAL DUTIES**

Leadership - Creates a workplace culture that demonstrates corporate values and specifically prioritizes people and performance; supporting continuous improvement to achieve service excellence through employee engagement, collaboration and teamwork; supporting and championing the corporation's Cultural Pillars;

Planning – leads long-range strategic planning that ensures the sustainability of Programs and services; by using a “best practices” approach develops and delivers quality services; establishing and achieving departmental goals and objectives.

Employee Performance Management – ensures that all staff are fully job competent, qualified and motivated to achieve excellence through their position; creating a customer service focus amongst staff; encouraging innovation and creativity, sharing and collaboration; leading a high functioning, results driven management team.

Program Performance Management - ensures that all activities are performed in compliance to applicable policies, regulations, plans, protocols, quality standards and budgets; implementing, facilitating and supporting continuous improvement initiatives as a core function.

Customer Service Management - ensuring that services are delivered in a manner that builds confidence in the Division's services and that issues are addressed responsibly.

Provides professional opinion, advice and guidance through consultation, including reports, to Council and its Committees. Conducts presentations on behalf of the Division as required.

Oversees the development, monitoring and performance of annual operating and capital budgets.

Monitors and examines market conditions and emerging trends that impact the Municipal sector.

Ensures compliance with Provincial and Federal statutes and regulations and Municipal bylaws and policies.

Works in accordance with the provisions of applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures related to Occupational Health and Safety.

Performs other duties as assigned with are directly related to the responsibilities of the position.

**QUALIFICATIONS**

1. Significant experience related to the duties outlined above, normally accompanied by a University Degree in Engineering, Planning, Commerce, Business, Economics or related field or an equivalent combination of education and relevant work experience.
2. Significant experience in public infrastructure asset management and quality management, including industry best practices and their strategic applications and asset management business principles. Familiarity with ISO 9000, 55000 and Ontario Regulation 588/17 is required.
3. Certified Asset Management Professional (CAMP) designation, or ability to obtain a relevant asset management designation, is desirable.
4. Progressive experience in strategic fleet and physical asset management (linear and vertical), project management and the development of prioritized, evidence-based capital, operational and maintenance budgets via asset level condition, risk and performance condition.
5. Extensive senior management experience in a multi-stakeholder, preferably municipal, environment with public accountability. Proven ability to function as a member of a leadership team and build consensus amongst diverse cross-boundary teams. Strong conflict resolution, negotiation, mediation and facilitation skills.
6. Strategic insight, innovation and critical/analytical decision-making skills with an advanced ability to build evidence-based proposals and link strategies and planning to business objectives, and strategy development, while leveraging ingenuity and innovation.
7. Knowledge and understanding of business planning and budget preparation, including capital investment rationalization, asset operating and maintenance planning and lifecycle value analysis.
8. Must possess excellent interpersonal skills, with the ability to communicate effectively both verbally and in writing with a diverse group of stakeholders on a variety of issues. Proven experience in providing strategic advice to senior leadership on policy and asset management issues.
9. Demonstrated ability to deal effectively with elected officials, representatives of other levels of government, management, asset owners, peers, staff and the general public. Well-developed presentation skills with the ability to articulate messages clearly and effectively to a variety of audiences

**THE INCUMBENT SHALL COMPLY WITH ALL HEALTH AND SAFETY POLICIES AND PRACTICES FOR THIS POSITION AND THE WORKPLACE.**

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