




Hamilton

# INFORMATION REPORT

<b>TO:</b>	Chair and Members Public Works Committee
<b>COMMITTEE DATE:</b>	March 22, 2021
<b>SUBJECT/REPORT NO:</b>	Temporary "Road Official" Role (PW21013) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Kelly Kavanagh (905) 546-2424 Ext. 6635
<b>SUBMITTED BY:</b>	Dan McKinnon General Manager Public Works Department
<b>SIGNATURE:</b>	

## COUNCIL DIRECTION

Not applicable.

## INFORMATION

The purpose of this information report is to inform Council of temporary measures being undertaken within the Public Works Department relative to the oversight role of the City's transportation network.

COREinternational Inc. was engaged in 2020 to conduct a structural health check of the Public Works Department. The purpose of this review was to evaluate changes made to the Public Works organizational structure throughout 2017-2018 to evaluate the effectiveness of those changes and identify any potential remaining gaps or weaknesses. The changes that occurred in 2017-18 resulted in the reduction of three senior positions within Public Works in the form a single Senior Director and two Director positions. Additionally, and as a result of implementing the organizational design criteria developed through this initial review Public Works also reduced the number of staff at the Manager level from approximately 35 to 31 since 2017.

Notwithstanding the reduction in these strategic roles this most recent review demonstrates progress since 2017 in reducing structural compression, having the right people in the right roles, and improved collateral teamwork across the Public Works

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

leadership team. While the new organizational structure supports these positive changes a strong emphasis on quality and document management systems and continuous improvement combined have created a very positive outcome.

The structural health check did however identify findings relative to oversight and management of the City’s transportation network as well as an additional program area unrelated to transportation; analysis of the other findings will be presented to the appropriate standing committee via a separate report. The balance of this report discusses the findings relative to the operation and management of the City’s transportation network and more broadly the City’s Municipal Road Allowance.

COREinternational Inc. identified an operational weakness as it relates to oversight of the management and operation of the City’s road network, and an opportunity to designate a centralized “road authority” role that would provide consistent coordination and oversight of Public Works role and responsibilities with respect to working in the Municipal Road Allowance. Stakeholders from the Public Works Department, as well as the Planning and Economic Development Department, were consulted as a result of the reciprocal nature of work impacting transportation infrastructure. The organizational design criteria developed through the original CORE assignment and applied specifically to assess the proposed design alternatives are expressed as:

- Establish adequate resource to provide overall operation, management and oversight of the City’s transportation network
- Be aligned to deliver on the City’s strategic priorities: Complete Streets and Open for Business
- Provide a single point of accountability for the delivery of the Complete Streets vision - the Road Authority
- As much as possible, reduce or eliminate co-ordination costs
- Provide for the effective allocation of capital
- Clearly articulate decision authorities for all roles
- Better manage, and where possible eliminate, risks to the municipality

After consultation with stakeholders in Public Works, as well as support staff in Human Resources, the recommendation from a structural and role design perspective is to create a temporary Chief Road Official position, at the Director level, for a period of up to 24-months to act as the “road authority” on an interim basis. The purpose of this report is to inform Council of the intention to recruit a Chief Road Official, on a 24-month temporary basis, to undertake the necessary steps to define and operationalize a road authority role that will better manage risks to the City’s transportation network, including; bringing clear accountability within Public Works as it relates to the City’s obligations to maintain and operate the road network; undertaking the necessary policy and procedure development to ensure that the City is operating the network appropriately; coordinating and developing appropriate procedures with counterpart Directors responsible for transportation planning and development-related transportation approvals and initiatives

in PED; and supporting key strategic initiatives. Recruitment to this position will be undertaken in Q2 - 2021.

This approach is reflective of continued collaborative efforts to review organizational structure and workforce efficiency as it pertains to the ability to deliver quality and efficient services. Per the Budgeted Complement Control Policy, the creation of the 24-month temporary position is at the discretion of the General Manager providing that adequate financial resources are available as to not create an unfavourable budget variance. This Director level position will not be directly supported by dedicated administrative staff throughout the assignment but rather will share existing resources as needed. Additionally, the funding for the position will come through active gapping by way of slightly extending vacancies of positions that are deemed to be appropriate and will not create an adverse effect on operations. It is expected that approximately \$228,000 is required on an annual basis.

Reporting to the General Manager of Public Works, the temporary Chief Road Official will be accountable for the Public Works Department’s responsibilities with respect to the operation, control and management of the Transportation Network. Core responsibilities and key deliverables will include:

- Providing oversight, advice and championing of the long-term strategies, principles, and direction approved by City Council for managing the Transportation Network.
- Collaborating, and working through and with others, to deliver a comprehensive approach to designing, building, operating, and maintaining roads.
- Engaging all stakeholders and asset owners from across the organization on the evolution and managing of the municipal Right of Way cohesively.
- Providing guidance and support to ensure approved standards are being met.
- Ensuring desired outcomes through effective and consistent application of the City of Hamilton’s Complete Streets Design Manual.
- Acting as a key stakeholder to the implementation of the City of Hamilton’s Transportation Master Plan.

An evaluation of the Chief Road Official work will be conducted prior to the conclusion of the temporary 24-month period. The purpose of which is to determine if the road authority outcomes are required on a long-term or permanent basis, in the context of maintaining a Chief Road Official, whether the role should be modified in scope, or if it can be aligned and absorbed into an existing role.

It is noted that the Chief Road Official will include setting criteria, guidelines and parameters, and structurally solidifying the work performed by Public Works in transportation infrastructure. It will not change accountabilities, authorities or

responsibilities required in other roles in the Planning & Economic Development Department, including those responsibilities and authorities related to transportation planning, active transportation, parking, development approvals, and delivery of growth-related infrastructure.

The current organizational structure, and system of work, as it relates to managing and operating the road network is fragmented and creates organizational risk in that it permits for partial accountabilities and responsibilities, impacting quality management, financial resources and document control. There are significant risks such as instances where decision authorities are unclear, particularly in relation to the stewardship of Complete Streets and the allocation and distribution of capital within transportation infrastructure projects. One of the key deliverables of this assignment is to clarify and make recommendations to ensure the City’s role as municipal Road Authority is clearly documented and communicated for the long term to enable the City to enjoy the opportunities that exist as they relate to the transportation network while adequately addressing risks.

In addition to the important issues articulated above it remains essential there is a plan for institutional continuity, sustainability, and knowledge transfer for the future leadership of the Public Works Department. To ensure that Public Works is positioned with the right work, at the right level, at the right time, further development opportunities, in addition to current development plans, may need to be implemented. The creation and filling of the requested temporary leadership position now, allows for overlap and development of new leaders and the continuity of institutional knowledge. This approach permits for business continuity and operational readiness as skill gaps are filled now, while development continues for future needs.

The development of a Chief Road Official role is key to achieving improvement to service delivery, by reinforcing strategy via authority and structure, and having clear accountabilities and responsibilities at the right levels. The work requires a steward at the appropriate level for long-term as well as day-to-day activities. Reorganizing work within Public Works through the creation of a Chief Road Official role at a Director level, increases the value on our strategic vision and reinforces the necessary accountability in our service delivery for transportation infrastructure thereby supporting our ability to meet the current and future needs of the organization and the community that we serve.

#### **APPENDICES AND SCHEDULES ATTACHED**

Not applicable.