

Capital & Special Projects Manager

General job information

| Division: | Operations | Job Number: | OP-18 |
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| Job Title: | Capital & Special Projects Manager | | |
| Department: | Building Services | Reports to: | Director of Operations |
| Supervisory: | Yes | Pay Grade/Band: | 4 |

Job Summary

Reporting to the Director of Operations, the Capital & Special Projects Manager plays an integral leadership role within the Operations Division supporting Peterborough Housing Corporation (PHC) in the delivery of capital planning, procurement and special projects within the City and County of Peterborough.

The Capital & Special Projects Manager is responsible for the development, implementation, and management of PHC's long-term capital investment strategy. This includes identifying and prioritizing infrastructure needs, coordinating project planning and execution, and managing associated budgets. This role ensures consistent communication and collaboration with internal stakeholders and external partners to effectively deliver capital projects on time, within budget, and to specification.

The Capital Planning & Special Projects Manager is responsible for implementing procurement strategies, facilitating transparent and fair processes, managing vendor communications, and ensuring compliance with PHC procurement policies and directives. This includes proactively mitigating procurement-related risks, and ensuring contracts are awarded in alignment with organizational goals, budget considerations, and industry best practices.

The Capital & Special Projects Manager leads projects outside the scope of routine maintenance, including significant renovations, facility upgrades, or specialized infrastructure initiatives. The Capital & Special Project Manager communicates regularly with senior leadership, providing transparent progress reports and recommendations for continuous improvement of project outcomes.



Main Responsibilities

1. <u>Develop, Implement and Monitor Multi- Year Capital Plans, including:</u>

- a. Conducting annual needs assessments utilizing various data sources such as maintenance requests, property inspections, unit inspections, and asset lifecycle indicators to effectively inform and align multi-year capital plans with strategic goals and priorities.
- b. Preparing and managing detailed operating budgets for multi-year capital initiatives, ensuring accurate forecasting and allocation of financial resources.
- c. Identifying, sourcing, and assisting with funding applications for external capital funding opportunities (e.g., CMHC, COCHI, or other available funding programs) to optimize financial support for capital projects.
- d. Regularly tracking, monitoring, and reporting financial performance related to capital plans, producing clear and timely financial updates on a monthly, quarterly, and annual basis to ensure transparency and accountability.
- e. Identifying and analyzing expenditure variances promptly, preparing actionable mitigation strategies to effectively manage potential risks associated with the capital plan and budget.
- f. Ensuring cash flow projections and adjustments for infrastructure projects, continuously reviewing and updating budgets to reflect changes and maintain financial control.
- g. Conducting research, feasibility studies, and thorough analysis to develop and refine both short-term and long-term infrastructure planning initiatives, complemented by periodic evaluations and infrastructure condition assessments.
- h. Identifying opportunities for cost savings and efficiency improvements, including strategic sourcing, leveraging vendor relationships, pooling of contracts, and implementing innovative procurement strategies to reduce overall project expenditures.
- i. Facilitating regular collaboration and communication with key stakeholders and cross-departmental teams to ensure integrated planning, effective resource allocation, and alignment of capital projects with broader organizational objectives.
- j. Maintaining detailed documentation and records management practices for all capital projects to ensure compliance, ease of audit, and historical tracking of project decisions and outcomes.

2. <u>Develop, Manage, and Implement Short and Long-term Capital Services priorities, including:</u>

- a. Establishing priorities for capital services through comprehensive analysis of infrastructure needs, asset lifecycle assessments, and organizational objectives.
- b. Identifying and integrating best practices related to capital projects, infrastructure



- upgrades, sustainability initiatives, and preventive maintenance to maximize asset lifespan and improve performance across PHC's housing portfolio.
- c. Establishing clear project quality indicators, setting thresholds for project performance, and developing effective follow-up mechanisms to address project deviations or deficiencies promptly.
- d. Continuously monitoring, analyzing, and adapting to evolving legislative and regulatory compliance requirements impacting capital projects and special initiatives.
- e. Identifying opportunities to leverage risk management strategies, including the pooling of services, collaborative procurement processes, and bulk purchasing agreements, to achieve cost efficiencies and risk mitigation.
- f. Conducting thorough quality assurance inspections on capital projects and related documentation to ensure strict adherence to standards, specifications, and contractual obligations.
- g. Maintaining consistent and effective communication with vendors and contractors to uphold PHC's building quality standards, promptly addressing and resolving any issues of non-compliance.
- Developing, implementing, and managing a robust process to accurately track, monitor, and enforce project-related warranties, ensuring all claims are managed effectively.
- Contributing actively to the development of the Operations Division's annual work plans, clearly defining expected outcomes and establishing measurable performance indicators.

3. Oversight of PHC's asset life cycle including:

- a. Developing, establishing, and documenting comprehensive building standards for PHC owned and managed properties, ensuring standards encompass current accessibility guidelines, sustainability practices, and regulatory compliance, and that these standards are clearly communicated and consistently implemented.
- b. Implementing and monitoring quality assurance protocols to verify that routine and preventative maintenance activities adhere to established building standards, promptly identifying deficiencies, reporting them for immediate action, and evaluating them for incorporation into future capital improvement plans.
- c. Conducting systematic assessments and periodic reviews of PHC's infrastructure portfolio and asset inventories to determine the current operational state, performing detailed property site inspections as required to evaluate infrastructure conditions, identify urgent maintenance needs, and support strategic planning.
- d. Reviewing and analyzing annual unit inspection reports to identify recurrent issues and common deficiencies that should be prioritized within the capital project



- planning process, ensuring resources are efficiently allocated to address these matters in a proactive and cost-effective manner.
- e. Collaborating with relevant Department managers to develop and refine action plans that address identified building deficiencies, utilizing current state data to enhance and inform strategic capital investments and special project initiatives.
- f. Establishing robust processes for the efficient and effective acquisition, deployment, ongoing maintenance, renewal, and disposal of both existing and new assets, ensuring all actions align with Policies, Directives, industry best practices, and broader public sector guidelines.

4. Develop, implement and monitor Procurement processes, including:

- a. Developing PHC's procurement framework, including standard operating procedures (SOPs) that comply with Policies, Directives, and with provincial and municipal requirements, embed best practice, consistent rigor and due diligence.
- b. Providing support to procurement leads in the development of required procurement documents (ie: technical specifications, evaluation criteria), ensuring compliance with the directives and standard operating procedures.
- c. Writing technical specifications for all procurement including all capital, new construction and asset renewal projects.
- d. Ensuring all required building standards, including accessibility requirements, are embedded into all infrastructure related procurement initiatives, including contracts.
- e. Facilitating procurement processes including the management of procurement documents in accordance with SOPs, collecting and documenting receipt of proposals or bids.
- f. Leading the procurement evaluation process by coordinating all phases, from the initial opening and review of submissions to the final selection of the successful proponent. This includes clearly communicating evaluation criteria, overseeing scoring consistency, ensuring impartiality and transparency.
- g. Providing guidance on procurement policies and best practices, managing discussions and decisions, managing vendor communication, and presenting final recommendations for approval.
- h. Ensuring contract negotiations are completed and compliant by either by leading the negotiation process or supporting the negotiation process with the project lead.
- i. Ensuring all procurement documents are collected and retained in a centralized location and in accordance with PHC Directives.
- j. Monitoring procurement initiatives following contract award, including conducting quality assurance against the contract terms and conditions to ensure compliance with the contract. Where risks or deficiencies are identified, work with the project lead to resolve the deficiencies address including facilitating vendor meetings and



- where appropriate exercise all options available under the contract, including termination of the contract.
- k. Establishing an annual procurement workplan, identifying contract expiry dates, timelines for renewal of recurring contracts and timelines to initiate procurement processes were required in according with PHC's Procurement Directive.
- I. Assisting with project management where requested.
- m. Establishing quality assurance standards to be embedded and assessed into all vendor contracts, including the mechanisms to be used to conduct regular assessments of each contract and address deficiencies.

5. <u>Develop</u>, implement and monitor the Vendor Management Program including:

- a. Developing and maintaining a master vendor list, ensuring it is current, accurate, and aligned with organizational needs and procurement strategies.
- b. Conducting regular and recurring performance reviews with vendors to systematically assess effectiveness in meeting contract specifications, quality standards, timelines, and budgetary expectations.
- c. Collecting feedback on vendor performance from internal end-users using standardized evaluation forms, facilitating consistent reporting and informed decision-making for vendor relationships.
- d. Convening regular vendor meetings to foster open communication, proactively address potential concerns, clarify expectations, and strengthen partnerships.
- e. Addressing performance concerns directly with vendors as issues arise, documenting discussions, outcomes, and agreed-upon improvement measures clearly.
- f. Providing recommendations regarding actions required to rectify performance deficiencies that vendors have not adequately addressed, in accordance with contractual terms.
- g. Monitoring vendor compliance with applicable regulatory standards, PHC policies, health and safety requirements, and broader public sector procurement practices.
- h. Maintaining comprehensive records of vendor performance evaluations, contracts, communications, and actions taken to ensure accountability and transparency in vendor management.
- Identifying opportunities to enhance vendor relationships, streamline procurement processes, achieve cost efficiencies, and implement continuous improvement initiatives.

6. Oversight for Special Projects including:

a. Ensuring comprehensive project plans are developed, clearly defining scope, timelines, responsibilities, and budgets, while maintaining strict adherence to



- procurement policies, directives, and industry best practices.
- b. Leading special projects from initiation through completion, managing project teams, coordinating resources, resolving issues proactively, and ensuring projects are delivered on time, within budget.
- c. Regularly monitoring and reporting on special project milestones, performance indicators, risks, and outcomes to senior leadership, ensuring transparency and facilitating informed decision-making.
- d. Coordinating cross-departmental communication and collaboration to ensure special projects align with organizational strategic objectives and priorities.
- e. Serving as the primary liaison for property-related insurance claims, coordinating closely with insurance providers, adjusters, and contractors to ensure timely resolution and compliance with insurance policies and standards.
- f. Collaborating closely with the Operations Leadership Team on the onboarding and integration of new properties into the portfolio, ensuring a seamless transition, clear communication, and effective implementation of operational protocols.

7. Provide Leadership and Supervision of Departmental Staff, including:

- a. Communicating a positive, supportive, safe, and diverse workplace culture within the Department.
- b. Ensuring effective utilization of the Department's staffing resources and an appropriate and adequate level of resourcing for day-to-day and annual work plan priorities.
- c. Monitoring Departmental performance objectives and indicators and pivoting as required.
- d. Ensuring direct reports understand their role in supporting and adhering to corporate policies and programs.
- e. Promoting positive employee relations through the effective, fair, and consistent application and administration of applicable Collective Agreements and workplace Policies.
- f. Meeting 1-on-1 with direct reports regularly and facilitating team meetings.
- g. Giving feedback to direct reports regarding their performance, including progressive discipline, adhering to Human Resources Policies, Directives, and Procedures.
- h. Ensuring effective communication and information sharing to staff.
- i. Providing effective training, coaching, and motivation to direct reports.
- j. Identifying, encouraging, and supporting opportunities for professional development and promotion of direct reports.
- k. Monitoring direct reports to ensure they are in compliance to the statutes and regulations of the Occupational Health and Safety Act, RSO 1990, and all other relevant employment and labour legislation.



8. Other Duties as Required:

- a. Providing operational coverage for other Departmental Manager's during absences.
- b. Participating in an on-call schedule; being available for after-hours emergency calls.
- c. Preparing and presenting reports to the Executive Leadership Team (ELT).
- d. Serving on internal and external committees as required.
- e. Other duties as assigned.

Financial Scope

- 1. Authorizing purchases in accordance with PHC's Procurement Policy, Directive and Procedures.
- Developing the annual capital budget for building services through analysis of historical expenditures, projected maintenance needs, industry benchmarks, and organizational priorities.
- 3. Tracking external funding sources (i.e. CMHC, COCHI) for capital projects, ensuring compliance with funding agreements, accurate financial reporting, and maximizing utilization of available funds.
- 4. Tracking expenditures and spending trends monthly and implementing strategies for budget adjustments or cost-saving measures within department.
- 5. Monitoring and reporting quarterly for Board reports the status of the approved budget, identifying variances that put the budget at risk, including mitigation strategies to ensure adherence to the annual budget.
- 6. Ensuring expenditures and contracts are in compliance with procurement practices and follow broader public sector best practices.

Required Qualifications

- 1. 3-year post-secondary Diploma of equivalent in project management, facilities management or building technology / trades.
- 2. Advanced knowledge of project management.
- 3. Demonstrated experience writing technical specifications.
- 4. Demonstrated knowledge managing complex tendering and procurement process, preferably construction related.
- 5. Demonstrated knowledge of residential building requirements, including building codes, fire code, municipal by-laws and the ability to read blueprint and technical specifications.
- 6. Proficiency in word processing, spreadsheet and database software applications.



- 7. Previous working experience in a skill trades environment.
- 8. Knowledge of the Occupational Health and Safety Act.
- 9. 3 years' experience in managing / supervising staff in an unionized.
- 10. Demonstrated ability to develop and implement programs, that include setting deliverables, performance objectives, monitoring and reporting.
- 11. Exceptional communication and interpersonal skills, with the ability to build relationships and effectively engage with staff at all levels.
- 12. Demonstrated ability to handle competing priorities and meet established deadlines.
- 13. Demonstrated commitment to providing exception customer service, holding self and others to the highest standard to deliver quality service.
- 14. Respectful of others' diversity of opinions and perspectives.
- 15. A self-starter who consistently displays a positive, is confident, and approachable; and who readily shares and solicits information and input.
- 16. Demonstrated ability to appropriate assess risk to property, self, others and PHC and implement mitigation strategies within the parameters of the position.
- 17. Valid driver's license, insurance, and access to a reliable vehicle, with the ability to travel as needed.
- 18. Acceptable Police and Vulnerable Sector check.

Competencies

| Competency | Definition | Behavioural Description |
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| Customer Service | · · · · · · · · · · · · · · · · · · · | Establishes and maintains effective customer relationships. |
| | | Assesses and addresses underlying internal and external customer needs beyond those originally expressed. |
| | | Identifies and implements best practices and solutions to improve customer service. |
| | | Designs processes around the customer experience. |
| | | Implements systems to record and analyze customer feedback and the overall customer experience. |
| | Coaches employees on how to manage and build internal and external customer relationships. | |
| | | Fosters an environment where employees are empowered to put customers first. |



| | | Coaches team to consider and integrate the customer experience into all decisions. |
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| Relationship Building | Relates comfortably with people across levels, functions, cultures, and geographies. Builds rapport in an open, friendly, and accepting way, even when facing difficult or tense situations. Identifies interpersonal and group dynamics and reacts effectively. Solicits input from others constantly and listens with empathy and concern. Identifies information that is relevant and helpful for others and shares it as appropriate. | Establishes and maintains relationships with peers, clients, employees, and leaders across the organization. Leverages moments of vulnerability to strengthen existing relationships. Uses established connection, trust, and professionalism to sustain relationships through conflict. Coaches others on uncovering similarities and celebrating differences with individuals across differing demographics, cultures, and geographies. |
| Collaborative | Works well with others both on the team and cross-functionally to achieve individual, team, department, or organizational goals. Values diverse input and working with others as a way to achieve the best output possible. | Reaches out to other teams and departments to build collaborative, cross-functional relationships. Works with a wide range of teams and readily shares lessons learned and credit for team accomplishments. Provides the space and resources necessary for teams to collaborate cross-functionally. Leads initiatives to improve cross-functional team effectiveness. Coaches others to navigate differing inputs from stakeholders. Leads a diverse team and solicits differing perspectives to develop unique solutions or ideas. |
| Decision Making / Problem Solving | Simplifies complex problems by using critical thinking to evaluate problems, gathering information, incorporating multiple perspectives, understanding causes, | Actively seeks input from multiple information sources to evaluate situations and understand the cause of problems. Evaluates pros and cons of multiple options and selects a plan of action that capitalizes on trade-offs. Removes obstacles and addresses problems |



| | and identifying best- possible solutions. Invests time in planning, discovery, and reflection to drive better decisions and more efficient implementations. Adopts an audience-centric approach, understanding the needs of the audience and incorporating them, as appropriate, into the decision. | before they impact performance and results of their team. • Demonstrates ability to synthesize information or multiple perspectives and apply an analytical lens to problems to draw logical conclusions. • Initiates and leads the evaluation and assessment of possible solutions and their risks. • Provides recommendations and achieves buy-in for potential solutions. • Demonstrates ability to critically evaluate work tasks and effectively prioritize them. • Takes ownership over decisions and their consequences. |
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| Leading Through Change | Adjusts thinking and behavior to resiliently face change, and uses experience to fuel growth. Enables the process of change and transition while helping others deal with the effects of change. Displays self-awareness of their personal reaction to change and regulates their response. Acts as a change champion, communicating the why behind the change and aligning with the organizational direction. | Adopts best practices to lead their team through change. Understands that change is constant and treats it as a growth opportunity. Actively advocates for change when appropriate and encourages change adoption among team members. Recognizes and responds to different emotional reactions to change from team members. Clearly communicates how the change will affect current team- or department-specific practices. Listens and responds to feedback regarding change and discusses with senior leaders. Readily adapts to change and encourages change adoption among others. |
| Negotiation | Negotiates in a manner that results in positive business outcomes while maintaining strong relations with the other party. | Successfully negotiates with internal and external groups to facilitate decisions. Develops a specific negotiation strategy and adapts it to changing circumstances. Listens, questions, and challenges others' proposals without damaging relationships. Identifies when it's appropriate to be assertive and when to compromise without ceding on key needs. Recognizes common needs and interests to develop win-win outcomes. |



| | | Negotiates with external clients and vendors and manages relationships and outcomes. Coaches peers and direct reports on how to effectively negotiate. Assumes full responsibility for negotiation outcomes and meeting deadlines for decisions or solutions. Uses trust and accountability to develop and maintain long-term relationships. |
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| Communicative | Genuinely and intentionally communicates. Relays key messages effectively, targeted to specific audiences. Identifies others' communication styles and perspectives, adjusting language and approach accordingly. Employs active listening to understand, rather than reply. Asks for, integrates, and values feedback from team, peers, and leaders. | Reads verbal and non-verbal cues to deepen the understanding of others' perspectives and interpret responses to their words and actions. Articulates thoughts and expresses ideas effectively using written, verbal, and visual communication skills. Encourages others to participate in open discussions and provides feedback when appropriate. Tailors messages according to the needs of different audiences. Does not jump to conclusions or act on assumptions. Seeks support to improve communication and shares best practices on how to effectively communicate with others. Is receptive to others' communication styles and preferences. |
| Influencing | Develops a leadership presence in the organization. Intentionally forms strong, trusting relationships. Manages up, down, and across effectively by anticipating and responding proactively to stakeholder reactions. Leverages their understanding of stakeholder management to influence perception and direction. | Establishes a reputation as an open, trustworthy, experienced professional whose advice and opinions are valued. Develops strong relationships with peers, employees, and leaders across departments. Anticipates the impact of one's approach on the emotions and sensitivities of others. Customizes discussion and presentations to include "what's in it for me" for the audience and emphasize the value of an idea. Knows how to appropriately use influence to achieve outcomes when lacking formal authority. |



| Managing Risk | Identifies what is needed to achieve strategic or organizational objectives. Seeks out and incorporates multiple perspectives, experiences, and industry trends to develop a holistic perspective. Negotiates to achieve individual goals while thinking of the larger organizational implications. Operationalizes ideas within the business model. | Uses the strategic plan as an ongoing point of reference and governance tool. Proactively implements and communicates team-level goals required to achieve long-term strategies. Aligns and communicates team-level decisions with organization's vision, mission, and values. Seeks out, encourages, and incorporates a diverse set of internal and external perspectives when making decisions. Seeks to reflect on, gather, and plan using pertinent information from others before jumping into action. |
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| Curating the Employee Experience | Looks for opportunities across the employee lifecycle to engage and connect individually with each member of the team. Creates an environment where employees feel included, valued, informed, and engaged. Spends time on reflection to understand personal connection with organizational core values and alignment with self. | Understands that team members' personal lives and work intersect to impact the employee experience, and remains flexible to changing needs. Proactively seeks opportunities to interact with team members and make an individual connection throughout the employee lifecycle. Informs team regularly of relevant updates and decisions. Encourages employee involvement by actively seeking and attempting to respond to employee feedback regarding the employee experience. Reflects on personal connection and alignment with the organizational values. |
| Accountable | Takes ownership of outcomes, positive or negative, without blaming others within the team or cross-functionally. Recognizes when they are not approaching a situation with accountability but instead with a blame mindset. Takes accountability for | Establishes expectations for themselves and team members. Monitors and provides feedback to teams on ways to improve the quality of deliverables and meet defined objectives. Empowers team members to take ownership and responsibility for completing the tasks and deliverables assigned to them. Proactively seeks out projects and opportunities to help others and take on shared accountabilities. |



| | assigned tasks and executes on deliverables in a timely manner. | Helps team members understand and become aware of their mindsets, guiding them toward ownership and accountability and away from assigning blame. |
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| Resource Planning | Allocates time to upfront planning to distribute work in alignment with goals, manage resources, and prioritize. Analyzes the environment from multiple perspectives to better understand implications and leverages scenario planning to prepare for multiple outcomes and manage complexity. | Encourages team to prioritize work to deliver objectives to the highest standard and on time. Identifies opportunities to improve the effectiveness and efficiency of work processes. Identifies in advance when results of a particular project or task may not be achieved and develops a plan to address the risk. Contributes to organizational scenario planning to help forecast and prepare for external risks. Leads the development of team project plans. Identifies and plans to acquire resources needed to achieve team objectives. |
| Managing Talent | Actively, intentionally, and continuously manages the entire talent lifecycle of their team including talent attraction, management of performance through goal setting, feedback, and coaching; ongoing support of talent; and personalized career development. | Collaborates effectively with all stakeholders in the recruitment processes. Helps new hires connect to the organization's mission, vision, and values and their new team members. Supports team members in accomplishing goals. Provides regular feedback that is clear, descriptive, and actionable. Adopts a mindful, reflective approach to coaching through a strong understanding of employees' strengths, weaknesses, and role interdependencies. Addresses poor performance in a timely manner. Continuously encourages employee development by exposing people to appropriate learning opportunities. Recognizes positive performance and celebrates team achievement. |
| Business Acumen and Financial Literacy | Makes decisions based on a solid understanding of the business goals, functions, processes, and | Demonstrates knowledge of business practices and processes when making decisions. Communicates connections between |



the wider industry. Applies financial knowledge to address organizational needs. Demonstrates an understanding of the connections between business units and the larger organizational impact of decisions.

different functions to team members and acts in a way that is consistent with the organizational objectives.

- Demonstrates basic financial literacy when reading financial documents and when communicating the "why" behind new projects.
- Uses organization-specific language and financial metrics appropriately to effectively communicate about all facets of the business.
- Provides recommendations to address business problems that align with organizational goals.
- Identifies opportunities to improve functionspecific processes to better align with organizational goals.
- Measures the success of projects with relevant business and financial metrics.
- Monitors use of budgets and identifies costeffective approaches to adhere to them.

Staff Reporting to the Capital and Service Delivery Manager

Directly supervises 1 full time staff.

Working Conditions

The standard work schedule for this position is 35 hours per week, with core hours between 8:30 a.m. and 4:30 p.m., Monday through Friday. As part of the non-union group, there are times when extended hours are required to attend meetings, community events, or respond to urgent situations.

This position is 40% in office and 60% in the field. The position involves prolonged periods of visual and mental focus, requiring sustained concentration. The job also involves handling continuous scrutiny and pressure to prioritize and balance the needs of employees, tenants, the community, and shareholders.

Confidentiality

All employees are required to sign and abide by Employee Confidentiality and Code of Conduct and Ethics Values.

Accommodation

Accommodation requests will be reviewed on an individual basis in compliance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA) and any other Federal or Provincial legislation.



Disclaimer

The statements contained in this job description reflect the general details necessary to describe the principal functions of this position, the level of knowledge and skill typically required and the scope of responsibility. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned.