



**THE REGIONAL MUNICIPALITY OF NIAGARA  
CHIEF ADMINISTRATIVE OFFICER RECRUITMENT COMMITTEE  
AGENDA**

**CAORC 2-2021**

**Tuesday, January 26, 2021**

**3:30 p.m.**

**Meeting will be held by electronic participation only**

Due to efforts to contain the spread of COVID-19 and to protect all individuals, there is no public access to Niagara Region Headquarters. If you are interested in viewing this meeting or would like to speak to an item listed on the agenda please contact the Office of the Regional Clerk at [clerk@niagararegion.ca](mailto:clerk@niagararegion.ca) at least 24 hours in advance of the meeting.

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<b>1. <u>CALL TO ORDER</u></b>	
<b>2. <u>DISCLOSURES OF PECUNIARY INTEREST</u></b>	
<b>3. <u>PRESENTATIONS</u></b>	
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None.	
<b>5. <u>ITEMS FOR CONSIDERATION</u></b>	
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8. **NEXT MEETING**

The next meeting date is to be determined.

9. **ADJOURNMENT**

If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisor at 905-980-6000 ext. 3252 (office), 289-929-8376 (cellphone) or [accessibility@niagararegion.ca](mailto:accessibility@niagararegion.ca) (email).

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**MEMORANDUM**

**CAORC-C 2-2021**

**Subject: Chief Administrative Officer Recruitment – Background Information**

**Date: January 26, 2021**

**To: Chief Administrative Officer Recruitment Committee**

**From: Franco Meffe, Director Human Resources**

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This memo provides background information with respect to the recruitment of the Chief Administrative Officer (CAO), including items that were discussed and/or requested by members of the Chief Administrative Officer Recruitment Committee (CAORC) at its initial meeting held on January 12, 2021.

The following is a summary of the aforementioned items and any corresponding attachments:

1. The CAO updated Job Description (Appendix 1).
2. The Executive Competency Library (Appendix 2).
3. The minutes of the CAORC meeting CAORC 5-2016 dated July 20, 2016 (Appendix 3).
4. Overview of the 2013 and 2016 CAO recruitment process.
5. Survey results of recent CAO recruitment activity of other municipal/public sector employers.

**Item 1 – CAO Job Description**

Attached at Appendix 1 is the updated Niagara Region job description for the position of CAO. As per normal process, when a vacancy occurs and a recruitment is initiated, a review of the job description is undertaken to ensure it accurately reflects the position requirements as it pertains to education, knowledge, responsibilities, special requirements, and reporting relationships. The job description is then approved by the hiring authority and HR to confirm that appropriate qualifications, principal functions, and responsibilities for the position are accurately captured. The attached job description was updated to ensure alignment with By-law No. 2020-09, which provides the roles and responsibilities of the CAO.

The CAORC is required to approve the updated job description as written, or approve with any amendments. The job description will then be further approved by Regional Council through ratification of the CAORC minutes of this meeting.

#### Item 2 – Executive Competency Library

Attached at Appendix 2 is the Niagara Region Executive Competency Library which contains the list of competencies applicable to executive level positions, including the position of CAO. They include the following seven competencies: Strategist, Change Leader, Relationship Builder, Organization Guardian, Business Acumen, Navigates Complexity, and Drives Engagement,

The job description and executive competency library are key tools that will be used by the Executive Search Firm (ESF) in the recruitment process, subject to any refinement by the CAORC Committee.

#### Item 3 – Minutes of the CAORC meeting CAORC 5-2016 dated July 20, 2016

These minutes contain CAORC-C 6-2016 Phelps Group Consultation Summary that summarized the stakeholder feedback they received pertaining to CAO characteristics and key traits; the CAORC requested this information for their review.

As discussed at the CAORC meeting on January 12, 2021, the CAO Recruitment Procedure Terms of Reference (TOR) require that, in consultation with the CAORC, the ESF is to develop the key CAO character traits and competencies required to move the organization forward. Once an ESF is selected, the CAORC has options available to them on how to proceed in directing the ESF in the development of the CAO character traits and competencies, those options include the following:

1. Commence the stakeholder review from scratch;
2. Use the character traits and competencies that were collected in 2016;
3. Take the character traits and competencies from 2016 and conduct a review and potential refresh, including revisiting the stakeholder consultation process in any review;
4. Another option approved by the CAORC.

In accordance with the TOR, the CAORC should consider the direction it will provide to the ESF regarding the development of the key CAO character traits and competencies.

#### Item 4 – Overview of the 2013 and 2016 CAO recruitment process

In 2013, Odgers Berndtson, was selected by a Single Source procurement as the ESF and in 2016, Phelps Group was selected through a Modified Single-Source procurement as the ESF. In both cases, they were selected to support the CAORC with recruitment for the Region. The ESFs respectively followed a similar process, undertook a national search, and promoted the candidate profile through various media. This work was complemented by active outreach to leaders in various sectors and the respective firms' network.

There were some differences in approach in each of those years. In 2013, a review and amendment of the job description occurred with input from and approval by Regional Council. In 2016, a comprehensive stakeholder consultation was undertaken with members of Regional Council, senior staff at the Region, and external municipal and business community member with the intent to develop the CAO character traits and competencies in the recruitment process, which received approval of Regional Council.

The overall efforts in each year resulted in candidates being selected for initial consideration, and preliminary screening interviews occurred. Following this screening process, candidates were presented to the respective CAORC's for short-listing and preferred candidates were invited to participate in two rounds of interviews. Following that stage in the process, once the preferred candidate had reference checks and education verifications, the offer of employment was presented and approved by Regional Council.

#### Item 5 – Survey results of recent CAO recruitment activity of other municipal/public sector employers

In anticipation of recruitment activities with the CAORC, it was determined that a scan of recent CAO level recruitment would be helpful to provide as information to the CAORC to support their mandate in facilitating the recruitment of a CAO, namely, the next steps in selecting an ESF. As a result, staff reached out to the twelve Local Area Municipalities (LAMs) and to our Regional Single-Tier Municipalities (RSTM) working group to inquire about the status of their CAO. Specifically, if a recruitment had been initiated and/or completed recently, and if yes to the latter did the municipality engage an ESF. At our CAORC meeting on January 12, 2021, staff advised that they would bring the brief survey results to this meeting.

We received responses from eleven LAMs, two of which were currently in the recruitment process involving the use of an ESF:

- Town of Niagara-on-the-Lake = Legacy Partners;
- City of Welland indicating they were just commencing the Request for Proposal (RFP) process for an ESF.

Since this time, the City of St. Catharines and City of Niagara Falls have both indicated that they too will be proceeding with a CAO recruitment process, it is uncertain at the time of this memo as to whether or not an ESF will be involved.

We also received responses from seven RSTMs, five of which were currently in the recruitment process resulting in the use of an ESF:

- Durham Region = Odgers Berndtson
- City of Hamilton = Odgers Berndtson
- City of Toronto = Odgers Berndtson
- Waterloo Region = Legacy Partners
- York Region = Not disclosed

At our CAORC meeting on January 21, 2021, it was requested that staff also reach out to the Niagara Peninsula Conservation Authority (NCPA), and the Niagara Parks Commission (NPC) to request this information. Staff did so and received responses from both organizations; the NPCA advised that they engaged the ESF Feldman Daxon, and the NPC advised they engaged the ESF Odgers Berndtson, with the latter noting that no RFP was conducted as this ESF was on the Provincial Vendor of Record list.

The items above along with the corresponding attachments noted are provided as relevant information to assist the CAORC in the next steps in the recruitment process.

Respectfully submitted and signed by

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Franco Meffe  
Director, Human Resources

# Niagara Region Job Description

## Chief Administrative Officer

### Corporate Administration

Job ID .....1DD01

Job Level..... 14

Division ..... Administration

Reports to Regional Chair &amp; Regional Council

### Job Summary

Reporting to Regional Council, the Chief Administrative Officer (CAO) is responsible for exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality. As the senior appointed official of the regional municipality, the Chief Administrative Officer shall lead and direct the members of the Corporate Leadership Team in carrying out the responsibilities of the Region, in accordance with the policies, plans and by-laws approved and established by Council, including the CAO Roles and Responsibilities By-law.

### Education

- Post-secondary degree in Political Science, Public Administration, Business Administration or in a field directly related to municipal functions.
- Master's degree in Political Science, Public Administration, Business Administration or in a field directly related to municipal functions is preferred.

### Knowledge

- 10 years senior municipal management experience leading large and complex portfolios and implementing multi-year business and financial strategies.
- Over 10 years senior municipal management experience leading large and complex portfolios and implementing multi-year business and financial strategies are preferred.
- Professional designation(s) are preferred.
- Executive Diploma in Municipal Management as recognized by the Associate of Municipal Manager, Clerks and Treasurers of Ontario (AMCTO) is preferred.

### Responsibilities

*Oversees the development and implementation of the Region's corporate multi-year business and financial strategies in support of Council objectives to ensure the efficient and effective delivery of services to the citizens of Niagara.*

- Administers the business affairs of the Region and reviews the annual department business plans to ensure alignment to the Region's strategic direction and in support of Council's objectives.
- Establishes success indicators, measurement tools and standards to assess service delivery performance and stakeholder satisfaction, ensuring performance expectations are monitored and issues addressed.

- Ensures operational processes, policies and protocols are established and compliance is monitored, assessing changes in legislative/regulatory requirements, identifying potential areas of vulnerability and risk, and recommending to Council approaches to resolve issues and mitigate risks.
- Identifies controversial and politically sensitive issues that may impact the organization's success and reputation, assessing potential risks and developing strategies to address issues.
- Identifies and develops opportunities and strategies for cost efficiencies and improving quality and services delivered, ensuring continued alignment with Council's priorities.
- Provides Council with long-term financial impacts to the Region and taxpayers of current decisions / budgets.
- Monitors financial trends and opportunities in the external environment, assessing the impact on Council's objectives and the organization's viability.
- Ensures the integrity and accuracy of financial reporting systems and ensure the proper maintenance of sound financial controls.
- Engages the Corporate Leadership Team in budget strategies, decision-making and communicating service impacts to Council.

*Develops, manages, and approves annual and multi-year Capital and Operating budgets for the business units reporting to the CAO, ensuring support of Council's objectives, financial transparency and accountability, budget adherence, and identifying and explaining variances and financial reporting is effectively managed in compliance with corporate financial policies. Authorize, administer and reinforce the use of sound procedures relating to the acquisition of goods and services for the organization in accordance with the procurement policy and procedures. Approve the delegation of corporate/department budget ownership outside of established guidelines for commissioners and directors.*

*Accountable for strategic, long range people resource planning for the organization, supporting corporate culture and strategy, ensuring an engaged workforce resulting in optimal people performance by determining ideal organizational structures and systems that facilitate public sector values of transparency, accountability, inclusion and citizen-focused service.*

- Implements the organization's people strategy of continuous improvement, learning and development, accountability for results, attraction and retention of top performers and recognition of achievements
- Ensures employee performance, career development, and succession planning activities are created to facilitate employee growth and development.
- Recommends to Council the appointment, suspension or dismissal of Commissioners.

*Develops and manages relationships with internal and external stakeholders, ensuring strategic initiatives and governance, financial and performance expectations are managed and fulfilled.*

- Provides advice and guidance to the Regional Chair, Councilors and Committees of Council in the development of public policy, ensuring that Council is provided with complete, impartial and accurate information for the purposes of making informed decisions and by-law approvals.
- Develops, establishes, liaises and maintains relationships with the Federal and Provincial governments, the Region's local municipalities, other government agencies, and the residents of the Region in general.
- Represents and speaks on behalf of the Corporation in a manner consistent with the policies of Council to ensure the best interests of the Regional Municipality of Niagara are met.

## Special Requirements

- In accordance with the Corporate Criminal Record Check policy, the position requires the incumbent to undergo a Criminal Records Check and submit a Canadian Police Clearance certificate.



- Supports emergency operations under the incident management structure in the position of Emergency Operations Centre (EOC) Director, or will designate an alternate, and will have overall authority and responsibility for the activities of the EOC.
- Regional staff strive to enable the strategic priorities of council and the organization through the completion of their work. Staff carry out their work by demonstrating the corporate values of service, honesty, choice, partnership and respect.

## Supervision

<b># of Reports</b>	<ul style="list-style-type: none"> <li>• Direct: 9-14</li> </ul>	Indirect: 3000+
<b>Titles of Direct Reports</b>	<ul style="list-style-type: none"> <li>• Commissioners of Departments/Medial Officer of Health/Treasurer</li> <li>• Regional Clerk</li> <li>• Directors</li> <li>• Executive Assistant &amp; Administrative Lead</li> </ul>	

## Working Conditions

- Typical office environment.
- Attend all meetings of Council and its Committees as required.
- Business travel required.
- Frequent evening and weekend commitments.

## Approvals

By approving this job description, those signing are agreeing that the above describes the appropriate qualifications and principal functions and responsibilities for the position.

	Name	Signature	Date
<b>Manager</b>			
<b>Manager Once Removed</b> <i>(Minimum Director)</i>			

### IMPORTANT NOTE

The Region of Niagara reserves the right to change, amend or disuse this job description at any time. This document is intended to provide an overview of the required responsibilities and qualifications.



# Executive Competency Library

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## Strategist

Develops a long range course of action that aligns to Council Strategic Priorities. Has strong knowledge about the strengths and weaknesses of their organization. Understands and acts upon rapidly changing environmental trends, opportunities and threats.

- Sees the big picture, constantly imagines future scenarios and creates strategies to move organization forward
- Is able to clearly and vividly articulate their desired future state in a way that is understood and meaningful to others
- Uses financial information and data/information from multi sources to support decision making and planning
- Understands risks, and accepts and pursues actions within an acceptable level of risk
- Takes a collaborative approach to developing strategy to gather best thinking and ensure input and alignment from key internal and external stakeholders

## Change Leader

Always communicates a compelling rationale for change. Makes required adaptive responses both feasible and desirable to all stakeholders. Creates genuine motivation and commitment from others to act as sponsors of innovation and change, allocating required resources to support change.

- Serves as a catalyst for change. Continuously seeks ways to improve performance and the strategic orientation of the organization
- Effectively and consistently communicates messages about the need for change and the vision of the organization after the change
- Ensures provision of adequate resources for change efforts. Includes funding, technology and human resources
- Holds others accountable for cross organization cooperation and collaboration to support change

### **Relationship Builder**

Establishes relationships with, and influences a complex network of others, whose cooperation is required for organizational success. Stakeholders might include Council members, local area municipalities, provincial or federal representatives/employees, residents, current or future business partners, labour representative's Regional employees and other stakeholders.

- Takes responsibility for the development and the quality of internal and external stakeholder relationships
- Understands stakeholder needs and concerns over the short and longer term to enable support and cooperation
- Ability to apply different communication approaches for interacting and communicating to align to the thinking and perception preferences of others
- Assesses personal behaviour from a cultural, technical and/or political perspective to objectively evaluate own impact

### **Organization Guardian**

Consistently holds self and others accountable for the continued growth and health of the organization. Makes decisions, often difficult, that are in the best interests of the Region. Continuously promotes the Region both internally and externally.

- Does everything possible to continually grow a positive reputation for Niagara Region both internally and externally
- Ensures accountability for continuous improvement for the purpose of cost effectiveness and quality of service
- Champions and facilitates cross departmental integration
- Ensures that innovation, collaboration and best practices are reflected in products and services provided by the Region

### **Business Acumen**

The ability to manage human, financial, and information resources strategically with the purpose of enabling Council Business Plan and health of organization both over the short and longer term.

- Has a strong understanding of the Region's financial processes. Oversees the development and management of annual and multiyear budget
- Protects physical assets and ensures the fulfillment of all regulatory requirements
- Builds and manages workforce based on organizational goals, budget considerations, and resourcing requirements. Ensures integrity in all people practices
- Ensures effective use of technology and technology systems to achieve results

## **Navigates Complexity**

Logically works through complex situations, problems, issues and opportunities with the purpose of creating positive solutions or actions.

- Breaks down a complex situation into manageable parts in a systematic way
- Seeks to understand root causes of difficult problems
- Recognizes several likely causes of events, and/or consequences of actions
- Deals constructively with problems that do not have a clear solution or outcome
- Evaluates pros and cons, risks and benefits of different solution options

## **Drives Engagement**

Creates an environment where current and future employees consider the Region to be the employer of choice in Niagara. Current employees are motivated to do their best to help the organization achieve its objectives.

- Communicates vision and priorities to employees in a way that generates excitement, enthusiasm and commitment
- Models desired behaviour including corporate values
- Uses multiple strategies to promote organizational morale and productivity
- Consistently keeps employees informed of key organizational information, activities and other elements that have an impact on the collective group
- Invites input from others at all levels from across the organization
- Makes people feel that their contributions are valued



**THE REGIONAL MUNICIPALITY OF NIAGARA  
CHIEF ADMINISTRATIVE OFFICER RECRUITMENT COMMITTEE  
AGENDA**

CAORC 5-2016

Wednesday, July 20, 2016

11:30 a.m.

Committee Room 4

Niagara Region Headquarters

1815 Sir Isaac Brock Way, Thorold ON

Pages

1. CALL TO ORDER
2. DISCLOSURES OF PECUNIARY INTEREST
3. PRESENTATIONS
4. DELEGATIONS  
None.
5. ITEMS FOR CONSIDERATION
  - 5.1 CAORC-C 6-2016 3 - 40  
Phelps Group Consultation Summary
6. CONSENT ITEMS FOR INFORMATION
  - 6.1 CAORC 4-2016 41 - 43  
Minutes - Chief Administrative Officer Recruitment Committee  
Wednesday, June 22, 2016
7. OTHER BUSINESS
8. MOTION FOR CLOSED SESSION

9. CLOSED SESSION
10. BUSINESS ARISING FROM CLOSED SESSION ITEMS
11. NEXT MEETING  
The next meeting will be held at the call of the chair.
12. ADJOURNMENT

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## Office of the Regional Chair | Alan Caslin

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CAORC-C 6-2016

July 20, 2016

### Memorandum

**TO:** CAO Recruitment Committee

**FROM:** Alan Caslin, Regional Chair

**DATE:** July 19, 2016

**SUBJECT:** PhelpsGroup Consultation Summary

Colleagues,

Please find attached the summary results from PhelpsGroup summarizing the stakeholder feedback they received pertaining to CAO characteristics and key traits.

PhelpsGroup conducted a combination of in-person meetings, telephone discussions and a secure electronic survey across the following stakeholder groups in accordance with CHR 03-2016:

- Regional Council
- Niagara Region's Corporate Leadership Team
- Niagara Region Directors
- Local area municipalities
- Education Sector
- Business/Industry Sector
- Health Sector

Representatives from PhelpsGroup will be present for the July 20, 2016 CAO Recruitment Committee (CAORC) as well as the July 21, 2016 Regional Council meeting to respond to any questions you may have regarding the process.

Sincerely,

A handwritten signature in black ink, appearing to read "Alan Caslin".

**Alan Caslin, BSc, MSc**

Regional Chair, Niagara Region

[Alan.Caslin@niagararegion.ca](mailto:Alan.Caslin@niagararegion.ca)

T: (905) 984-3600



Dear Members of the Steering Committee:

Phelpsgroup is pleased to provide you with the summary results of our extensive survey of both internal and external stakeholders with regards to the search for a new Chief Administrative Officer for Niagara Region. As requested, we have summarized the results by the following four categories:

- Members of the Regional Council (Council Members)
- Staff of the Regional Council (Staff)
- Chief Administrative Officers of Municipalities within the Region (Local Municipalities – CAO)
- External Stakeholders from across the Region (External Stakeholders)

We have organized both our interviews and our report according to the following questions:

- What do you see of the strengths, both of the Regional Municipality and of Niagara Region, generally?
- What major challenges and opportunities will the new CAO will need to address?
- What competencies, attributes and values should the new CAO possess? What experience and education will the new CAO require?
- Looking forward to a year's time from the appointment of the new CAO, what accomplishments and progress would you expect to see?

While some differences in emphasis exist among the four groups surveyed, the extent of a common perspective is striking and bodes well for a successful search. In order to give members of the Search Committee an appreciation of the number of individuals offering the same comment, we have labelled each item as one of "few" (fewer than 30% of respondents), "some" (30 to 60 % of respondents) or "most" (more than 60% of respondents)

Phelpsgroup adheres to several principles in providing this survey information:

- We include the substance of all comments, whether they are complementary to the organization or not. However, we do not necessarily quote directly particularly if individuals used inflammatory language about individuals or groups.
- Comments are provided anonymously. Phelpsgroup has guaranteed the privacy of all who have been interviewed or who have completed surveys.





Going forward, the task of the Selection Committee is to review this feedback and to take it into account in helping to develop an Opportunity Brief for the new Chief Administrative Officer's role for presentation to Council for approval. The Opportunity Brief will include the following sections:

- A profile of the Niagara Region, including a list of key strengths identified in our consultation.
- A description of most important characteristics, values and preparation an ideal candidate should possess.
- A statement of mandate for the new CAO
- Suggested accomplishments for the new CAO twelve months from the start of employment.

Phelpsgroup suggests the mandate for the CAO to move the Strategic Directions of the Region forward should be organized with respect to the major relationships of the new CAO, namely:

- Working relationship with the Chair and other members of the Regional Council
- Working relationship with staff of the Region.
- Working relationship with leaders of municipalities within the Region.
- Working relationship with community stakeholders, including other levels of government, agencies, the business community and the general public.

We look forward to a vigorous and enlightening discussion with you tomorrow as we move forward to develop the Statement of Mandate.

Yours truly,

A handwritten signature in black ink, appearing to read 'Jayson Phelps'.

Jayson Phelps | Partner

A handwritten signature in black ink, appearing to read 'Joan Green'.

Joan Green | Senior Consultant, Public Sector



## Council Members

### Councillors:

Interviews requested with all Councillors: **30**

Interviews conducted with Councillors: **22**

Surveys sent: **8**

Surveys completed: **3**

**Total input: 25**

**(F)ew:** Less than 7 **(S)ome:** 8 – 12 **(M)ost:** More than 13

### Strengths:

#### Corporate

- Dynamic opportunities exist and exciting transformation possibilities to grow Niagara Region's economy and community assets/services.
- Previous CAO set example of excellent leadership and built relationships with staff, community partners and municipalities.
- This position will appeal to a leader interested in exciting transformation as the communities are in transition.
- Industry is transforming to create different economic outputs and cement the message of the Region being open for business.
- Newly established culture of 12 Municipalities working together for the good of the Region is very productive and has made a big difference.
- Municipal parochialism has taken a back seat. Eg. Niagara Fall supported Welland regarding the GE Plant
- The "big brother" attitude in the Region has been overcome
- Mayors are very close and have a partner in the Region that can now facilitate projects.
- Emerging economic transformation with the rare opportunity to plan and not let growth determine outcomes,



- Strong focus on economic development and strong staff support through EDOs
- Large reserves
- Well positioned for future growth from an economic perspective
- Opportunities are incredible from an economic perspective.
- Voices have come together to move the voices forward and there is a tremendous difference
- Generation of new politicians have stepped forward and are instituting change
- Hard working and talented staff at the Region
- “Awesome Staff”
- Great employees
- Marvellous staff in Region, not always utilized as well as they could be in terms of receiving their advice
- Heavy lifting restructuring and leadership changes have been done by the previous CAO and the Region is poised for change.
- Overcome the Big Brother attitude.
- Better customer service is being encouraged across the Region
- Shared work history of senior staff/strong senior team/excellent collaboration.
- Acknowledgeable Commissioners and accessible to Councillors for advice and information
- Excellent public works and public health services
- Clear budgets
- Young, enthusiastic staff in the municipalities
- Relationships with stakeholders, community partners and other levels of government is positive
- Improvements in inter-municipal transit
- Exciting place to grab steering wheel and guide staff in implementing Council’s direction
- Large employer, great place to work and well paying positions
- More Provincial recognition and support than in the past



## Regional

- Natural asset base (green spaces, water ways, recreational sites)
- Attractive lifestyle in Niagara Region: art, sports, theatre, wineries
- Large city/rural living
- Location attractive and quality of life is very good.
- Fantastic weather/longer summer and spring
- Great post-secondary institutions
- Southern most part of Canada and business ready.
- Great place to raise a family
- Great natural environment and easy access to big cities.
- Environmentally and economically diverse
- Francophone presence
- Low cost of living
- Local produce
- Proximity to the GTA and the borders
- Real estate market active
- Access to high speed train to New York City
- Niagara Falls restaurants and entertainment.
- Availability of social services: excellent health care
- Strong sense of community now in transition to new economic and social realities
- Greater influx of people from GTA and beyond
- Increasing cultural diversity with more room to grow



## Challenges/Opportunities

- Both confusion and tension exist regarding the relative roles of the Chair and the CAO. An opportunity exists for Council working with the CAO to clarify the respective roles. (M)
- Develop clear role definition for incoming CAO with Council and Staff as the present situation is now perceived to be a political mindfield with an inner and outer circle on Council. (M)
- CAO and Chair need to have a strong working relationship to reduce tension (M)
- Helping Council focus their discussion to avoid off the rail discussions around the table (F)
- Help Council to focus on policy review and development (S)
- Better job of selling Niagara so we can get results like GO (S)
- Opportunity to focus on the business of Council collectively (M)
- Continue momentum around local municipalities and Region collaborating (M)
- Convert strengths into economic revitalization (M)
- Improve the fiscal accountability of the Regional organization (S)
- Challenge to address infrastructure needs on time and on budget (F)
- Reduce representation of Mayors on Regional Council (F)
- Move the strategic priorities forward, including: community systems, employment, growth (behind in all three currently), infrastructure, investment and taxation. (Need for business culture) (S)
- Leadership of staff to identify strengths in the organization and effective succession plan for the organization (S)
- Be open minded to attract business and opportunities and extend outreach (M)
- Changes in staff allow opportunities to develop new staff and foster new growth (S)
- Challenge to increase diversity among senior staff (F)
- Help people understand that the organization is there to serve people and not there for profit (F)
- Strength in social services – making housing more affordable (F)
- Balancing fiscal constraint with social support (S)



- No new radical plans...need to assess and follow through and assess in a few years (F)
- Demonstrate respect for the Regional Council (M)
- Speaking with one voice in the Region (M)
- Continued focus on economic development among the Regions and among municipalities (M)
- Investigate cost structures for water and emergency services (F)
- CAO has to nurture good succession planning (F)
- Implement big picture items (S)
- Make building budgets a collaborative exercise between Region and municipalities (F)
- Support good governance and role definition (M)
- Consolidate regional services where possible (e.g. GO Transit, municipal bus and Airport) (F)
- Build an environment of trust and respect which celebrates successes and recognizes and takes action in areas in need of improvement (M)
- Continue to build collaborative relationships with local municipalities (M)
- Opportunity to build on awareness of upper and lower tier tensions to continue to move towards collaboration and demonstrate a vision of that to the Council (M)
- Enhance the focus on jobs and economic development (M)
- Opportunity to support and mentor Staff as there has been a significant turnover in the Region (S)
- Opportunity for a good communicator to win the support of the Council through open lines of communication to keep all councillors in the loop (M)
- Strong and insightful CAO has the opportunity to forge a productive relationship with the Chair (most Councillors expressed this need; however, some expressed doubt that this could be achieved) (M)
- There is an opportunity for the CAO to lead the Senior Staff in supporting and responding to Council in timely and effective ways thus strengthening the relationship between Staff and Council (M)
- Ensuring that financial health is in order (\$250 million in reserves) (S)



- Conduct a review of community services to ensure funding is being used to the best advantage (F)
- Opportunity for CAO to establish a reputation as an honest broker who supports good governance with Council with appropriate information for decision making (M)
- Opportunity to promote Niagara provincially and create strong networks with Queen's Park (F)
- Opportunity to develop wider regional sense and reduce parochialism (M)
- Opportunity to go away and come back with alternative solutions to problems along with strategies for Council to consider (F)
- Maintain and enhance relationships with LAMs (M)
- Articulate with clarity the leadership role the CAO plays in relation to Council and the Chair of Council (M)
- Continue the work with the municipalities begun by the former CAO to ensure that Regional staff take LAMs views into account (M)
- Clear distinction between the roles of the CAO as the leader of the employees and the Chair as the leader of the Councillors (M)
- Executive advisors to the Chair need a defined role as it relates to the Chair's responsibilities (M)
- The CAO needs to be visible in each unique municipality at events to support regional solidarity (M)
- Recognition and prioritizing of reporting to meet urgent needs along with being prepared to adjust timelines to ensure thorough reporting (S)
- The CAO needs to create a strong senior management team and clear role definitions for the entire staff (M)

### **Candidate profile:**

- Honesty/Integrity/ Ethical
- Strategic Thinker
- Problem solving skills
- Relationship building



- Has to know the Municipal Act and what they are responsible for
- CAO not a CEO/Buck stops at the CEO
- Government and business experience.
- Inspiring confidence in the team to empower them
- Self-motivated and outgoing
- Patient, calm and composed under pressure
- Passion
- Flexible person willing to bend when required
- High emotional intelligence/social skills to read situations
- Holistic manager who can motivate other and bring factions together
- Consensus builder and relationship builder
- Understanding of local region
- Nurtures relationships with Council, staff and members of the communities
- Facilitator of real dialogue and excellent communications skills
- Caring and compassionate leader and team builder
- Understands the needs of community and staff
- Open minded and adaptable to different styles
- Potential to grow in the role – long term commitment
- Gravitas and government experience
- Must be agnostic politically with keen political acumen to support Council's decision making
- Experience in cost recovery government environments versus profit generating environments
- Understands Fortune 500 companies and how to attract them to the Region
- Administrative and strategic skills to support "peace, order and good governance"
- Ability to help Council see specific issues that affect the Region





- Knowledge of provincial bureaucracy
- Customer Service oriented
- Demonstrated volunteer work in community
- Labour relations experience
- Hit ground running
- Strong profile with Queen's park, but not from Queen's park. Ability to establish relations both provincially and federally
- Approachable and outgoing
- Good delegator
- Open door to Chair
- Builder of reciprocal respect
- Dealt with billion-dollar budget and has gravitas to say where to go on spending
- Attend community events
- Understands the need for authenticity
- Speaks truth to power.
- Cultural leader – creates a culture for the organization
- Relaxed, visionary, understands how to delegate
- Moves fluently among municipalities.
- Someone who can resolve ambiguity.
- Solution oriented
- Respect and ability to carry out the direction of Council and execute.
- Information sharing focus
- Assures transparency to public
- Respect for legislation
- Knowledge of the Region
- Proven leader who wants a challenge



- Enthusiastic, vibrant leadership with the capacity to serve at least 8 years
- Collaborative, empowering yet tough minded
- Visionary with strong insight
- Ability to stretch outside of his/her comfort zone
- Not a yes person but able to foster a healthy dynamic between Staff and Council
- Dedication to excellence and continuous improvement
- Business acumen, but willingness to take advice from Staff
- Political acumen to read varying agendas
- Excellent stakeholder relations
- Principled strength combined with flexibility
- Maturity and wisdom
- Creative thinker
- Tough skin
- Visible – “Advocate for the Region’s priorities”
- Ability to meet timelines with checks and balances
- Active listener/excellent speaker
- Collaborative decision maker
- Team builder
- Charismatic
- Pragmatic
- Ambitious
- Strategic thinker
- Ability to prioritize



### **Experience and Credentials:**

- CAO or equivalent in large municipality
- Business Acumen and/or private sector experience.
- MPA not MBA
- 7-10 years of senior management experience
- MBA or Economics degree
- Hybrid of private and public sector experience
- Municipal experience or expertise at another level of government that dealt with municipalities
- Exposure to or understanding of private sector business strategies

### **Indicators of Success:**

- Clarification of expectations and roles of Council and Staff (M)
- Community builder and excellent relationship builder (i.e. with Niagara municipalities, College & University, Business Community) (M)
- Significant and continued progress on key strategic directions as outlined in the Strategic Plan, for example: GO Rail, Economic Development, Inter-municipal Transit, Master Plans (Niagara 2041, Transportation, Water and Wastewater) (M)
- Establish a corporate culture to build and retain professional talent and desire to be at work (M)
- Stabilization of Region as a corporate entity after a period of corporate change that produced anxiety (M)
- Better levels of governance information (M)
- Positive movement on all the needles on the Regional strategic plan (M)
- Good relations with staff and positive staff morale (M)
- Demonstrating strong personal carriage in the council chambers (M)
- Walks side by side with Council and staff (M)
- Stronger Regional perspective vs local perspective (M)



- Economic milestones achieved (M)
- Staff and senior team work better together with less tension (M)
- Moving the strategic plan forward (M)
- Managing the media for better coverage (S)
- Good governance supported well by staff (M)
- Positive and constructive relationship with the Chair (M)
- Benchmarks such as: extending GO, reducing the wait list for housing, etc. (S)
- More collaboration as opposed to us vs them mentality (M)
- Putting options on the table with implications without regardless of political fallout (M)
- Helpful information for budget decisions and implications, especially for new councillors (S)
- Continued progress on the One-Team Niagara approach (M)
- Strategic priorities embraced, articulated and advanced (M)
- Being able to prioritize around individual priorities and Council's strategic directions (M)
- Good financial oversight with checks and balances to hold people accountable (M)
- Establishment of mutual respect between the Chair and CAO (M)
- Demonstrated visibility within all 12 Municipalities in order to further enhance the collective efforts of the local municipalities towards regional economic growth (M)
- Good vibes in the community about Council's priorities (M)
- CAO is seen as a visible champion of Council's priorities (M)
- Modest tax increases (S)
- At least two thirds of the Council feel satisfied and informed (S)
- Chair speaks for the Council and the CAO represents the Council's priorities with staff and in the community (S)
- Senior Management feels confident and tension is reduced (S)
- Excellent communication channels established internally and externally to ensure the CAO's message is not muted (S)



- Projects on time and within budget (S)
- Enhanced relationships with municipal councils (M)
- Support good governance (M)
- Clarification of the roles of the Chair, Chair's Advisors and Administration (M)
- Established network of support with CAOs outside of the Region (F)



### Local Municipalities – CAO

- Interviews requested with CAOs: 11
- Interviews conducted with CAOs: 8
- Surveys sent to CAOs and EDOs: 17
- Surveys completed: 6
- **Total input: 14**

**(F)ew:** Less than 4 **(S)ome:** 5-7 **(M)ost:** More than 8

### Strengths:

#### Corporate

- Former CAO brought collaborative approach to the Region
- Two tier region has created a new spirit of cooperation across the municipalities that has allowed for working collectively toward regional success
- Parochialism has diminished
- Talented and leading-edge staff
- Team willingness to adapt to new ways of doing business
- Immense pride and passion for the community
- Queen's Park is now listening to Niagara
- Region is catching the eye of the Greater Toronto Area
- Expansion of Go Transit
- Discussions over merging Inter-municipal transit including the airport
- Economic development underway including efforts to attract foreign investors
- GE Plant placed in Welland but seen as beneficial for the Region
- Good planning for the Region underway
- Great people to work with
- Ripe for innovation



### **Regional**

- Close to the GTA
- Close to the US Border
- Temperate Climate
- Wine Country
- Big City and Rural combination
- Beginnings of economic resurgence
- New economy will be different from previous economy
- Small city living with access to the big city
- Potential for economic growth
- Economic and residential boom is underway
- Affordable housing

### **Challenges/Opportunities:**

- Setting the pattern to take Niagara forward for the next 20 years (M)
- Increase economic growth and cultural diversity (S)
- Continue with the OneTeam culture that has driven the Region to new ways of doing business both internally and externally (M)
- Provide clarity with respect to governance roles and responsibilities vs. administrative roles and responsibilities (clarifying the policy realm vs. the administrative realm) (M)
- Renewed focus on respectful interactions with the Council and senior staff in the interest of staff effectively implementing their decisions (M)
- Ensure Council remains aligned with the focus of their own plan. There are clear lines between politics and operations that exist and those should be respected (M)
- Working closely with Council to ensure the strategic priorities drive forward. Regional staff have invested considerable time, resources and energy in delivering these priorities (M)
- Build a strong relationship between the Chair and the CAO (M)



- Maintaining enhanced collaboration, trust and confidence amongst municipalities to pool resources and gain positive outcomes for the Region. The Region has made significant strides in the past 18 months (M)
- Maintaining good staff through skill training and clarity of roles. Steadying the ship and allaying anxiety by supporting Senior Managers (M)
- Create an atmosphere where staff are applauded and recognized for their contributions (M)
- Balancing the administrative and the policy side of the responsibilities (M)
- Ensuring trust between council and senior staff in terms of implementing Council's decisions (M)
- Continue to reposition the Region for the future, continuing to attract people and investment to keep the momentum going (M)
- Go Train and transit coming to Niagara represents an opportunity that requires a coordinated strategy (M)
- Fostering leadership amongst administrators at the corporate level to encourage growth and visionary efforts (M)
- Balancing development pressures across the Region (S)
- Managing a growing divisive political dimension to Council (M)
- Improve regional transportation model and support for mobile workforce (M)
- Improve Staff morale, currently at it's lowest (M)
- Appreciating the strong leadership skills of the CAO needed to bring together the municipalities (M)
- Heavy turnover among Municipal CAOs in the region (M)
- Limited participation of Municipal CAOs at Regional level. Regional CAO needs to be a team builder (M)
- With a fractured Council and parochial politics keeping the lower tier municipalities engaged and re-establishing the trust level gained by the former CAO is essential
- Providing immediate guidance and direction to keep staff engaged and enthusiastic about their roles (M)
- With the expansion in the Region, focusing on affordable housing and rising EMS costs (M)





- Opportunity for leadership from an individual who can foresee a unified, prosperous future for the entire Region (M)

### **Candidate Profile:**

- Dynamic
- Humble confidence
- Community connected
- Collaborative
- Lead by example “walking the walk”
- Gain respect from Council, Staff and Community Partners and enthusiasm for the work that people and the Region perform
- Political Acuity and connections to Toronto and Ottawa
- Fair interactions with Councillors and staff
- Balance taking direction from Council and councillors
- Communication skills
- Enthusiastic
- Consummate professional
- Respected and Respectful
- Organized
- Driven
- Does not need a technical skillset (does not need to be an expert on housing or hydro)
- Part cheerleader and facilitator
- CAO needs to be able to share information with Council but establish boundaries of information provided and limits on what Council needs
- Currency of CAO is public trust and confidence
- Meet the needs of the strategic plan of Council
- Bridge builder both externally and internally



- CAO should not seek the limelight, happy for others to take credit for success (it's the politicians that need to be re-elected)
- Able to build collaborative success
- Willing to take criticism and able to understand views of others
- Holistic view of the needs of the Region
- Education credentials are matched with practical experience
- Change agent
- Honest with no hidden agenda
- Respect leaders from smaller municipalities who understand local issues
- Needs practical experience as CAO
- The salary should be more competitive with other Regions
- Sense of humour
- Education in planning or finance
- Educated risk taker
- Trustworthy
- Municipal experience
- Advocacy skills
- Decisive
- Recognized mentor
- Resourceful, creative and intuitive
- Charismatic and diplomatic
- Strong character but not ego driven
- Maintain the collaboration among the local municipalities with the Region as a service provider and not big brother
- Thick skinned
- Engaging



- Relationship builder

### **Experience and Credentials:**

- 4 to 5 years of experience in a senior role with board experience
- Post graduate education
- Professional Designation (credible institution)
- Municipal government (comparable size) and private sector experience
- Leading large and diverse teams
- Political network

### **Indicators of Success:**

- Evidence of continuing growth and consensus building across the municipalities (M)
- Health morale and internal organization culture (M)
- Establishment of an outward appearance of unity and alliance across the Region (M)
- New projects brought to fruition (transit) (S)
- More positive Interactions between staff and elected officials (M)
- Evidence of a strong, confident senior team led in a professional and consistent way (M)
- Establish the respect and trust of the Chair and Council (M)
- Continue to build relationships with counterparts in the municipalities and have a level of respect and trust from all 12 local municipalities (M)
- Region seen as consultative and not elitist (M)
- Successful in getting funding from Council for needed projects (M)
- Foster economic development (M)
- Realize that the ship has just left the dock, job is to keep it going in the right direction (S)
- CAO focused on internal culture of staff in the Region (S)
- CAO should be supportive of Council, listen to Council but capable of making his/her own observations to Council (M)



- Successful communicator who has built a strong common Regional agenda beyond the GO Train (M)
- Established finite key goals for the Region (M)
- Has established agreement on a certain percentage of growth in the Region and how we will sell Niagara to others, including Government and the business community (S)
- Established a 5 to 10-year plan (M)
- Focused on economic development and transportation (M)
- Evidence of progress on a model for Regional transportation (M)
- Established a regional model for economic development (M)
- High visibility with local municipalities (M)
- Strong representation with upper tier governance (S)
- Advocacy for the Region and its attributes (M)



## Staff

- Interviews conducted with Acting CAO and Commissioners: 6
- Surveys sent to Director level: 20
- Surveys completed: 10
- **Total input: 16**

**(F)ew:** Less than 4 **(S)ome:** 5-8 **(M)any:** More than 9

## Strengths:

### Corporate

- Passionate Councillors
- Former CAO led a cultural and operation transformation focused on becoming One Team, working hand in hand, communicating and engaging each other with one common purpose and focusing on customer service and creative momentum for change
- Very committed but somewhat fatigued senior leadership group
- Appeal for a leader to provide transformational leadership as recently identified opportunities should be energizing for a new CAO
- Strong corporate culture and opportunity to work together to build strong results
- Work culture that supports change and continuous improvement
- Clear direction from Council on key issues
- Focused strategic priorities and a drive for results
- Untapped development possibilities within region
- Members of Council restructured the Niagara agenda to move it forward and significant strides have been made and now there is momentum to move forward, including recent accomplishment such as GO Transit and GE
- 12 municipalities now working together to demonstrate the quality of Niagara life and services
- Moving towards lock step in the initiatives with our GTA counterparts and we don't want



to lose the momentum

- Passion, intelligence and dedication of the people who work at Niagara Region serving the people of Niagara at almost all levels (this is often unappreciated)
- Excitement of urban and rural municipalities
- Commissioners working collaboratively
- Customer service and partnerships are strong
- Good track record on cost containment
- Long Term Care and EMS very strong in the Region
- Front line staff are committed to a high level of service
- New ERP system which was delivered on time and on budget
- Council is willing to be innovative, take chances and risks with an appetite to change
- High calibre, dedicated, professional staff
- Innovation and a drive for excellence
- Appetite for learning
- Municipalities have a strong working relationship with agencies

### **Regional**

- Opportunity to drive transformational change as the stage has been set
- Community has great natural assets and significant potential
- Beautiful and varied environments
- Educational opportunities
- Strong community volunteering ethic
- Community that balances a semi-urban advantage and great rural mix
- Close proximity to GTA and Buffalo
- Affordable housing
- Highly engaged community partners



- Vibrant cultural and recreational opportunities in the area
- Great schools, open spaces, property value is superior, not cost prohibitive and a lot of choice
- Niagara is the jewel of Ontario
- Future of Niagara is still unfolding
- Open playground and a chance to influence future
- High end restaurants
- Strong post-secondary education
- Access to many large centres within 90 minutes, proximity to GTA, Buffalo
- Heritage
- Tourist attractions

### **Challenges/Opportunities:**

- Leverage off the transformational change that has been initiated and continue to mature the bureaucracy and stabilize the organization (M)
- Major toe hold in this area has been gained but there are still many pockets where these changes may not have been made – the new CAO needs to continue to drive this change to avoid reverting back to complacency or silos. There is a strong commitment to this transformation and is an opportunity for the incoming CAO (M)
- Continue previous CAO's work in strengthening staff's competencies (M)
- Strengthen morale of regional staff and fight fatigue and disengagement amongst staff (S)
- Balance the expectations of Council with responsibility of staff in order to meet significant fiscal challenges (M)
- Keep organizational focus and resist project creep in addition to many priorities (S)
- Challenge on public perception of negative media coverage of Burgoyne bridge (F)
- Diminish staff uncertainty with new leader (M)
- Recognize the diversity of Council's interest and advance the agenda of the region as a whole with a divided and at times antagonistic Council (S)



- Capitalizing on the desire and effort to work cooperatively with all governments, government related bodies, businesses and agencies to move Niagara forward (S)
- Being able to demonstrate the values of the organization through actions and words (M)
- Continue the new culture of the organization which seeks to sustain and build the One Team philosophy, accountability, relationships and partnerships (M)
- Build staff/Council respect and trust for each other based on a better understanding of the governance role vs. operations (M)
- Remaining focused on key strategic priorities in managing budget rather than focusing on 'pet projects' (S)
- Fostering better media coverage on the Region's progress (S)
- Reversing remaining negativity about Niagara meaning older, sicker and poorer (S)
- Reduce the existing too many strategic priorities to deliver excellent service within budget constraints (S)
- Leverage recent growth and interest in Niagara (M)
- Harness the majority voting block in Council who want to get things done and not change course mid-stream (S)
- Foster untapped talent in the middle management group (F)
- Opportunity to enhance relationships with key stakeholders such as Brock University and Niagara College (S)
- Opportunity to extend keen interest in local municipalities to work collaboratively (M)
- Gain the trust of Regional Chair and Council in order to allow Council to focus on policy and let the CAO manage operations (M)
- Work within budget limitations to drive an economic prosperity agenda (M)
- Get corporate leadership team to share a leadership vision and look at doing business differently (S)
- Challenge is to defeat the physical and economic isolation of Niagara, to extend connections with the GTA and bring the communities together both economically and physically through infrastructure and employment and the use of technology (M)
- Further enhance the relationship between local communities and the Region (M)





- Councillors have two roles, municipal and Regional. CAO must address the tension between the leadership of the Region and their own leadership in their own municipalities (M)
- Diversity in terms of culture, landscape, approach to growth within the region is a challenge (F)
- Historically, East Niagara has been the stronger faction but this is changing with the recent announcement of the GO Train (S)
- Forge new partnerships with municipalities (S)
- Align with Council around business plan and strategies, to allow Council to understand the risks and rewards and own the implications (M)
- Opportunity to improve the brand value of the Region and to ramp up reputational value such as Brock University has done through community support (S)
- Opportunity to manage change and reduce anxiety as Niagara has come through significant internal change in the movement towards a progressive Niagara (M)
- Opportunity to foster an environment for economic prosperity and maintaining and improving relationships within 12 municipalities and other external municipalities (M)
- Balanced advice regarding the cost containment and providing needed community services (S)
- Embracing opportunities identified by the provincial government's significant change in both policy and structure of social service delivery to enhance municipal services (S)
- Maintain the strong CLT team (M)
- Focus on cohesive and strategic advice with Council – with full disclosure around risks and advantages (M)

### **Candidate Profile:**

- Fortright and open
- Strategic thinker
- Empathy for the team
- Leader who brings ideas to the table but confident to hear what others have to say and re-calibrate



- Sense of pride in quality of the work done by staff but not arrogant in a way that offend Council
- Integrity beyond reproach
- Transparency and no games
- Vision
- Approachable
- Understanding of responsibilities/understands rewards and frustrations of public service
- Courage
- Wisdom/authenticity
- Inquisitiveness
- Enthusiasm/energy
- Honesty/Integrity
- Collaborator
- Personable
- Modest
- Resilient
- Political acumen
- Business finance and labour relations experience
- Self-confident
- Commitment
- Active listener
- Receptive
- Behave honestly in partnerships
- Visionary who will support our continued journey
- Humour
- Outgoing



- Engaging
- Positive team builder
- Understands the role of CAO as it relates to governance
- Strong advocate for staff
- Can communicate distinct roles of staff and Council
- Bring together diverse groups to find a common goal
- Credibility with the right mix of credentials and demonstrated success
- Non-partisan
- Focused and driven for results
- Reasonable familiarity with the Region
- Creative problem solver
- Strategic perspective
- Thinks beyond traditional public sector ideas
- Supporter of staff
- Breadth of experience and understanding of the concerns and opportunities that face Niagara
- Self-reflection
- Warm personality (very thick skin and a warm heart)
- Half politician/half administrator
- Understands people
- Respects his role of working for the taxpayer
- Charisma
- CAO has to be able to drive the agenda administratively and take the backseat when necessary to allow the Chair to be the face of transformation
- Has to have the back of staff
- Give commissioners enough runway to do their jobs, be supportive not micro-managing



- “Servant leader”
- Steady
- Patient
- Change management skills
- Appreciation of the various components of meeting community needs
- Delegator
- Someone who asks the right questions
- Big passion
- A seasoned leader
- A leader, motivated by the success of Council
- A collaborative leader who breaks down silos

### **Experience and Credentials:**

- MBA or a comparable Master’s Degree
- Senior leadership experience in a combination of public and private sector environments, preferably in more than one municipality
- Financial and political acumen
- Senior municipal experience (over 10 years’ senior municipal management, preferably at the CAO level)
- Ability to garner respect
- Broad scope of knowledge
- Post secondary degree in political science, public administration, business administration or related public discipline
- Leadership of multi-year business and financial strategies
- Public administration background
- Manager of an organization with a billion plus dollar budget and 3,000 plus employees
- Results oriented



- Innovative
- Community-minded
- Ability to manage difficult people
- Private sector experience
- Ability to make difficult decisions
- Positive & Decisive
- Experience in another community or regional level
- Street smarts are a priority over education
- Fresh perspective

#### **Indicators of Success:**

- Establishing a positive relationship with Council by establishing trustworthiness with the corporation and the community (M)
- Further progress on transformational change by incorporating current work and insights of the previous CAO (M)
- Getting to a stable point where appropriate supports are in place for key staff and there is minimal turnover of key staff (M)
- Build more respectful culture with Council (M)
- Greater respect for staff contributions (M)
- Collaborative staff leadership team (M)
- Real results in achieving the Council's strategic priorities (M)
- Modelling the way for positive relationships between the senior leadership and Council (M)
- A healthy and evolved corporate culture (M)
- Trust and confidence with internal/external stakeholders (S)
- Commitment to improving the services that Niagara Region delivers (M)
- Continued momentum (M)



- Developed balanced work plan (M)
- Outreach to all significant community partners for input (M)
- Advancement of the strategic priorities with demonstrated progress on economic prosperity (M)
- Improved performance measures (M)
- Supportive CLT to drive equitable strategies in addressing budget constraints (S)
- Get Council focused on core municipal services (S)
- Mastery of and personal commitment to Council's priorities (M)
- Relationship building, including building the trust of Council, the organization and external stakeholders (M)
- Review of direct reports to the CAO (F)
- Separate the political agenda from the responsibilities of the bureaucracy (M)
- An Executive Leadership team that is collaborative, and recognized for its professionalism and a good and respectful relationship with Council (M)
- CAO to have a ten-year vision and ten-year master plan. Include a fiscal master plan and an economic development forecast (F)
- Masterplan that reflects new realities (F)
- Evidence of increased momentum around collaboration (M)
- Strengthening an already cohesive team (M)
- Articulation to staff on how to focus on core service delivery across the Region (M)
- Narrowing the vision of the organization to do fewer things better (S)
- Consistent engagement of staff (M)
- Hearing people and the ability to elicit information without inserting information (S)
- Capacity to reflect back on what has been heard (S)
- Speaking with confidence in Council and publicly (M)
- Develop a reasonable budget and provide information to allow Council to understand strategy and implications for balancing conflicting needs (M)



- Staff connection will be well established and there will be greater appreciation of staff contribution (M)
- Engaged staff working cohesively (M)
- Expanded positive relationships amongst CAO of the 12 Municipalities to advance the agenda for Niagara Region (M)



### External Stakeholders

- Interview requested: 9
- Interviews conducted: 0
- Surveys sent: 35
- Surveys completed: 5
- **Total input: 5**

**(F)ew:** Less than 2 **(S)ome:** 3 **(M)ost:** More than 4

### Strengths:

#### Corporate

- Accountable collaborative relationship between Municipalities and Region
- GE construction procurement as an example of collaboration
- Significant opportunities for further consolidation of effort
- Expertise among staff at Region

#### Regional

- Natural beauty
- Wine industry
- Population growth and prospects of business economic development e.g. GE and GO train announcement
- Solid relationships among political bodies, business communities, social organizations and post-secondary institutions
- Close to the border
- Location and area history
- GE announcement
- Go train announcement





### **Challenges/Opportunities:**

- Build on recent positive developments involving transit improvements and spin off businesses from these announcements (M)
- Expand the traction gained over the last few years through municipal leaders, businesses, economic development staff, social organizations working together as one voice in Niagara (M)
- Help create a team that recognizes the difference between administrative leadership vs. political leadership so that administrators action policy rather than create it (M)
- Build solid morale among staff while ensuring they understand their important role (M)
- Streamline administrative processes to achieve strategic goals for example affordable and senior housing (S)
- Re-organize to create synergies among departments and enhance staff morale (F)
- Council needs to improve its image to the business community (F)
- Assisting Councillors to address perceived weaknesses by strengthening Councillor's appreciation of the business perspective, strengthening working relationship between Councillors and business owners in the Region and addressing impression amongst some business stakeholders that Councillors are inattentive (S)
- Work with industry in Niagara region to reduce energy costs (F)
- Work to build greater support for progressive initiatives (M)
- Some External Stakeholders perceive a fear based work culture due to tension between Councillors and Staff (F)
- Encourage more clarity and precision to project implementation (S)
- Creating an economic climate that would attract much needed good paying jobs by stimulating growth in industries beyond tourism (M)

### **Candidate Profile:**

- Has experience with the local communities in Niagara
- Consensus builder with team builder/player mentality
- Business acumen
- Economic development experience



- Excellent communicator, promoter and public speaker to present the vision of the Region as set by Council
- A good listener
- Understanding his/her role as an implementer of policy set by Council
- Collaborator
- Humble
- Grounded
- Approachable and outgoing
- Problem solver
- Sense of fair play
- Consensus builder
- Visionary with ability to create a plan to grow the Region
- Works well with business and skilled people
- Outside perspective
- Cool and calm on his/her feet
- Pro-active
- Welcoming
- Able to read people
- Firm when needed, but flexible when appropriate
- Compassionate
- Passionate
- Able to look people in the eye
- Makes people feel comfortable and valued
- Ethical/honest with strong integrity
- Strong support of industry
- History of success working with NGOs



- Well-connected provincially and nationally
- Firm when needed, but flexible when appropriate
- Compassionate
- Passionate
- Able to look people in the eye
- Makes people feel comfortable and valued
- Ethical/honest with strong integrity
- Strong support of industry
- History of success working with NGOs
- Well-connected provincially and nationally
- Customer focused

#### **Experience and Credentials:**

- Financial acumen/business background
- Senior leadership role in the private sector
- University degree in finance, business or science
- Senior executive in industry, business or government
- Previous CAO or CEO experience in Public or Private Sector
- Experience managing key targets and budgets

#### **Indicators of Success:**

- Development of solid data to support increased economic development priorities showing benefit to communities and job creation – this should be done through the strong support of the economic development officials (M)
- Strong increase in staff morale that includes a much better relationship with the Regional Council (M)
- Engagement of existing and new partnerships with industry players, including in the United States (S)



- Demonstration of strong ability to collaborate and reduce tension by being open to other views (M)
- Establishing Greeting Committee of Regional Ambassadors to welcome prospective businesses (F)
- Have the courage to be in his/her own skin (M)
- Lead through consensus building (M)
- Create an inventory of property buildings available to new businesses (F)
- Establish business owners advisory board and learn from consultation with business owners (S)
- Establish a high performance work culture (M)
- Foster a sound relationship with stakeholders and key relationships with industry (M)
- Clear accountability and bench-marking of the Region's performance (M)

**THE REGIONAL MUNICIPALITY OF NIAGARA  
CHIEF ADMINISTRATIVE OFFICER RECRUITMENT COMMITTEE  
MINUTES - OPEN SESSION**

**CAORC 4-2016  
Wednesday June 22, 2016  
Committee Room 4  
Niagara Region Headquarters  
1815 Sir Isaac Brock Way, Thorold ON**

Council: Campion, Caslin (Regional Chair), Easton, Quirk

Absent/Regrets: Gale

Staff: R. D'Amboise, Policy Director, Chair's Office, J. Feren, Director, Legal and Court Services, K. Lotimer, Administrative Assistant to the Regional Clerk, F. Peacefull, Director, People Services and Organizational Development, R. Walton, Regional Clerk

Others Present: Jayson Phelps, Partner, Phelpsgroup, Joan Green, Senior Consultant, Phelpsgroup

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**1. CALL TO ORDER**

Regional Chair Caslin called the meeting to order at 3:07 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

Jayson Phelps and Joan Green reviewed the Chief Administrative Officer Search Process and Timeline with the committee (CAORC-C 3-2016 Appendix I).

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

5.1. CAORC-C 3-2016 Update from Phelps Group (Executive Search Firm) - CAO Recruitment Timelines

Moved by Councillor Quirk  
Seconded by Councillor Easton

That CAORC-C 3-2016 respecting an Update from Phelps Group (Executive Search Firm) - CAO Recruitment Timelines **BE APPROVED**.

**Carried**

**Councillor Information Request(s):**

That the Director, People Services and Organizational Development provide background information to the committee regarding the geographical scope of the search for candidates and where the Region advertised for the 2013 CAO recruitment process. Councillor Quirk

5.2. CAORC-C 4-2016 Consultation Process, Niagara CAO Traits and Competencies

Moved by Councillor Campion  
Seconded by Councillor Quirk

That CAORC-C 4-2016 dated June 22, 2016 respecting the Consultation Process, Niagara CAO Traits and Competencies **BE APPROVED**.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Easton  
Seconded by Councillor Campion

That the following items **BE RECEIVED** for information:

6.1. CAORC 3-2016

Minutes - Chief Administrative Officer Recruitment Committee Monday  
June 13, 2016

**Carried**

**7. OTHER BUSINESS**

There were no items of other business.

**8. MOTION FOR CLOSED SESSION**

The Chief Administrative Officer Recruitment Committee did not resolve into Closed Session.

**9. CLOSED SESSION**

The Chief Administrative Officer Recruitment Committee did not resolve into Closed Session.

**10. BUSINESS ARISING FROM CLOSED SESSION ITEMS**

Moved by Councillor Easton  
Seconded by Councillor Campion

That Confidential CAORC-C 2-2016 respecting A Matter of Labour Relations under s. 239(2) of the Municipal Act, 2001 - Chief Administrative Recruitment and Confidential CAORC 3-2016 being the Closed Session Minutes - Chief Administrative Officer Committee Meeting held Monday June 13, 2016 **BE RECEIVED.**

**Carried**

**11. NEXT MEETING**

The next meeting is to be held at the call of the Chair.

**12. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:04 p.m.

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Alan Caslin  
Regional Chair

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Ralph Walton  
Regional Clerk

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**MEMORANDUM**

**CAORC-C 3-2021**

**Subject: Chief Administrative Officer Recruitment – Executive Search Firm  
Procurement Options and Proposed Timelines**

**Date: January 26, 2021**

**To: Chief Administrative Officer Recruitment Committee**

**From: Franco Meffe, Director Human Resources**

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This memo provides the Chief Administrative Officer Recruitment Committee (CAORC) with procurement options and estimated timelines regarding the selection of an external Executive Search Firm (ESF) concerning the recruitment of the Chief Administrative Officer (CAO).

As discussed at our initial CAORC meeting on January 12, 2021, in accordance with the CAO Recruitment, Selection, Offer of Employment, and Performance Policy, along with the corresponding CAO Recruitment, Selection, and Offer of Employment Procedure, the next step for the CAORC is to move forward with the selection of an ESF. The engagement of the ESF is to provide professional support throughout the duration of the CAO recruitment process. The ESF will provide guidance to the CAORC to ensure a transparent, competitive, and comprehensive CAO recruitment process.

To facilitate the process of selecting an ESF, consultation with Procurement has resulted with three options identified:

1. Modified Single-Source
2. Request for Proposal (RFP)
3. Single Source

*Table 1 below* contains the three proposed procurement options with the corresponding estimated recruitment timelines for each option:



*Table 1: Procurement Options and Corresponding Estimated Timelines*

<b>Activity</b>	<b>Option 1: Modified Single- Source (n=5-8)</b>	<b>Option 2: Request for Proposal (RFP)</b>	<b>Option 3: Single Source</b>
Procurement method determined by CAORC, in alignment with Niagara Region CAO recruitment policy, procedures, and procurement bylaw	January 26, 2021	January 26, 2021	January 26, 2021
Procurement activities for external ESF undertaken	February 1 – 14, 2021	February 8 – April 6, 2021	February 1 - 5, 2021
Selection of ESF by CAORC to afterwards Finalize Contract	Week of February 22, 2021	Week of April 12, 2021	Week of February 9, 2021
Communication to Regional Council re: selected ESF (weekly correspondence)	February 26 or March 5, 2021	April 16 or 23 or 30, 2021	February 12 or 19, 2021

In addition, the following is a high-level summary of supplementary details of each option:

Option 1: Modified Single-Source

- Approximate procurement timelines: 4-5 weeks; full recruitment approximately 4 months
- Human Resources, in consultation with Procurement, to identify 5 – 8 ESFs to submit a Request for Submission including but not limited to the following:
  - o Company background
  - o Pricing (percentages, hourly rate, etc.)
  - o Comparable recruitments
  - o Consultation process
  - o Recruitment methodologies
  - o Guarantees
- Human Resources will provide a summary of ESF responses to the CAORC to consider
- CAORC to select ESF based on submission summary and to provide direction to staff to enter into and conclude negotiations, as per Procurement By-law

### Option 2: Request for Proposal (RFP)

- Approximate procurement timelines: 8-10 weeks; full recruitment approximately 6 months
- In the RFP, proponents shall provide through their submissions including but not limited to the following:
  - o Company background
  - o Pricing (percentages, hourly rate, etc.)
  - o Comparable recruitments
  - o Consultation process
  - o Recruitment methodologies
  - o Guarantees
- CAORC would be required to approve a Procurement representative who would help facilitate the RFP process, including attendance at all meetings
- CAORC to develop evaluation matrix, scope of work, terms of reference, and selection process
- Human Resources, in consultation with Procurement, to prepare and finalize and distribute a RFP based on the above direction and input
- Staff to complete RFP review based on CAORC direction
- CAORC to receive recommendation from staff and ratify evaluation results; provide direction to staff to enter into Contract

### Option 3: Single Source

- Approximate timelines: 3 weeks; full recruitment approximately 4 months
- CAORC selects a preferred ESF and directs Human Resources to enter into and conclude negotiations with the ESF
- Though this method would meet the requirements of the Procurement By-Law, it is not recommended as there might not be sufficient information for an informed selection of an ESF

Regardless of which option is selected, in addition to what is noted above, the ESF would also be required to satisfy all requirements of corporate policy and procedures, including would be required to support the CAORC, as required, with the following:

- Attendance as required at CAORC meetings
- Development of the consultation framework and stakeholder list to seek input on CAO character traits and competencies
- Consultation process to inform recruitment strategy
- Status Updates to Regional Council from the Regional Chair on behalf of the CAORC, including attendance at Council as requested
- Job posting/nation-wide search
- Development of interview framework (questions, approach, testing, etc.)
- Candidate review and selection of candidates for Interview
- Facilitate interviews

- Conduct references and any background checks
- Perform any follow up with preferred candidate
- Update to Regional Council for approval to proceed with preferred candidate and terms and conditions for conditional offer of employment
- Formal offer of employment extended to preferred candidate

The recommendation of staff is that the CAORC select Option 1 as the preferred procurement method. Following the selection of the preferred procurement method by the CAORC, Human Resources will initiate next steps.

Respectfully submitted and signed by

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Franco Meffe  
Director, Human Resources