



THE REGIONAL MUNICIPALITY OF NIAGARA
CHIEF ADMINISTRATIVE OFFICER RECRUITMENT COMMITTEE
AGENDA

CAORC 5-2021

Tuesday, April 20, 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 at least 24 hours in advance of the meeting.

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
3. <u>PRESENTATIONS</u>	
4. <u>DELEGATIONS</u>	
None.	
5. <u>ITEMS FOR CONSIDERATION</u>	
5.1. <u>CAORC-C 9-2021</u>	3 - 8
Chief Administrative Officer Recruitment Survey Summary	
5.2. <u>CAORC-C 10-2021</u>	9
Draft Chief Administrative Officer Core Competencies	
5.3. <u>CAORC-C 11-2021</u>	10 - 26
Draft Chief Administrative Officer Position Profile	

Draft Chief Administrative Officer Job Advertisement

6. CONSENT ITEMS FOR INFORMATION

None.

7. OTHER BUSINESS

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 (email).

Niagara Region CAO

Summary of the CAO Recruitment Survey Results

April, 2021



Contents

Core competencies	3
Executive Competency Library	4
2 or 3 of the greatest challenges and opportunities.....	5
Further suggestions regarding core competencies	6

	Questions	#	Responses
Q1	"Core competencies" required by an ideal candidate based on our understanding are mentioned below.	1	Yes, and/or equivalent in private sector as a optionlower the budget experience - give a range between \$500m - \$1b. Change to: Proven experience and achievement in organizational development through building large and diverse teams between 400 and 1000 employees
		2	I disagree and believe these are too restrictive around requiring specific experience, and not focused enough on skills. I think we should be considering highly skilled administrators with strong transferrable skills, even if they have less experience as a municipal CEO. The following I would remove as requirements and make assets to have: - education requirement in a topic of municipal function, and a master's degree. Academic degrees don't make one a good executive. - 7-10 years experience in municipal government, public sector, or private sector is basically saying any work experience. This means nothing - Handling a budget of over \$1 billion. A commissioner or department head in municipal government would be excluded by this. I think experience with a complex budget should be sufficient. - understanding of Fortune 500 companies and how to attract them is very niche. I think it will make the pool very small. It's also unrealistic that Niagara will recruit a Fortune 500 company, so it isn't a sensible expectation for this position. Additions to the job should include - building a high-performance culture - Engaging staff - collaborative leadership, which builds on our existing leadership culture - political acumen. The job is enormously political and that's a singularly critical trait.
		3	I'm fine with this.
		4	no additional comments
		5	Agreed
		6	Yes, and/or equivalent in private sector as a option
		7	Is 1,000 employees a good marker? How many lower tier municipalities would have 1,000 employees? Would a single tier municipality like Guelph have 1,000 if the police department was not included?
		8	Looks good
		9	I agree
		10	Agree although the \$billion budgets may exclude otherwise good candidates
		11	I agree with the core competencies
		12	Fully agree. You hit on all important characteristics and skills.
		13	I would agree with the above statements. Multiple years of experience in municipal government, in an organization of this size
		14	I am in agreement but I would also like to add that they must be willing to live in Niagara. If you are good enough to take a paycheque from Niagara you should be willing to pay taxes to Niagara.
		15	Agree
		16	Yes
		17	Yes I agree
		18	I agree with most items -- the last one, I believe the sentence "Proven experience in fiscal and financial matters" should be completed with "in complex municipal settings".
		19	Agree

<div>Q2</div>	<p>The Executive Competency Library chart provided a list of the following "soft skills" as some of the related competencies.</p>	1	I think there needs to be one about building organizational culture. Otherwise this is an excellent list.
		2	No
		3	Communication: Ability to effectively communicate the mandated responsibilities of the Region to stakeholders and the public.
		4	No
		5	No
		6	High ethical and moral standards: Will be guided by what is right, as opposed to what is expedient or easiest.
		7	No. Looks good.
		8	No I agree with this
		9	no
		10	No revisions or additions
		11	Agree. I like specifically the stress on communication skills.
		12	No
		13	For Relationship Builder, you should add able to work with the media.
		14	No
		15	No
		16	Effective communicator, with the ability to inspire and lead through others,
		17	I am good with this list.
		18	Integrity , honesty and a strong moral compass

Q3

What according to you are 2 or 3 of the greatest challenges and opportunities facing the Niagara Region?

1	Affordability of Region
2	1. Niagara has an enormously complex and challenging political environment. 4 layers of government, 13 municipal governments, local area municipalities that are extremely independent and rarely have consensus. The political environment is also one that rejects the value of regional government in favour of local government, and therefore doesn't adequately fund regional government. Navigating and managing this political environment is a key challenge. 2. Organizational fiscal health. Niagara Region has a sizeable, deferred maintenance list. Our reserves are almost depleted. We are in weak fiscal health due to lack of investment over the years by political leaders. Right sizing the fiscal health of the organization is important. 3. Niagara has great potential with educational institutions, a strong health sector, opportunity to attract talent with high quality of living, location on the US border, having air/road/rail travel links, proximity to the GTHA. Strategizing and seizing the potential to move our region forward is possible for a new CAO.
3	Infrastructure investments,
4	Relationships with Local Area Municipalities. Balancing Provincial policy with requirements of Regional policy/service delivery.
5	Nlagara Region as a geographic entity, the greatest challenge is balancing growth with sustainable management of resources. For Niagara Region as a corporation that would be reshaping service delivery and governance for Niagara Region, respecting autonomy of local area municipalities.
6	Recruitment of Top level employees
7	1. Managing a large, diverse work force 2. Managing growth with divergent views on how that should be done among the various local municipalities 3. Ensuring long-term financial sustainability of the Region, perhaps by creating more and better strategic alliances and partnerships
8	Finding efficiencies/budget, cooperation with 12 LAMs., economic recovery management
9	Development, job creation, housing (homeless, low income, affordable)
10	effectively engaging LAM's and integrating service delivery in a timely fashion. Ensuring that council is fully informed but not attempting to impose the "corporate will" on politicians and political decision-making processes.
11	Attracting long term employment, managing residential growth and maintaining the Niagara brand. Financing growth today and tomorrow
12	Image and Image! is the challenge Growing!! We need to capitalize on all funding and opportunities that are available.
13	We must continue to find cost savings in shared governance Build affordable housing Continue to do inside analysis to make sure Regional government remains lean, but capable
14	Influx of newcomers (150,000) Affordable housing Saving good farmland from being developed because we then lose our draw and become just another vanilla municipality.
15	Affordability, which impacts housing, food security, childcare, etc., etc. Obviously, economic and social recovery from the pandemic
16	Maintaining a consolidated approach to the future with all municipalities being treated equally
17	Pandemic recovery in a economy overly reliant on the tourism and hospitality industry; significant capital infrastructure needs while facing historically lean budgeting and underfunding of capital reserves; an overly large council without a clear vision for the future (including significant parochialism due to the demands of 12 local municipalities)

		18	Niagara is about to see unprecedented growth; leadership will be required to ensure a Region that is prepared for this type of challenge. The Region has very much been reactionary given the challenges of the past number of years, but a proactive future focus, post COVID and other challenges, will be critical to any future success.
		19	How we will provide services in a time where more and more people are in bad financial situation and raising taxes should not be the only answer - balancing the needs ,,ignoring the “wants “ of those who DO have wealth to manage and thrive in this environment - securing the future of our natural heritage systems , dealing with climate change in a responsible manner to be sustainable

Q4	Do you have any further suggestions regarding core competencies that an ideal CAO needs to possess in order for them to be successful with the Niagara Region?	1	No
		2	No additional comments
		3	No
		4	No
		5	Experienced, honest, hard-working, open, accountable, able to make difficult decisions, able to manage people effectively
		6	Political intuition (understanding public tolerance) and a desire to improve customer experience and service.
		7	Strong voice, doesn't have any problems with standing by his decisions and letting Council know this, decisiveness
		8	no
		9	Must have the ability to rebuild the corporation and create succession planning for the future.
		10	Ethical. Honest. Value for the tax payers dollar. Able to stretch a dollar. Admit when they may have been wrong. Respect the public purse.
		11	Honesty...absolutely no hint of a scandal in his/her past
		12	I'm good with the competencies but we need to ask the candidates what her/his feeling is about Niagara. Tell us from the candidate's perspective what the good, the bad and the ugly is in Niagara. Ask this person what changes if any would they make after giving their views of Niagara.
		13	No
		14	No
		15	Inspiring leadership, that is strength based and shows integrity and humility. Solid political acumen to navigate a complex and somewhat conflicted political environment
		16	A thorough understanding of the municipal act certainly is in order.
		17	Be trustworthy, be open and available

Core Competencies, based on the CAO recruitment survey.

Competency 1	<p>Minimum of a Post-secondary degree in Political Science, Public Administration, Business Administration or in a field directly related to municipal functions.</p> <p><i>Master's degree and an Executive Diploma in Municipal Management as recognized by the Association of Municipal Manager, Clerks, and Treasurers of Ontario (AMCTO) is preferred.</i></p>
Competency 2	<p>7-10 years' experience in the Municipal Government/ Broader Public Sector/ Private sector; Strong business acumen and a solid understanding of private sector business strategies; prior CAO/City Manager experience in a large municipality/ Broader Public Sector organization is a definite asset.</p>
Competency 3	<p>Proven experience with organizational change management within a complex unionized environment with competing priorities, and an ability to balance and understand both the priorities of the Region and its member cities and towns; strong collaboration and advocacy skills and a solid understanding of the Niagara Region and appreciation of the two-tier system of governance are key requirements.</p>
Competency 4	<p>Proven experience and achievement in organizational development through building large and diverse teams up to 1,000 employees; Strong strategic planning skills, <i>building a high-performance culture, engaging staff, collaborative leadership style, building on the existing leadership culture and political acumen are key traits.</i></p>
Competency 5	<p>Excellent oral and written communication skills and the ability to interact diplomatically and effectively with internal and external stakeholders, including Area Municipalities, other Regional Governments, Provincial Government, Federal Government, and the media and public at large; an ideal balance between vision, drive, direct and diplomatic communication style with strong consensus and relationship building skills is a key requirement.</p>
Competency 6	<p>Proven experience in fiscal and financial matters in complex municipal settings demonstrated by <i>previously handling a complex budget of hundreds of millions' of dollars.</i> A solid understanding of Fortune 500 companies, and how to attract them to the Region. Minimum of 10 years senior municipal management experience leading large and complex portfolios and implementing multi-year business and financial strategies are preferred.</p>

Text that is presented in ***italics and bold*** has been updated, based on the CAO Recruitment Survey responses.



Niagara Region CAO

Position Profile

April, 2021



3080 Yonge Street, Suite 6060 | Toronto, ON | M4N 3N1 | 416-271-4397 | www.LESP.ca

Legacy Executive Search Partners
3080 Yonge Street, Suite 6060
Toronto, ON M4N 3N1

Introduction

I am delighted to present this Candidate Brief for the Chief Administrative Officer position prepared on behalf of the Niagara Region and the Selection Committee.

The Candidate Brief includes background information on The Niagara Region, the Position Profile, Duties and Responsibilities, Position Specifications, the Timeline and Organizational Charts.

Please feel free to contact me if you would like additional details about the position or need clarification on any aspect of the search process. Further information about The Niagara Region can be found at [www.https://www.niagararegion.ca](https://www.niagararegion.ca).

On behalf of Legacy Partners and the Region of Niagara, I would like to thank you for your interest in this position and assure you of my prompt and fullest attention at all times.

Yours Sincerely,



Sincerely,

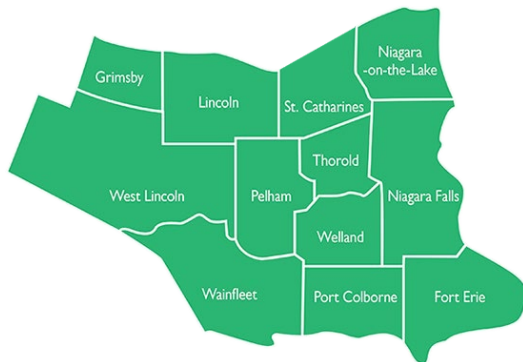
Kartik Kumar, Partner


3080 Yonge Street, Suite 6060
Toronto, Ontario, M4N 3N1
Cell: 416.271.4397
Website: www.lesp.ca

Contents

Introduction	2
Region of Niagara: Overview	4
2019 - 2022 Council Strategic Plan	6
About the Plan	6
Position Summary:	7
CAO - Niagara Region - Job Description	7
The Ideal Candidate:	9
Overview.....	9
Qualifications and Experience: (Key Competencies)	10
Executive Competency Library	11
Our Diversity and Inclusion Commitment	14
The Timeline	15
Org Charts for The Niagara Region	17

Region of Niagara: Overview



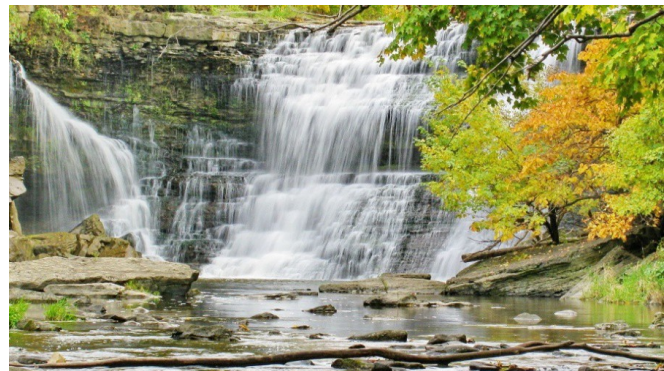
The Regional Municipality of Niagara, also known as the Niagara Region, is ideally located within Southern Ontario's Golden Horseshoe, only an hour's drive from the GTA and within 30 minutes of the US border. The region is comprised of 12 municipalities: Niagara Falls, Port Colborne, Thorold, Welland, St. Catharines, Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Wainfleet and West Lincoln. Niagara is approximately 120 km away by car to Toronto or sit back and relax on the Niagara Seasonal GO Train Service starting in 2021.

In addition to featuring the world-renowned Welland Canal, an integral part of the St. Lawrence Seaway, Niagara is connected to 5 international border crossings into the United States and quickly accessible to 7 airports within a one-hour drive connecting Niagara Canada to the world.

The municipal government of Niagara region is highly collaborative and progressive, made up of 32 representatives from the 12 area municipalities. The region has three urban centres, St. Catharines, Niagara Falls and Welland.

Regional headquarters is located in Thorold, with over 3,600 employees at 100 work locations operating as a robust, efficient team to support and advance the quality of life for over 430,000 residents of the region.

Niagara provides residents a highly desirable quality of life, thanks to affordable home ownership, exceptional schools and leading post-secondary institutions, world-class health services and a stress-free commute. The Region has all the amenities of a large urban centre while still maintaining the signature warmth and character of a smaller rural community. Breathtaking natural landscapes, the majestic Niagara Falls, local beaches and water-filled fun on Lake Erie, Lake Ontario, the Niagara River and the Welland Canal, world-class wineries, tender fruitlands, the Bruce trail, the Shaw Festival Theatre, 40 golf courses, scenic cycling and hiking trails, Canada's largest casino, fantastic shopping and concerts make every weekend feel like an adventure.



Niagara is Ontario's second most competitive region for doing business. With over \$100 billion worth of trade making its way through the Region each year, it is no wonder Niagara was Ontario's first designated Foreign Trade Zone.

Niagara has a proud history as an industrial and manufacturing centre. The sector employs over 17,000 people and accounts for the largest portion of the Region's GDP. Fondly known as Ontario's fruit basket, Agriculture is a fundamental pillar of Niagara's economy. In 2016, agriculture in Niagara contributed \$1.41 billion to regional GDP and contributed 19,900 jobs. Niagara is home to over 1,800 farms and agricultural operations.

With over 90 wineries in the region, Niagara is responsible for 90% of grape production in Ontario and is the largest wine producing region in Canada, making up 80% of Canada's total grape and wine production.

Tourism is huge in Niagara.

- *Niagara Falls.*
- *Niagara-on-the-Lake.*
- *The Shaw Festival.*
- *The Niagara Wine Route.*
- *Canada's largest casino.*

Niagara's tourist attractions, festivals and special events attract more than 13 million tourists who spend over \$2 billion annually making a significant contribution to the local economy.

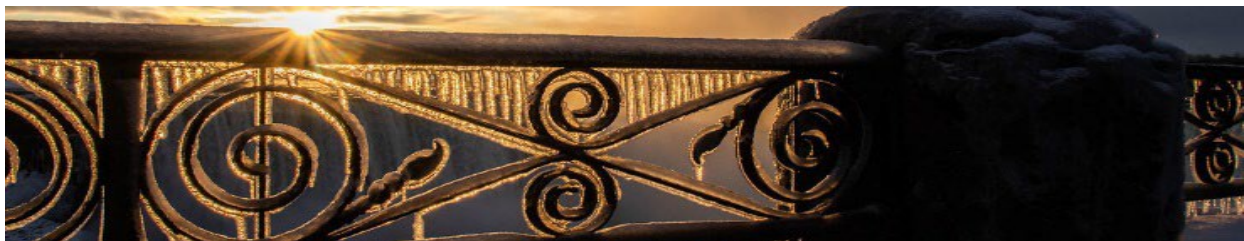
Niagara Region is a moment that takes your breath away, a memory that lingers. Every night of the year the three waterfalls that make up Niagara Falls are illuminated creating an unforgettable stunning masterpiece. However, it is the passion, the warmth, and the devotion of the citizens of Niagara that truly light up the region. It is just that special.

Source material:

Niagara region website: <https://niagararegion.ca/default.aspx> Niagara

region economic development: <https://niagaracanada.com/>

Newcomers to Niagara website: <https://welcomeniagaracanada.com/>



Text that is presented in *italics and bold* has been updated, based on the CAO Recruitment Survey and responses and comments from Councillor Husan.

2019 - 2022 Council Strategic Plan

About the Plan

Niagara Regional Council has developed the 2019 - 2022 Strategic Plan. The plan provides focus and direction for the organization's work over the next four years. It includes four priority areas with objectives that define how to achieve those priorities.

To complement the Strategic Plan, an implementation plan was created. It contains the projects and actions that Niagara Region, as an organization, will execute to reach the objectives identified by Council.

The plan can be accessed here (click on the image below):



Position Summary:

CAO - Niagara Region - Job Description

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 efficient and effective operations. As the most senior appointed official of the regional municipality, the Chief Administrative Officer shall lead and direct 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.

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, councillors, 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

- Number of Direct Reports: 9-14
- Number of Indirect Reports: 2,000+
- Titles of Direct Reports
 - Commissioners of Departments
 - Directors
 - Regional Clerk
 - Executive Assistant & Administrative Lead

Working Conditions

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

The Ideal Candidate:

Overview

The CAO is responsible for providing corporate leadership for the general management of the corporation as well as participating in the overall stewardship of the municipality.



An Ideal CAO must be a high energy, dynamic and collaborative leader. In addition to having superior tact and diplomacy skills, they will have a strong sense of fairness and compassion, exceptional interpersonal and trust building skills, and the ability to build and support strong teams. They should also have proven ability to build strong relationships with Elected Officials, Regional Boards, Commissions, Agencies, other Municipalities, and the Provincial and Federal Governments.

They must demonstrate collaborative working relationships with the 12 Local Area Municipalities (LAMs), along with other key partners such as Agencies,

Boards, and Commissions (ABCs).

In summary, they must have the ability to invite and welcome diverse perspectives in a respectful environment and unleash the potential, so that great ideas can emerge in order to address the challenges within the Region together.

If you are committed to, and have a passion for, organizational and policy innovation, navigating diverse interests and putting ideas into action, you may want to be aware of some exciting upcoming projects:

1. *Building an operational vision of Diversity Equity & Inclusion across the organization.*
2. *A new Official Plan complete with a natural heritage and climate change component.*
3. *A major Wastewater Management Project that will position Niagara for Growth.*
4. *Hosting of the Canada Games building sport infrastructures across the Region.*

Qualifications and Experience: (Key Competencies)

Competency 1	<p>Minimum of a Post-secondary degree in Political Science, Public Administration, Business Administration or in a field directly related to municipal functions.</p> <p><i>Master's degree and an Executive Diploma in Municipal Management as recognized by the Association of Municipal Manager, Clerks, and Treasurers of Ontario (AMCTO) is preferred.</i></p>
Competency 2	<p>7-10 years' experience in the Municipal Government/ Broader Public Sector/ Private sector; Strong business acumen and a solid understanding of private sector business strategies; prior CAO/City Manager experience in a large municipality/ Broader Public Sector organization is a definite asset.</p>
Competency 3	<p>Proven experience with organizational change management within a complex unionized environment with competing priorities, and an ability to balance and understand both the priorities of the Region and its member cities and towns; strong collaboration and advocacy skills and a solid understanding of the Niagara Region and appreciation of the two-tier system of governance are key requirements.</p>
Competency 4	<p>Proven experience and achievement in organizational development through building large and diverse teams up to 1,000 employees; Strong strategic planning skills, building a high-performance culture, engaging staff, collaborative leadership style, building on the existing leadership culture and political acumen are key traits.</p>
Competency 5	<p>Excellent oral and written communication skills and the ability to interact diplomatically and effectively with internal and external stakeholders, including Area Municipalities, other Regional Governments, Provincial Government, Federal Government, and the media and public at large; an ideal balance between vision, drive, direct and diplomatic communication style with strong consensus and relationship building skills is a key requirement.</p>
Competency 6	<p>Proven experience in fiscal and financial matters in complex municipal settings demonstrated by <i>previously handling a complex budget of hundreds of millions' of dollars.</i> A solid understanding of Fortune 500 companies, and how to attract them to the Region. Minimum of 10 years senior municipal management experience leading large and complex portfolios and implementing multi-year business and financial strategies are preferred.</p>

Text that is presented in ***italics and bold*** has been updated, based on the CAO Recruitment Survey responses

Executive Competency Library

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 co-operation 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.



Our Diversity and Inclusion Commitment

At Legacy Executive Search Partners, we believe passionately that building diverse leadership is a direct path to an organization's success. We also believe that it is good for the world.



As an organization whose colleagues collectively bring true diversity in many forms, including gender identity, ethnicity, cognitive and physical ability, LGBTQ, and career experience, we are deeply aware of the value of diversity and inclusion.

As leadership advisors, we work with our clients to help them shape and transform their organizations and cultures; we take our role very seriously as we recognize the responsibility this brings.

Recruiting diverse talent is not difficult; recruiting diverse talent is different. It requires innovation and an effort to cultivate genuine relationships.

Our consultants are trained in competency-based interviewing techniques, employment law, and diversity awareness. We use gender-neutral language in profiling conversations and job descriptions.

We deliberately broaden our candidate outreach by partnering with a coalition of organizations and associations who share our diversity and inclusion ambition.

The Legacy Executive Search Partners approach incorporates methods proven to be among the least biased approaches to assessments of capabilities. By evaluating executives on core competencies such as driving results or strategic thinking - we can compare individuals to one another and the role requirements.

In a recent audit of our diversity and inclusion search processes for Chief Executives, the representation of women, black, Indigenous, and people of colour (BIPOC) in our slate of candidates increased to 43% in 2020.

At Legacy Executive Search Partners, we bring diverse thinking and perspective to every engagement and client team. We champion diversity and inclusion because we believe that diverse and inclusive leaders can create a better world.

The Timeline

The Niagara Region is looking to make an appointment at the earliest opportunity. It is anticipated that the application deadline would be around <date to be finalized>

I trust that this Position Profile and full Candidate Brief have enabled you to decide whether the position of CAO at The Niagara Region is one that interests you. If you wish to be considered for the position, please forward a cover letter and your resume by email to Kartik Kumar at niagararegioncao@lesp.ca. Please be assured that any information that is shared with Legacy Executive Search Partners will be treated in the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.

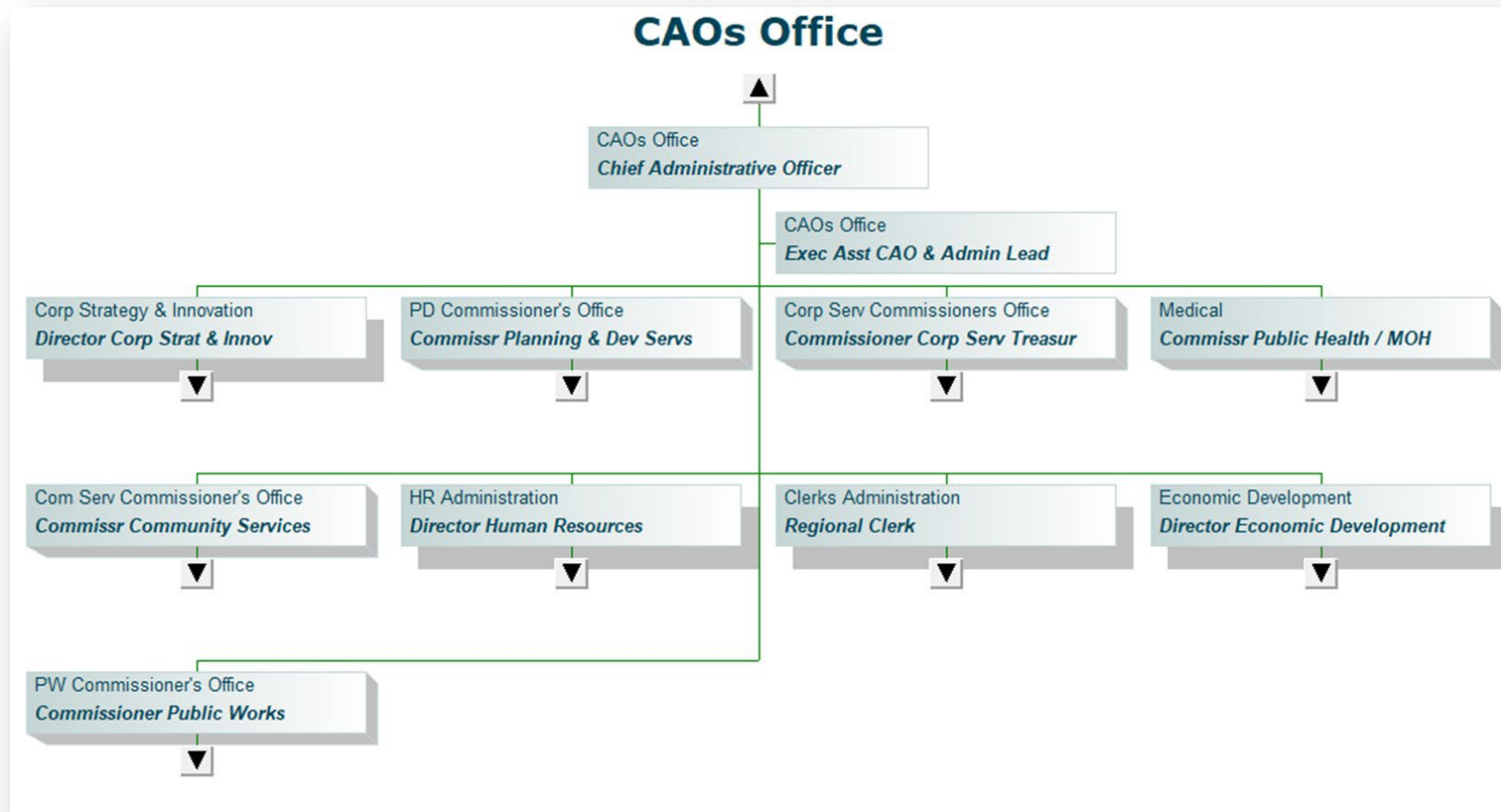
Appendix

Niagara Region Organizational Chart



Org Charts for The Niagara Region

Please click on the [Org Chart below](#) to access additional Niagara Region Departmental Org Charts





CHIEF ADMINISTRATIVE OFFICER

Niagara Region is one of Canada's most world – renowned destinations.

Strategically located between the great lakes of Erie and Ontario, it is home to a culturally and economically diverse urban and rural population of more than 430,000. The Region works collaboratively with 12 area municipalities and community partners to efficiently deliver innovative programs and services that support and advance the well-being of individuals, families and communities. Niagara has long been among the prominent tourism regions in Canada as it features some of Canada's most fertile agricultural land, the majesty of Niagara Falls, Canada's most developed wine industry and year-round theatre festivals and cultural events. As a must- visit destination Niagara hosts over 13 million tourists, who spend over \$2.6 billion generating a significant amount of business activity, jobs and other economic benefits. Dynamic modern cities, affordable housing, excellent schools and higher education institutions, libraries, parks, modern infrastructure investments and unique natural beauty are some of the reasons why residents chose to call Niagara region home.

The Chief Administrative Officer (CAO) is the most senior administrative leadership position in the Niagara Region and provides objective professional advice and decision support to the Regional Chair and Council in developing strategies, policies and services that address the unique needs of the Region. The CAO provides vision, leadership and guidance on the general direction and management of the organization as well as in the implementation of strategic initiatives and delivery of responsive services to the citizens and businesses of Niagara. Demonstration of collaborative working relationships with the 12 Local Area Municipalities (LAMs), along with other key partners such as Agencies, Boards, and Commissions (ABCs) is a critical requirement for this role.

The ideal candidate for CAO has a relevant university degree, a deep understanding and working knowledge of public sector administration, municipal finance and governance within a two -tier government structure. In addition, you will have experience working with associated municipal agencies such as police services, social housing, boards, commissions, provincial and federal government entities. As a leader, you seek to engage our approximately 3,600 employees and inspire excellence as you demonstrate by example the region's corporate values. As a successful senior executive, you are a proven consensus-builder with strong change management skills and the ability to influence a diverse group of stakeholders. You are an innovation advocate and embrace new ideas to securely enable efficient operations of citizen services. You have implemented strategic plans, large complex initiatives and created opportunities for economic prosperity.

Explore this career defining opportunity to lead one of Canadas most iconic regions in the delivery of better government and better outcomes for the citizens you serve.

Please submit your resume and related information online to Kartik Kumar Legacy Executive Search Partners at niagararegioncao@lesp.ca by **<date to be finalised>**.

We sincerely thank all candidates for their interest; however, **only** those selected for an interview will be contacted.

Niagara Region is an equal opportunity employer. In accordance with the Accessibility for Ontarians with Disabilities Act (2005), upon request, accommodation will be provided by both Legacy Executive Search Partners and Niagara Region throughout the recruitment, selection and/or assessment process to applicants with disabilities.