



## THE REGIONAL MUNICIPALITY OF NIAGARA SPECIAL COUNCIL ORDER OF BUSINESS

CL 9-2021

Thursday, April 29, 2021

4:00 p.m.

Meeting will be held by electronic participation only

This electronic meeting can be viewed on Niagara Region's Website at:

<https://www.niagararegion.ca/government/council/>

Due to the efforts to contain the spread of COVID-19 the Council Chamber will not be open to the public to attend Council meetings until further notice. To view live stream meeting proceedings, please visit: [niagararegion.ca/government/council](https://www.niagararegion.ca/government/council/)

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Pages

1. CALL TO ORDER

2. ADOPTION OF AGENDA

2.1. Changes in Order of Items

3. DISCLOSURES OF PECUNIARY INTEREST

4. CLOSED SESSION

4.1. Confidential Verbal Update

A Matter of Advice that is Subject to Solicitor-Client Privilege & A Matter of Litigation or Potential Litigation under s. 239(2) of the Municipal Act, 2001 - Update respecting litigation concerning Former Senior Administration Officials Employment Contracts

4.2. Confidential Motion from Councillor Huson

To be considered under Agenda Item 9.1.

5. BUSINESS ARISING FROM CLOSED SESSION

## 6. CORRESPONDENCE

### 6.1. For Consideration

- |        |   |        |
|--------|---|--------|
| 6.1.1. | CL-C 30-2021<br>Deferred Motion - Integrity Commissioner Investigation of Leak<br>of Confidential Information           | 3      |
| 6.1.2. | CL-C 31-2021<br>Chief Administrative Officer Recruitment - Core Competencies,<br>Position Profile and Job Advertisement | 4 - 25 |

## 7. COMMITTEE REPORTS

- |      |  |         |
|------|--|---------|
| 7.1. | <i>Chief Administrative Officer Recruitment Committee</i><br>Minutes CAORC 5-2021, Tuesday, April 20, 2021 | 26 - 55 |
|------|--|---------|

## 8. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)

- |      |  |         |
|------|--|---------|
| 8.1. | CAO 2-2021<br>Update on the Exploration of Shared Services by the Chief Administrative<br>Officers Working Group | 56 - 78 |
|------|--|---------|

## 9. CLOSED SESSION

- |      |   |  |
|------|---|--|
| 9.1. | <u>Confidential Motion from Councillor Huson</u><br>A Matter concerning Personal Matters about an Identifiable Individual<br>under s. 239(2) of the Municipal Act, 2001 - Confidential Motion<br>respecting Acting Chief Administrative Officer Compensation Review |  |
|------|---|--|

## 10. BUSINESS ARISING FROM CLOSED SESSION

## 11. BY-LAWS

- |       |  |    |
|-------|--|----|
| 11.1. | <u>Bill 2021-29</u><br>A by-law to adopt, ratify and confirm the actions of Regional Council at<br>its special meeting held on April 29, 2021. | 79 |
|-------|--|----|

## 12. 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**

**CL-C 30-2021**

**Subject: Deferred Motion - Integrity Commissioner Investigation of Leak of Confidential Information**

**Date: April 29, 2021**

**To: Regional Council**

**From: Ann-Marie Norio, Regional Clerk**

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At its Special meeting held on February 25, 2021, Regional Council considered the following motion:

*That the Regional Chair **REQUEST** the leak of confidential information regarding Whistleblower Report #1 be investigated by the Integrity Commissioner and the scope include:*

- 1. did a breach occur?;*
- 2. if so, by whom?; and*
- 3. if it was a member of Council, what is the appropriate remedy?*

Council subsequently passed the following motion:

*That the motion respecting the Integrity Commissioner investigation **BE DEFERRED** until the Integrity Commissioner attends a future Regional Council meeting to discuss this matter.*

The Integrity Commissioner will be in attendance at the Special Regional Council meeting being held on Thursday, April 29, 2021, to provide information respecting the deferred motion and to answer any questions Council may have. Once Council is in receipt of information from the Integrity Commissioner it can then make a determination with respect to the deferred motion noted above.

Respectfully submitted and signed by

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Ann-Marie Norio  
Regional Clerk

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**MEMORANDUM**

**CL-C 31-2021**

**Subject: Chief Administrative Officer Recruitment - Core Competencies, Position Profile and Job Advertisement**

**Date: April 29, 2021**

**To: Regional Council**

**From: Ann-Marie Norio, Regional Clerk**

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At its meeting held on April 20, 2021, the Chief Administrative Officer Recruitment Committee, reviewed the draft documents from Legacy Executive Search Partners respecting the Core Competencies, Position Profile, and Job Advertisement to be used for the recruitment of the Chief Administrative Officer. The Committee provided feedback and suggested revisions on the documents and subsequently passed the following recommendation:

That the Chief Administrative Officer Core Competencies as revised, Position Profile as revised, and Job Advertisement, **BE PROVIDED** to Regional Council for consideration and approval.

The following documents are attached to this memorandum for consideration and approval by Council:

- CAORC-C 10-2021 CAO Core Competencies **REVISED April 20, 2021**
- CAORC-C 11-2021 CAO Position Profile **REVISED April 20, 2021**
- CAORC-C 12-2021 CAO Job Advertisement

A motion of Council is required to approve the documents. Suggested wording is as follows:

That Regional Council **APPROVE** the Chief Administrative Officer Core Competencies (CAORC-C 10-2021 Revised), Position Profile (CAORC-C 11-2021 Revised), and Job Advertisement (CAORC-C 12-2021), for use in the Chief Administrative Officer recruitment.

Respectfully submitted and signed by

---

Ann-Marie Norio  
Regional Clerk

## 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 ( or equivalent).</p> <p>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.</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; 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 previously handling a complex budget of hundreds of millions' of dollars. 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>



# Niagara Region CAO

## Position Profile

April, 2021



3080 Yonge Street, Suite 6060 | Toronto, ON | M4N 3N1 | 416-271-4397 | [www.LESP.ca](http://www.LESP.ca)

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Page | 1

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



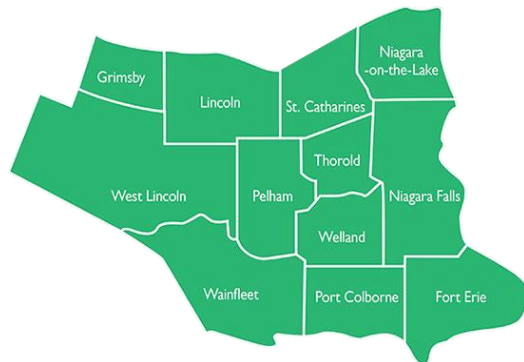
3080 Yonge Street, Suite 6060  
Toronto, Ontario, M4N 3N1  
Cell: 416.271.4397  
Website: [www.lesp.ca](http://www.lesp.ca)



## 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



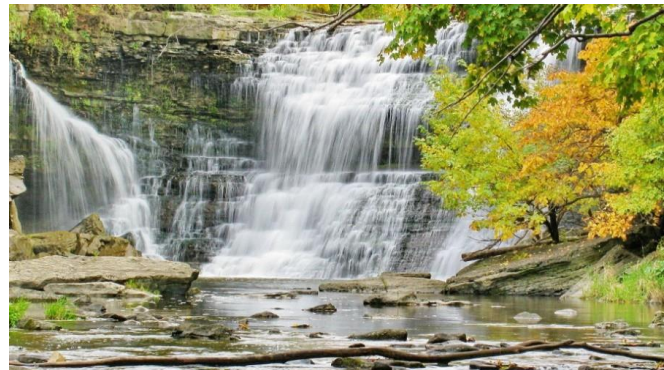
The Regional Municipality of Niagara, also known as the Niagara Region, is ideally located within Southern Ontario's Golden Horseshoe, only an hour's drive from the GTA and within 30 minutes of the US border. The region is comprised of 12 municipalities: Niagara Falls, Port Colborne, Thorold, Welland, 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.

The Niagara Region is strategically situated to support the busiest trade corridor with 5 bridges at the Canada/US border crossing to these markets.

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.

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/>



## 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: 3,000+
- Titles of Direct Reports
  - Commissioners of Departments
  - Regional Clerk
  - Directors
  - 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 Summer Games building sports infrastructure 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 (or equivalent)</p> <p>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.</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. 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 previously handling a complex budget of hundreds of millions' of dollars. 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>



## 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 on **June 4<sup>th</sup>, 2021 @ 11:59 pm**.

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](mailto: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.

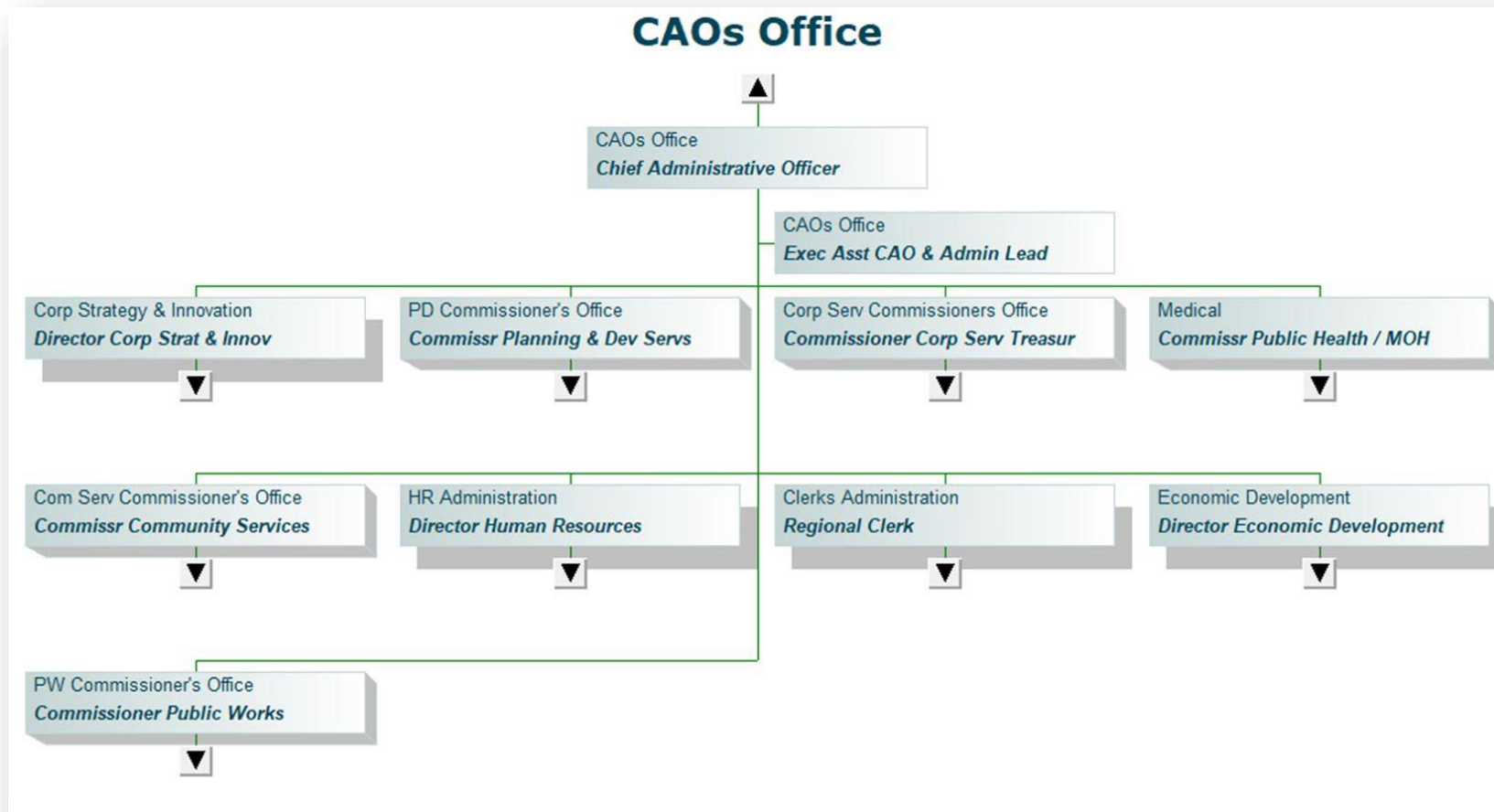
# Appendix

## 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](mailto: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.*

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

**CAORC 5-2021  
Tuesday, April 20, 2021  
Economic Development Boardroom/Video Conference  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Present in the Boardroom: Regional Chair Bradley (Committee Chair)

Committee Members Present via Video Conference: Foster, Huson, Redekop, Witteveen

Staff Members Present in the Boardroom: D. Gibbs, Director, Legal & Court Services, F. Meffe, Director, Human Resources, A.-M. Norio, Regional Clerk

Others Present via Video Conference: K. Kumar, Partner, and J. Ford, Legacy Executive Search Partners

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**1. CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 3:34 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

There were no presentations.

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 CAORC-C 9-2021**

Chief Administrative Officer Recruitment Survey Summary

Franco Meffe, Director, Human Resources, provided introductory remarks respecting the survey and noted that the survey was sent to 38 stakeholders on April 12, 2021, with a completion deadline of April 14, 2021, and that 19 responses had been received. Mr. Meffe advised that when the survey was issued to members of Council and the Commissioners, it included a request that anyone considering applying for the position should refrain from completing the survey. He noted that the request was in alignment with the Committee's ongoing commitment to ensure the integrity of the Chief Administrative Officer recruitment process.

Moved by Councillor Witteveen  
Seconded by Councillor Redekop

That Item CAORC-C 9-2021, being the Chief Administrative Officer Recruitment Survey Summary from Legacy Executive Search Partners, **BE RECEIVED** for information.

**Carried**

**5.2 CAORC-C 10-2021**

Draft Chief Administrative Officer Core Competencies

Committee members discussed the draft core competencies with the inclusion of the feedback from the survey. It was requested that the following revisions be made:

- In Competency 1 add "or equivalent" with respect to the requirement for a post-secondary degree
- In Competency 4 remove the "up to 1,000 employees"

Moved by Councillor Foster  
Seconded by Councillor Huson

That Item CAORC-C 10-2021, being the Draft Chief Administrative Officer Core Competencies based on the CAO Recruitment Survey, **BE APPROVED**, as revised.

**Carried**

5.3 CAORC-C 11-2021

Draft Chief Administrative Officer Position Profile

Committee members discussed the draft position profile and recommended the following revisions:

- On page 5 remove the bulleted list regarding tourism
- On page 5, paragraph 1 add additional information respecting trade and the importance of the trade corridor between the United States and Canada that is unique to Niagara Region

Moved by Councillor Witteveen  
Seconded by Councillor Huson

That Item CAORC-C 11-2021, being the Draft Chief Administrative Officer Position Profile, **BE APPROVED**, as revised.

**Carried**

5.4 CAORC-C 12-2021

Draft Chief Administrative Officer Job Advertisement

Moved by Councillor Foster  
Seconded by Councillor Witteveen

That Item CAORC-C 12-2021, being the Draft Chief Administrative Officer Job Advertisement, **BE APPROVED**.

**Carried**

Moved by Councillor Witteveen  
Seconded by Councillor Foster

That the Chief Administrative Officer Core Competencies as revised, Position Profile as revised, and Job Advertisement, **BE PROVIDED** to Regional Council for consideration and approval.

**Carried**

The Committee discussed an expected timeline of next steps should Council approve the Chief Administrative Officer Core Competencies as revised, the Position Profile as revised, and the Job Advertisement. Legacy Executive Search Partners confirmed that the Chief Administrative Officer position would be posted for approximately 30 days (May 3, 2021 to June 4, 2021). During that time, Legacy

Executive Search Partners will also be conducting active outreach to prospective candidates. Once the position posting is closed, Legacy Executive Search Partners will prepare a long list of candidates for Committee's consideration at a future meeting to determine a short list of candidates to be invited for an interview, with dates and location to be determined.

**6. CONSENT ITEMS FOR INFORMATION**

There were no consent items for information.

**7. OTHER BUSINESS**

There were no items of other business.

**8. NEXT MEETING**

The next meeting will be held at the call of the Chair.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:18 p.m.

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Jim Bradley  
Regional Chair

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Ann-Marie Norio  
Regional Clerk

# 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](http://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

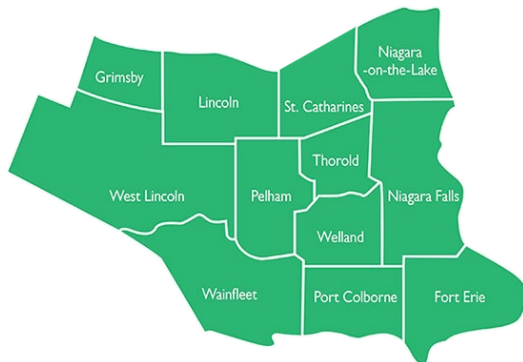
  
3080 Yonge Street, Suite 6060  
Toronto, Ontario, M4N 3N1  
Cell: 416.271.4397  
Website: [www.lesp.ca](http://www.lesp.ca)

## 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



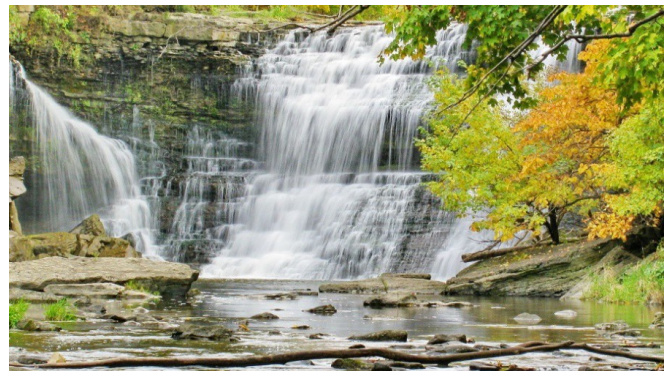
*The Regional Municipality of Niagara, also known as the Niagara Region, is ideally located within Southern Ontario's Golden Horseshoe, only an hour's drive from the GTA and within 30 minutes of the US border. The region is comprised of 12 municipalities: Niagara Falls, Port Colborne, Thorold, Welland, 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.*

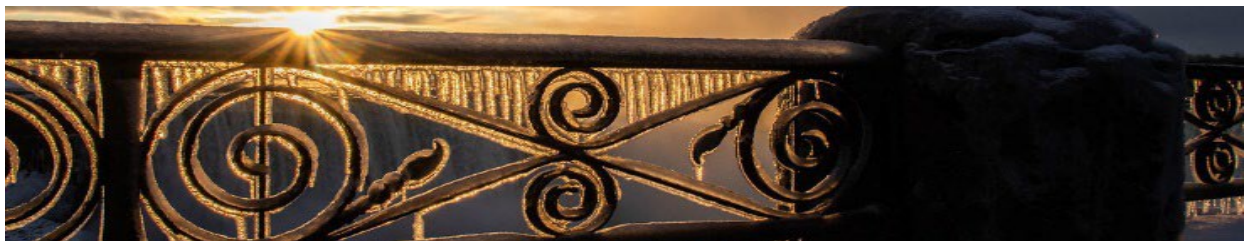
*Niagara Region is a moment that takes your breath away, a memory that lingers. Every night of the year the three waterfalls that make up Niagara Falls are illuminated creating an unforgettable stunning masterpiece. However, it is the passion, the warmth, and the devotion of the citizens of Niagara that 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 <b>to 1,000 employees</b>; <b>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.</b></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 <b>previously handling a complex budget of hundreds of millions' of dollars.</b> 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

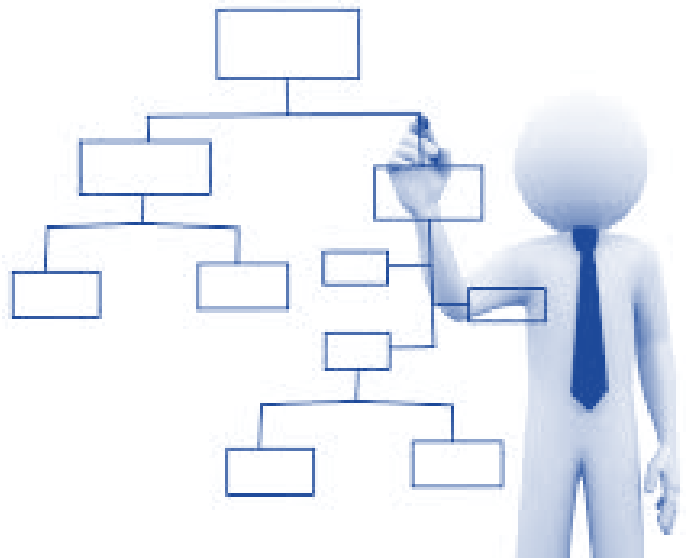
The Niagara Region is looking to make an appointment at the earliest opportunity. It is anticipated that the application deadline would be around <date to be finalized>

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](mailto: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.

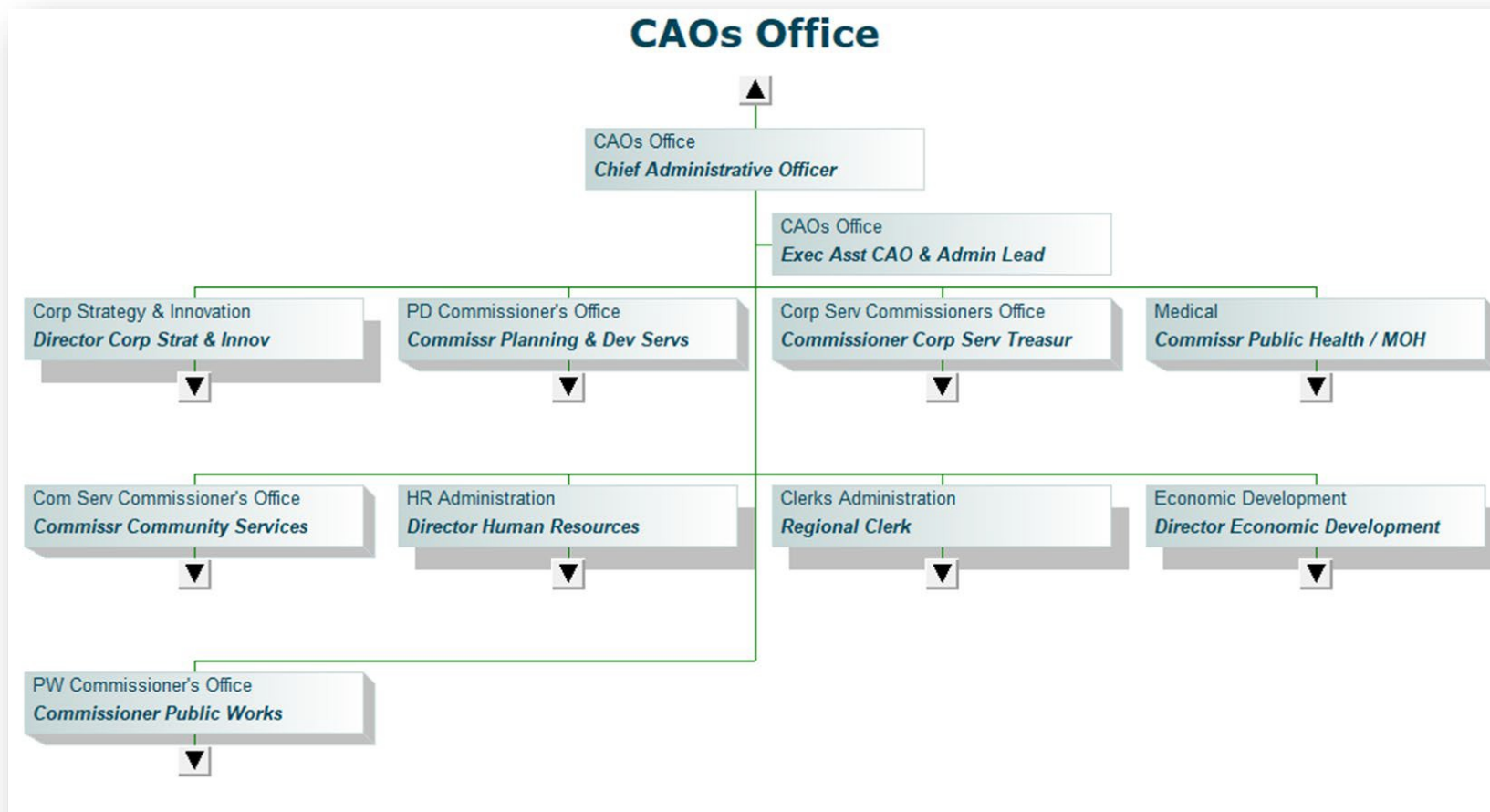
# Appendix

## 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](mailto: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.*

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**Subject:** Update on the Exploration of Shared Services by the Chief Administrative Officers Working Group

**Report to:** Regional Council

**Report date:** Thursday, April 29, 2021

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## Recommendations

1. That Regional Council **ENDORSE** the mandate of the Chief Administrative Officers (CAO) Working Group to explore and collaborate on service areas of mutual interest with the objective of achieving administrative and/or operational efficiencies and cost savings; and that the Local Area Municipal Councils be requested to do the same;
2. That Regional Council **APPROVE** the Regional share of funding for project management and facilitation support to the CAO Working Group to develop, document, evaluate, and prioritize shared service opportunities (this amount represents 50% of the total cost to a maximum contribution of \$50,000 per Appendix 1 of Report CAO 2-2021); and,
3. That the Acting Chief Administrative Officer **PROVIDE** a progress report to Corporate Services Committee in Q3 2021 on the development of guiding principles, a proposed governance structure, partnership protocol, and a short list of shared service opportunities recommended by the CAO Working Group for detailed business case development.

## Key Facts

- In January 2019, the Ministry of Municipal Affairs and Housing launched a Regional Government Review to examine the governance, decision-making, and service delivery functions of 8 regional municipalities including Niagara Region.
- In response to the above noted Review, the Chair and 12 Local Area Mayors asked the Region to retain a firm to develop a government relations strategy for the broader Region (See Appendix 2). StrategyCorp was retained in July 2019.
- In addition to government relations and communications support, StrategyCorp also provided advice on service delivery opportunities for inter-municipal cooperation, collaboration, resource sharing and improvement.



- StrategyCorp submitted a discussion summary to the CAO Working Group at the end of 2019. A planned staff report for March 2020 and further work on this file was paused due to the COVID-19 pandemic.
- Concurrently, the Region engaged the services of KPMG (February 2019 to February 2020) to undertake a service sustainability review. Final recommendations to Council in August 2020 included a number of opportunities for the Region to integrate service delivery with the Local Area Municipalities (LAMs).
- The scopes of work for StrategyCorp and KPMG did not include the development of detailed business cases on proposed opportunities. Deeper dives and additional expert support will be required to assess the full range of fiscal impacts, labour relations considerations, risk transfer, governance, and the effort and cost to implement.
- Staff support to the CAO Working Group has been ad hoc to-date. It is proposed that additional project management and facilitation support to develop, document, evaluate, and prioritize shared service opportunities be procured or seconded on a cost shared basis as agreed to by the LAM CAOs.
- York Region's "N6 model" has been proposed as a possible governance framework and partnership protocol for inter-municipal collaboration in Niagara Region. This will be the subject of a report-back to Corporate Services Committee in Q3 2021.
- A short list of shared service opportunities endorsed by the CAO Working Group for further exploration will also be included in the Q3 report-back.
- At its meeting on January 21, 2021 Council moved a motion to, in part, adopt the exploration of shared service delivery as a Council priority for the remainder of the term and to request an update on discussions and progress to date (see Appendix 3). The purpose of this report is to respond to the information request in the Motion.

## **Financial Considerations**

Expenditures to-date (2019) include \$43,735 to StrategyCorp for consulting services and \$59,500 to Environics for a community survey and report to Council and the LAMs.

It is proposed that additional project management and facilitation support to the CAO Working Group be procured on a cost shared basis as agreed to by the LAM CAOs (see Appendix 1). The Region's contribution is estimated to be \$50,000 which represents 50% of the total cost (\$100,000). There is sufficient funding within the 2021 budget of the Office of the CAO to support this expense.

Costs associated with executing any new shared service initiatives recommended by the CAO Working Group would be the subject of subsequent reports to Council.

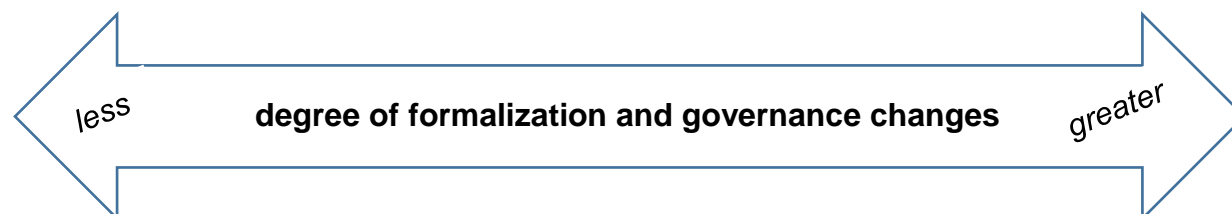
Staff is continuing to monitor provincial grant opportunities as a possible offset for the exploration and execution of shared service initiatives.

## Analysis

As noted in Table 1.0 below, shared services runs a spectrum with varying levels of formalization and governance. The common thread throughout is common interest, mutual benefit and efficient service delivery.

**Table 1.0**  
**Various Degrees of “Shared Services”**

<b>Networking &amp; Information Sharing</b>	<b>Partnerships &amp; Collaboration</b>	<b>Shared Service Delivery</b>
<ul style="list-style-type: none"> <li>• Networking groups</li> <li>• Discussion groups</li> <li>• Common issues &amp; solutions</li> <li>• Shared ideas &amp; practices</li> <li>• Share policies &amp; procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Working agreement &amp; MOUs</li> <li>• Joint initiatives</li> <li>• Shared suppliers &amp; joint RFPs</li> <li>• Policies &amp; procedures standardized</li> <li>• Resources shared</li> </ul>	<ul style="list-style-type: none"> <li>• Separate organizations linked through oversight model</li> <li>• Managed service delivery through clear service level agreements</li> <li>• Process ownership end-to-end</li> <li>• Resources pooled</li> </ul>



## **A History of Collaboration on Shared Services in Niagara**

Niagara municipalities have a strong track record with coordinated service delivery arrangements which strengthens the argument for broader collaboration in areas of mutual interest. A few examples (expanded upon in Appendix 4) include:

- Joint Compliance Audit Committee (election compliance during election years): Niagara Region, LAMs, the District School Board of Niagara and the Niagara Catholic District School Board
- Joint Accessibility Advisory Committee: Thorold, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham and West Lincoln
- Shared Hearing Officers for Administrative Monetary Penalties: Fort Erie and Port Colborne
- Joint Procurement: Welland, Thorold, Pelham, Port Colborne and Wainfleet
- Library Services: Libraries in the Niagara Cooperative (LiNC). Pelham and Lincoln are exploring a merger of their library services
- Legal Services: Lincoln and Grimsby (procurement). Pelham, Fort Erie and Wainfleet (shared in-house Solicitor)
- Fire and Emergency Services: Grimsby, Lincoln, West Lincoln and Wainfleet (shared Emergency Services Coordinator). Study underway on a shared fire service – Grimsby and Lincoln
- Dispatch: 911 services by the Region for all LAMs
- Integrated Transit Service: Niagara Region, St. Catharine's, Niagara Falls and Welland; feeder transit systems in Niagara's smaller communities; and inter-municipal transportation connections to all of Niagara's municipalities (Project underway)
  - NRT OnDemand: Niagara Region, Grimsby, Lincoln, West Lincoln, Pelham, Wainfleet and Niagara on the Lake

- Animal Care and Control: Grimsby, Niagara-on-the-Lake, West Lincoln and Pelham (partnering on an RFP in progress). Thorold, Fort Erie, and Lincoln (consideration of an add-on clause when existing agreements expire)
- Inter-municipal Staff Communities of Practice: Clerk's, Public Works, Planning, Economic Development, Communications, Finance, Asset Management and HR

### **Potential Services Areas for Further Review**

StrategyCorp's proposed list of service delivery opportunities were developed through detailed conversations with the Niagara CAOs, as well as research and insights acquired through their expertise in the municipal sector. The list is not exhaustive of all potential service delivery improvements and represents their best advice on those opportunities that are the most practical, based on the following criteria:

- Optimize service delivery;
- Integrate complementary functions;
- Introduce new accountability and risk management functions;
- Improve customer service;
- Coordinate the best use of resourcing and staffing; and,
- Eliminate redundancies.

The proposed list of opportunities (in non-ranked order) include:

1. Consolidation of responsibility of Water Services
2. Full or partial service delivery responsibility of Roads
3. Sharing Emergency Management (EMOs and Dispatch)
4. Sharing an Internal Audit process
5. Coordination of Procurement
6. Coordination of Economic Development
7. Aligning Human Resources practices
8. Integrating IT Services
9. Integrating Transit Service

A more detailed description of each opportunity is included in Appendix 5 of this report.

KPMG's assessment of shared service opportunities through their service sustainability review had a narrower focus than the StrategyCorp review. While their analysis also considered enhanced efficiencies and economies of scale, KPMG's primary focus was cost reduction.

KPMG's proposed the following list of opportunities (in non-ranked order):

1. Water and Wastewater
2. Information Technology
3. Procurement and Accounts Payable
4. Economic Development
5. Planning Services

4 of the 5 recommendations align with the StrategyCorp list of opportunities noted above. The recommendation to deliver Planning Services by a single tier is net new.

### **Northern Six (N6) Model in York Region**

In discussions at the CAO Working Group table, several CAOs referenced the "N6" model in York Region as a potential model for joint service delivery in the Region. Lessons learned from this model will inform the report-back to Council in Q3 2021 with respect to guiding principles, a proposed governance framework, and partnership protocol for intermunicipal collaboration.

#### **Background on the N6 Model**

York Region is a large urban area in southern Ontario comprised of nine municipalities. The N6 municipalities within those nine are Aurora, East Gwillimbury, Georgina, King, Newmarket, and Whitchurch-Stouffville. Though ranging in size and population, the municipalities together comprise a total population of approximately 315,000 residents, over 120,000 jobs with a combined budget of \$640 million.

The N6 have been working jointly on collaborative initiatives since 2005. Since that time, this partnership endorsed by the N6 Mayors, and administered by the Chief Administrative Officers, has provided cost effective and innovative services for the N6 Municipalities. The model provides flexibility to allow municipalities to opt in or out.

Projects are led by the municipality with the most capacity or strength in a certain sector. Major projects have included:

- Solid waste collection/recycling (10 year contract)
- Economic development and promotion
- Staff training, learning and development
- Web site redevelopment
- Drinking Water Quality Management System
- Insurance and risk management services
- Animal control
- Fire and Emergency Services Master Plans
- Septic maintenance inspection services
- Arborist services (Emerald Ash issue)

The N6 partnership is acknowledged in Ontario as a long-standing and successful municipal partnership. It was profiled at the 2018 Ontario Municipal Administrators' Association (OMAA) annual conference and the Federation of Canadian Municipalities (FCM) summer 2018 session. Earlier in its creation, the N6 collaboration initiative received national recognition through FCM.

Based on their population, geography, and needs:

- The municipalities of Grimsby, Lincoln, Pelham, Port Colborne, Thorold, Wainfleet and West Lincoln have expressed an interest in participating in an “N6-like”, made-in-Niagara arrangement.
- The municipalities of Fort Erie, Niagara-on-the-Lake, Niagara Falls, St. Catharines and Welland are interested in an opt in/ opt out arrangement on a case-by-case basis.

### **Next Steps**

The following next steps are proposed to advance coordinated shared service initiatives in the Region:

- 1) Procure or second project management and facilitation support to the CAO Working Group to evaluate, and prioritize shared service opportunities;
- 2) Establish guiding principles, a proposed governance framework, and partnership protocol for inter-municipal collaboration for the Region;

- 3) Develop a short list of opportunities approved by the CAO Working Group for further evaluation;
- 4) Determine which municipality will lead and the resources required to undertake a comprehensive business case evaluation of each of the CAO Working Group recommended opportunities; and,
- 5) Provide Regional Council and LAM Councils with a progress report in Q3 2021.

### **Relationship to Council Strategic Priorities**

The recommendations outlined in this report align with the following 2019-2022 Council Strategic Priorities:

Strategic Priority 4: Sustainable and Engaging Government

Objective 4.1: High Quality, Efficient and Coordinated Core Services

Objective 4.2: Enhanced Communication

Objective 4.3: Fiscally Sustainable

### **Other Pertinent Reports**

- CSD 55-2020 Sustainability Review Final Report

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Prepared by:

Natalie Early

Director, Corporate Strategy and Innovation

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Recommended by:

Todd Harrison

Commissioner, Corporate Services

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Submitted by:  
Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

This report was prepared in consultation with Members of the CAO Working Group, Helen Chamberlain, Director Finance Management & Planning/Deputy Treasurer, and Gina Van den Burg, Government Stakeholder Relations Specialist

## **Appendices**

Appendix 1 - Proposed Cost Share of Project Management Support for the CAO Working Group by Local Area Municipality

Appendix 2 - Letter from the Chair and 12 Local Area Mayors to retain a firm to develop a government relations strategy for the Region

Appendix 3 - Motion by Councillor Zalepa Respecting Shared Service Delivery - January 21, 2021

Appendix 4 - Examples of Collaboration on Shared Services in Niagara

Appendix 5 - Discussion Summary of Shared Service Opportunities



## Appendix 1

### Proposed Cost Share of Project Management Support for the CAO Working Group by Local Area Municipality (based on population)

<b>Municipality</b>	<b>Cost Share</b>
Region	\$ 50,000
St. Catharines	\$ 14,860
Niagara Falls	\$ 9,830
Welland	\$ 5,840
Fort Erie	\$ 3,430
Grimsby	\$ 3,050
Lincoln	\$ 2,660
Thorold	\$ 2,100
Port Colborne	\$ 2,040
Niagara-on-the-Lake:	\$ 1,950
Pelham:	\$ 1,910
West Lincoln:	\$ 1,620
Wainfleet	\$ 710
<b>Total</b>	<b>\$100,000</b>



OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
Phone: 905-563-8205  
Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

March 6, 2019

Niagara Region  
c/o Ron Tripp  
Acting CAO

Dear Region of Niagara;  
Re: Provincial Review of Regional Government

Following the recent conference call among the heads of Council of the lower tier municipalities including the Regional Municipality of Niagara it was agreed that the 12 Mayors and Chair, whom have signed below, request that the Region, on behalf of the 13 Municipalities undertake the procurement of and facilitation for finances to hire a Government Relations/Communications firm to advise the 13 municipalities on government relations, public polling and communications in regard to the provincial government review of regional government.

Further, this item be included in the Committee of the Whole Agenda for [Thursday, March 7, 2019](#) at 6:30pm at Regional Headquarters.

The CAO's will coordinate this effort. They will advise on appropriate companies to be considered. The CAO's will also act in the capacity of selecting said company and preparing sample questions in advance to be used for the public polling.

In their capacity as signing officers, the CAO's in their guidance to the Heads of Council will liaise with the successful bidder throughout the procurement process to ensure a successful conclusion.

Heads of Council will ensure that their own Councils and Regional Council members are kept apprised of the process.



OFFICE OF THE MAYOR  
4800 SOUTH SERVICE ROAD  
BEAMSVILLE, ON L0R 1B1  
Phone: 905-563-8205  
Fax: 905-563-6566  
[www.lincoln.ca](http://www.lincoln.ca)

We are the Mayors and Regional Chair of the Region of Niagara and are in support of this request.

Mayor Wayne Redekop

Fort Erie

Mayor Jim Diodati

Niagara Falls

Mayor Bill Steele

Port Colborne

Mayor Jeff Jordan

Grimsby

Lord Mayor Betty Disero

Niagara-on-the-Lake

Mayor Walter Sendzik

St. Catharines

Mayor Sandra Easton

Lincoln

Mayor Marvin Junkin

Pelham

Mayor Terry Ugolini

Thorold

Mayor Kevin Gibson

Wainfleet

Mayor Frank Campion

Welland

Mayor David Bylsma

West Lincoln

Chair Jim Bradley

Niagara Region

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## Appendix 3

### Motion by Councillor Zalepa Respecting Shared Service Delivery January 21, 2021

In accordance with the notice and submission deadline requirements of Sections 18.1 (a) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Zalepa a motion to be brought forward for consideration at the January 21, 2021 Council meeting respecting Shared Service Delivery.

WHEREAS the Region contracted KPMG to conduct a sustainability review which was completed and presented to Council in 2019;

WHEREAS the sustainability review identified a potential savings between \$1.8 - \$7.1 million dollars through an opportunity for "Integration of Service with Local Area Municipalities";

WHEREAS Regional Council has a responsibility to explore all opportunities to utilize public tax dollars in a manner that is as efficient and effective as possible; And service delivery review affords an opportunity to improve service levels while ensuring that municipalities are efficiently employing their resources while respecting local autonomy;

WHEREAS Niagara's municipal CAO's have had preliminary meetings to discuss potential shared service delivery opportunities;

NOW THEREFORE BE IT RESOLVED:

1. That Regional Council **ADOPT** an exploration of shared service delivery as a Council commitment and priority for the remainder of the term;

2. That Regional Council **REQUEST**:

a) a summary report from the Chief Administrative Officer providing an update on shared service delivery discussions, progress to date and areas identified for further exploration;

b) a draft timeline to engage municipal partners and discussion topics for further exploration on shared service opportunities; and

3) these items be included on the March agenda of Regional Council for discussion.

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## Appendix 4

### Examples of Collaboration on Shared Services in Niagara

- Joint Compliance Audit Committee: In 2018, Niagara Region, area municipalities, the District School Board of Niagara and the Niagara Catholic District School Board established a Joint Compliance Audit Committee. This committee has allowed the area municipalities to share efficiencies and resources to ensure coordinated efforts regarding election compliance during election years.
- Joint Accessibility Advisory Committee: In September 2019, the municipalities of Thorold, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham and West Lincoln formed a Joint Accessibility Advisory Committee to address barriers to municipal services and programs and to assist the partner municipalities in meeting their legislated AODA obligations.
- Shared Hearing Officers for Administrative Monetary Penalties: In 2014, the Town of Fort Erie and the City of Port Colborne entered into an agreement to share a hearing officer with respect to their system for administrative penalties regarding the stopping, standing and parking of vehicles.
- Joint Procurement: In October 2019, the Mayors of Welland, Thorold, Pelham, Port Colborne and Wainfleet signed a Memorandum of Understanding to work together on joint purchasing and procurement and shared service initiatives in order to take advantage of bulk pricing opportunities. These municipalities will explore joint Requests for Proposals for a variety of contracts such as road reconstruction, sidewalk repairs, office supplies, etc. This MOU builds on the work of the Niagara Public Purchasing Committee ("NPPC"). The NPPC is a cooperating purchasing program representing over 30 agencies, both public sector and broader public sector. These agencies jointly agree to invite quotations or tenders on selected commodities and services.
- Library Services: The Niagara libraries have developed several joint initiatives, including collective purchasing and reciprocal borrowing agreements, and continue to identify additional efficiencies to realize "made in Niagara" solutions. For example, the Libraries in Niagara Cooperative (LiNC) was established in 2010. This cooperative library consortium, consisting of one college and four public libraries in Niagara, was created to share an open source library catalogue system called Evergreen.

- In February 2021 the Lincoln and Pelham Public Library Boards announced they had begun to explore the possibility of merging the two library systems. In the spirit of creating efficiencies and streamlining administrative functions and expenditures, this potential merger would provide enhanced delivery of library services for the two communities and dedicate more resources to programs and materials.
- Legal Services: In March 2020 Lincoln and Grimsby Councils approved new legal service contracts. The two municipalities joined forces to solicit & review proposals collectively for consolidated legal services. In November 2020, the Town of Pelham, the Town of Fort Erie and the Township of Wainfleet announced the joint hiring of a shared in-house Solicitor.
- Fire and Emergency Services: Since March 2020, the Town of Grimsby has shared an Emergency Services Coordinator with the Town of Lincoln which has been invaluable throughout COVID-19. The two Towns have also initiated a study of a shared fire service with working groups established between CAOs, Fire Chiefs, Deputies and Financial staff.

Wainfleet is engaging the Grimsby/Lincoln Shared Emergency Service Coordinator to assist with their municipal emergency preparedness planning. West Lincoln also purchases services from this Emergency Service Coordinator to ensure alignment with the joint West Niagara Emergency Plan.

- Dispatch: The Niagara Region is responsible for the provision of 911 services for all LAMs. This service is provided under a Service Performance Agreement with the Niagara Regional Police Services to act as the Primary Public Safety Answering Point.
- Integrating Transit Service: Since January 2016, an Inter-municipal Transit Working Group has been working together to develop options for integrated and seamless transit service in Niagara by 2021.

This plan will provide local and inter-municipal transit service to the municipalities of St. Catharine's, Niagara Falls and Welland; feeder transit systems in Niagara's smaller communities; and inter-municipal transportation connections to all of Niagara's municipalities and future GO Train stations. This integrated transit plan will consist of a connected region where residents, visitors and travelers can easily access public transportation to get to employment, recreation and travel

opportunities.

The process developed by Niagara's municipalities for improving transit in Niagara Region is an example that can be used to move forward in other service delivery areas.

- In August 2020, NRT OnDemand was launched as a pilot in West Niagara to enable inter-municipal transit service throughout Grimsby, Lincoln, West Lincoln, Pelham and Wainfleet. It provides connections to the region's major transit hubs, including the St. Catharines and Welland bus terminals and Port Colborne's City Hall. Niagara on the Lake signed on to this service in September 2020.
- Animal Care and Control: Grimsby is in the process of preparing an RFP for Animal Care and Control services. Niagara-on-the-Lake, West Lincoln and Pelham have agreed to collaborate on this procurement. Thorold, Fort Erie, and Lincoln currently have agreements that are due to expire in the next year. It is proposed that the RFP include add-on provisions so that these municipalities may procure these services at the same pricing.
- Communities of Practice: Communities of practice have been established for Clerk's, Public Works, Economic Development, Finance, Asset Management and HR, to collaborate and share best practices with staff counterparts at the Region and LAMs.



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## **Appendix 5**

### **Discussion Summary of Shared Service Opportunities**

#### **1. Consolidation of Responsibility of Water Services**

Niagara Region currently services Grimsby, West Lincoln, Lincoln, St. Catharines, Thorold, Welland, Pelham, Port Colborne, Niagara-on-the Lake, Niagara Falls, and Fort Erie. Water and wastewater servicing are operated under a two-tier system. Niagara Region is responsible for water treatment, main transmission corridors, storage facilities, wastewater treatment, trunk sewers and sewage pumping stations. Area municipalities are responsible for local water distribution networks and local sewer collection systems.

A 2013 report by Stantec and BMA confirmed the significant capital costs and operational pressures of water and wastewater systems. This report identified opportunities to maximize economies of scale, enhance strategic management and decision-making, enhance quality, and realize lifecycle savings.

It should also be noted that, along with only York and Waterloo, Niagara Region is the last of the current and former regional municipalities with two-tier water and wastewater infrastructure and service-delivery. Some reviews suggest that the cost of two-tier water services is consistently higher than in regional municipalities with single-tier water and wastewater services. Others suggest that two-tier service delivery creates confusion in the minds of the public, particularly when systems fail or when there is a flood event or sewer back-ups. The emerging importance of stormwater management and drainage in response to climate change events adds weight to the argument for a comprehensive approach to all aspects of this essential public service.

While advantages are claimed for split jurisdiction in relation to local responsiveness, local billing and local oversight - these should be weighed against the actual experience of those who have placed the responsibility in a "single set of hands".

A similar process to the one Niagara undertook on transit could result in efficiencies and lifecycle savings on the water file.

## **2. Full or Partial Service Delivery Responsibility of Roads**

Since their inception – and in the county structure that preceded them – regional municipalities and their constituent lower-tier municipalities have had split jurisdiction over the network of roads and bridges serving their communities and connecting them with the rest of Ontario. While local transportation, traffic and parking issues understandably receive much attention, especially at lower-tier municipality councils, today's patterns of road and transit use in Niagara are increasingly 'regional' in nature. In this respect, Niagara is no different than other parts of Ontario.

With increased traffic volumes and rapidly emerging trends in areas like automated and shared vehicles, inter-city rail transit and business-related and on-line consumer logistics, it is essential that the shared responsibility for Niagara's road and transit services and infrastructure be allocated in a way that best meets the demands of the travelling public and business operators.

Other regional municipalities and counties apply mutually negotiated standards to identify, on the basis of periodic technical review, which roads, bridges and related drainage works should be part of the regional road network and which roads should be the responsibility of lower-tier municipalities. Niagara should work to ensure that similar objective engineering criteria, rather than simply narrow fiscal considerations, materially influence transportation planning, service delivery and infrastructure investment.

Once those fundamental jurisdictional decisions are made, a second-round of review should focus on the right municipality to maintain roadways, drainage, sidewalks and bikeways, whether by inter-municipal agreement or through contract with a third party.

There is an opportunity for the Region to take on a greater coordinating role with respect to transit and transportation master planning on behalf of the local municipalities. This role would go beyond road maintenance and could include policy support (e.g. complete streets, active transportation policies). This reconfiguration could reduce some of the existing duplication of road policy mechanisms, while maintaining a holistic outlook on connecting links caused by gaps in transportation infrastructure networks between the local municipalities.

In addition, the Region could enter into road maintenance agreements with each of the local municipalities on a case by case basis. These agreements can build on existing maintenance agreements to ensure that all roads are maintained on an "end-to-end" basis, while providing for operational efficiencies.

### **3. Sharing Emergency Management (EMOs and Dispatch)**

One important element of this service realignment would be the amalgamation of local emergency dispatch services in order to improve emergency responder time. One central dispatch with linkages to police, fire and EMS could save valuable time and improve coordination between first responders.

At a sub-regional level, there could be opportunities for two or more Niagara municipalities to share a single emergency management officer (EMO), who would be responsible for coordinating inter-municipal emergency management plans. This role could improve coordination of this important service and make emergency responses more effective. Given that certain emergencies span across two or more municipalities (e.g. power outages), increased coordination can enable quicker resolutions.

These shared EMOs could operate within Niagara's existing sub-regional emergency processes, such as the Joint Niagara West Emergency Management Program.

Another approach that could be considered would be to move the responsibility for emergency planning, emergency management, cyber-security and business continuity and recovery to the regional level in some fashion. Most major emergencies at the local level require the rapid involvement of some regional staff and functions, even where the regional emergency plan is not invoked. More significant emergency events typically follow the established protocol of activating the regional emergency plan, which supplants local plans.

For a function that is (fortunately) rarely called into play, but urgently needed when it is, there would be obvious merit in avoiding jurisdictional overlaps and disagreements in situations where coordination and concerted action is essential. On a region-wide basis, appropriate focus, expertise and dedicated resources could be marshalled, whereas those responsible at the local level currently do emergency planning and preparation as an adjunct to their other responsibilities.

### **4. Sharing an Internal Audit Process**

A joint audit service shared between Niagara municipalities could expand this resource at a reduced cost and enhance the effectiveness of audits. This would improve the municipalities' ability to anticipate issues and confirm spending best practices.

This initiative mirrors the audit approaches of comparable bodies. For example, the northern six municipalities of York Region (the "N6") arranged for joint internal audit

services in 2005. In this process, York Region retained a joint auditor and developed a cost-sharing formula that allocated a designated amount of time per municipality. A risk universe was prepared for the individual municipalities and this data was used to identify areas of individual or joint interest. This auditor is frequently assigned to conduct preliminary analysis on potential N6 initiatives, and this approach allows for a consistent and efficient use of resources.

Similarly, in 2013, the Provincial government authorized the Ministry of Finance to perform compliance audits with respect to government-funded programs on behalf of other ministries and broader public-sector entities. Consolidation of the government's regulatory audit functions generates savings for the Province and eliminates the need for multiple ministries to inspect and audit the same companies throughout the year. In addition, municipalities with access to internal audit functions find them useful as an in-house consulting service. Internal audit can be a useful vehicle to improve the management and accountability of municipal functions, or to examine areas of risk exposure, with the City of Vaughan's recent internal audit of the shortcomings of its local water service as an illuminating example.

## **5. Coordination of Procurement**

A review of procurement services could look to further enhance existing joint purchasing and procurement in order to take advantage of bulk pricing opportunities. This could lend municipalities the ability to explore joint Requests for Proposal for a variety of contracts such as road reconstruction, sidewalk repairs, office supplies, etc.

## **6. Coordination of Economic Development**

There is an opportunity for Niagara's municipalities to coordinate their economic development resources to attract and retain quality local jobs in a planned and efficient manner. It is also essential for economic development and tourism to play its full potential role in supporting the on-going transformation of the Niagara economy.

The Region currently leads its own initiatives at a Region-wide level through the Niagara Economic Development Corporation. However, there are opportunities for improvement given that business attraction primarily occurs at a regional level while business retention primarily occurs at a local level.

Niagara hopes to realize some of the economic benefits of other regions, such as Waterloo, where the Waterloo Economic Development Corporation ("WEDC") is jointly "owned" by the Region as well as each of the local municipalities. This aligned

economic policy framework has enabled the WEDC to close 12 investment deals in 2019 with a total value of over \$1.8 billion. The WEDC effectively leverages the incalculable global “brand” of the region by allowing decision-making that supersedes local municipal boundaries.

## **7. Aligning Human Resources Practices**

A review of Human Resources services could identify potential improvements in recruitment capacities, secondment opportunities for staff and back-office management. Creating a system and culture that allows Niagara municipalities to work together to find, maintain and grow talent will ensure a future-ready workforce that is ready to support residents and businesses.

A coordinated approach can also support Niagara municipalities currently encountering difficulties maintaining certain staffing in particular specialized positions. For individual, smaller municipalities, the day-to-day work of specialized positions, such as chief building officials and drainage engineers, may not total a full-time equivalent position. As a result, there may be an opportunity for these personnel to be shared across two or more municipalities. This approach can alleviate existing recruitment challenges, resulting from local municipalities competing against each other for the same qualified, accredited applicants. This can also support improved human resource management and more efficient and coordinated delivery of services.

## **8. Integrating IT Services**

There is an opportunity for a planned, phased integration of IT services, supported by a central delivery agent, that could allow all municipalities to move to a modern, agile and cost-effective IT system. Several of Niagara’s local municipalities have had success with the Esri software through a chargeback and joint services agreement that was facilitated by the Region. Similarly, several municipalities have pursued an integrated enterprise system that can manage coordinated processes such as payroll. Initiating a shared procurement process could be the first step.

As municipalities and other public entities are increasingly beset with hacking and cybersecurity threats like ransomware attacks, a more robust, shared IT function would enable the Niagara municipalities to leverage their IT investments and to access much-in-demand IT staff resources. These benefits could cover the horizon of digital opportunities, from digital engagement of citizens through social media platforms and digital service delivery and asset management, to cybersecurity and major software

system procurement.

## **9. Integrating Transit Services**

Since January 2016, an Inter-municipal Transit Working Group has been working together to develop options for integrated and seamless transit service in Niagara by 2021.

This plan will provide: local and inter-municipal transit service to the municipalities of St. Catharine's, Niagara Falls and Welland; feeder transit systems in Niagara's smaller communities; and inter-municipal transportation connections to all of Niagara's municipalities and future GO Train stations. This integrated transit plan will consist of a connected region where residents, visitors and travelers can easily access public transportation to get to employment, recreation and travel opportunities.

The process developed by Niagara's municipalities for improving transit in Niagara Region is an example that can be used to move forward in other service delivery areas.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO ADOPT, RATIFY AND CONFIRM THE ACTIONS OF  
REGIONAL COUNCIL AT ITS SPECIAL MEETING  
HELD APRIL 29, 2021

WHEREAS subsection 5 (3) of the Municipal Act, S.O. 2001, Ch. 25, as amended, provides that, except if otherwise authorized, the powers of Regional Council shall be exercised by by-law; and,

WHEREAS it is deemed desirable and expedient that the actions of Regional Council as herein set forth be adopted, ratified and confirmed by by-law.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the actions of the Regional Council at its special meeting held April 29, 2021, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.
2. That the above-mentioned actions shall not include:
  - a) Any actions required by law to be taken by resolution; or
  - b) Any actions for which prior Local Planning Appeal Tribunal approval is required, until such approval is obtained.
3. That the Chair and proper officials of The Regional Municipality of Niagara are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
4. That unless otherwise provided, the Chair and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Regional Municipality of Niagara to all documents necessary to give effect to the above-mentioned actions.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >