



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

CAORC 5-2016

Wednesday, July 20, 2016

11:30 a.m.

Committee Room 4

Niagara Region Headquarters

1815 Sir Isaac Brock Way, Thorold ON

Pages

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

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

*If you require any accommodations for a disability in order to attend and participate in meetings or events, please let us know in advance so that arrangements can be made in a timely matter. Please contact the Accessibility Advisory Coordinator at 905-685-4225 ext. 3252 or [accessibility@niagararegion.ca](mailto:accessibility@niagararegion.ca)*



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CAORC-C 6-2016

July 20, 2016

## Memorandum

**TO:** CAO Recruitment Committee

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**FROM:** Alan Caslin, Regional Chair

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**DATE:** July 19, 2016

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**SUBJECT:** PhelpsGroup Consultation Summary

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Colleagues,

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

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

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

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

Sincerely,

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

**Alan Caslin, BSc, MSc**

Regional Chair, Niagara Region

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

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Dear Members of the Steering Committee:

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

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

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

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

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

Phelpsgroup adheres to several principles in providing this survey information:

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



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

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

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

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

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

Yours truly,

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

Jayson Phelps | Partner

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

Joan Green | Senior Consultant, Public Sector



## Council Members

### Councillors:

Interviews requested with all Councillors: **30**

Interviews conducted with Councillors: **22**

Surveys sent: **8**

Surveys completed: **3**

**Total input: 25**

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

### Strengths:

#### Corporate

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



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



## Regional

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





## Challenges/Opportunities

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



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



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

### **Candidate profile:**

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



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



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



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



### **Experience and Credentials:**

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

### **Indicators of Success:**

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



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





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



### Local Municipalities – CAO

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

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

### Strengths:

#### Corporate

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



## **Regional**

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

## **Challenges/Opportunities:**

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



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



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

### **Candidate Profile:**

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



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



- Relationship builder

### **Experience and Credentials:**

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

### **Indicators of Success:**

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



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





## Staff

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

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

## Strengths:

### Corporate

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



to lose the momentum

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

### **Regional**

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



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

### **Challenges/Opportunities:**

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



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



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

### **Candidate Profile:**

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



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



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



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

### **Experience and Credentials:**

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





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

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

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



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



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



### External Stakeholders

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

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

### Strengths:

#### Corporate

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

#### Regional

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



### **Challenges/Opportunities:**

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

### **Candidate Profile:**

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



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



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

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

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

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

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



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



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

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

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

Absent/Regrets: Gale

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

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

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**1. CALL TO ORDER**

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

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**3. PRESENTATIONS**

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

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

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

Moved by Councillor Quirk  
Seconded by Councillor Easton

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

**Carried**

**Councillor Information Request(s):**

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

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

Moved by Councillor Campion  
Seconded by Councillor Quirk

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

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Easton  
Seconded by Councillor Campion

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

6.1. CAORC 3-2016

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

**Carried**

**7. OTHER BUSINESS**

There were no items of other business.

**8. MOTION FOR CLOSED SESSION**

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

**9. CLOSED SESSION**

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

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

Moved by Councillor Easton  
Seconded by Councillor Campion

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

**Carried**

**11. NEXT MEETING**

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

**12. ADJOURNMENT**

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

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Alan Caslin  
Regional Chair

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Ralph Walton  
Regional Clerk