

# CHIEF ADMINISTRATIVE OFFICER

## Municipality of Kincardine, Ontario

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### ABOUT THE MUNICIPALITY OF KINCARDINE

Whatever the season, the Municipality of Kincardine has something to offer. Discover our thriving lakeside downtown shops and dining options, renowned festivals and events, recreational programming, and an agricultural community rich in product and you'll understand how enticing it is to be a part of this wonderful community. Centrally located on the beautiful, sandy shores of Lake Huron, travel distances to the Municipality of Kincardine average within 2 hours to many city centers, as well as the US border. Enjoy a lifestyle that can be as busy or as relaxed as you want it to be. The population of Kincardine is active and young with over 11,000 people; 60%+ of which are pre-retirement.



#### **Our Vision (what we aspire to):**

Energy. Opportunity. Balance Lifestyle.

#### **Our Mission (why we exist):**

The Municipality of Kincardine provides quality services that address the needs of our citizens, provide long-term sustainability, and improve the well-being of the community.

#### **Our Guiding Principles (how we work):**

The following guiding principles serve as the values for staff and Council to use in their decision-making and everyday actions. Six guiding principles were identified and affirmed by Council:

1

##### **Sustainability**

The decisions we make are made on behalf of both present and future generations. We think about and balance our current needs with financial and environmental considerations towards the future.

2

##### **Customer Service**

We deliver professional, consistent, and excellent customer service through our every interaction. We engage with the community, Council, and staff in a way that leaves everyone feeling that they have had a quality experience

3

##### **Informed Decision Making**

We engage in well-informed decision-making and seek to utilize all the necessary background facts and information that are relevant to make the best decisions for our residents.

4

##### **Communication and Transparency**

As an organization, we demonstrate good and open communication and transparency both internally and externally.

5

##### **Reflect the Entire Municipality**

Decisions are made that provide the best results for the entire municipality, our decision and efforts go beyond historical and geographical boundaries and focus on the collective interests of the Municipality.

6

##### **Inclusive**

We are an accessible community inclusive of all people.

## STRATEGIC PRIORITIES

The Municipality of Kincardine Corporate Strategic Plan 2020-2025 was developed to provide the municipality with a roadmap for the next five years. The Plan is the result of extensive consultation with stakeholders from across the Municipality. The community was consulted through the use of an online survey, facilitated sessions with residents and businesses, and through the various committees that work to provide the Municipality with feedback and insights. Council, Senior Management, and Staff across the Municipality were consulted through a variety of facilitated workshops, one on one interviews, an internal survey, and individual engagement with the consulting team and staff leading the project. All of the inputs that went into the Corporate Strategic Plan helped to ensure that the output is grounded in the community and reflects the collective vision of the Municipality.

### Goals

The Corporate Strategic Plan contains four goals that are the basis for action and implementation.



#### Goal 1: Human Resources Alignment

The Municipality has a skilled and aligned workforce, positioned to support municipal operations and advance economic development and growth.

- Consider the implementation of the proposed Organizational Review findings, including revised organizational structure to ensure capacity to achieve the strategic plan's goals.
- Develop a strategy to attract/retain talent to the Municipality in a competitive workforce environment.
- Investigate best practices for staff development and succession planning to retain talent and institutional knowledge.
- Staff development could include professional development to stay on top of leading-edge municipal practices and technologies.
- Develop governance documents including well-defined job descriptions. Responsibilities and a clear goal-setting process for Staff, Council, and Departments.
- Update policies and processes to ensure a positive workplace culture and employee performance management.
- Create a culture for employee engagement and leadership development.
- Focus on customer service excellence through training and development of standards.



#### Goal 2: Enhanced Communications

The Municipality effectively communicates internally and externally so that staff and residents are aware of organizational and community needs.

- Dedicated staff resource(s) will support internal and external communications.
- Develop an overall integrated communications management strategy that incorporates all channels in the media mix.
- Explore best practices for both internal and external communications tools and protocols.
- Development related to housing, key infrastructure projects, and economic development is shared with all staff and the community to increase their awareness.

- Leverage technology including intranet, community engagement software, digital platforms, and social media to better share information within the organization and to ratepayers.



### **Goal 3: Sustainable Practices**

The Municipality is progressive in its efforts to maintain and build out infrastructure, its operational practices, and managing finances.

- Implement a proactive infrastructure, through capital planning, to serve existing residents and enable future growth.
- Continually identify infrastructure (hard and soft services) that needs to be maintained and/or upgraded.
- Conduct condition assessments on all core infrastructure assets to accurately determine future needs.
- Develop replacement and rehabilitation plans as part of a robust Asset Management Plan across all departments.
- Adopt environmental practices as an organization that reduces the overall carbon footprint of the Municipality.
- Investigate energy efficiency upgrades across the municipal fleet, building, and infrastructure to reduce environmental impact and uncover cost savings over the long term.
- Ensure the long-term sustainability of the Municipality's finances through financial planning that considers current and future growth beyond the Bruce Power MCR project.
- Manage the Municipality's risk through sound financial planning and pursuing diversified economic growth.
- Ensure municipality policies reflect affordable housing and future sustainable development.
- Consider adopting/endorsing a living wage policy to reflect the cost of living/housing in the Municipality.



### **Goal 4: Organizational Efficiency and Innovation**

The Municipality undertakes a service modernization exercise to identify and adopt practices that support evolving demands and current and future resident needs.

- Internal and external processes across departments are reviewed and streamlined.
- Develop transparent customer (resident, business, developer) service standards across the organization.
- Integrate change management across the organization to eliminate silos and ensure implementation of strategic initiatives, efficiencies, and best practices.
- Invest in technology and digital service to leverage existing staff resources and increase organizational capacity.
- Actively participate in the Municipal Innovation Council to uncover best practices, shared service opportunities, and knowledge exchange.
- Adopt progressive records management and access to information protocol and practices to make data open to the public.
- Invest in project management expertise, tools, and training to manage and track strategic initiatives within and across departments.
- Leverage funding opportunities through upper levels of government for technology adoption and innovation.

## ABOUT THE CHIEF ADMINISTRATIVE OFFICER ROLE

The **Chief Administrative Officer (CAO)** will provide effective advice and support to Council through the development and implementation of policy, strategy and objectives that address the needs of the Municipality of Kincardine. The CAO will provide effective leadership to the management and staff of the Municipality, directing the human, financial, and physical resources, ensuring that Council's directives are carried out.

- Location: Municipal Administration Building
- Reports To: Municipal Council
- Supervises: Director of Corporate Services, Director of Community Services, Director of Infrastructure and Development, Manager of Strategic Initiatives, Executive Assistant - CAO

### Responsibilities:

- Establish and implement the vision and strategic direction for the municipality with support from Council; Define objectives, short-term and long-term plans and monitor progress
- Exercise general control and administer the business affairs of the Municipality in accordance with by-laws, resolutions, policies, and plans
- Provide objective business and technical advice to members of Council for decision-making purposes; Organize, coordinate and present recommendations to Council arising from administrative operations
- Responsible for the efficient administration of all departments and other boards and commissions under the control and appointment of Council
- Provide leadership of the business plan and budget (operating and capital) approval process with Council and align with the strategic plan
- Lead the development of annual goals and objectives for the Municipality and individual departments; Set priorities and ensure that work plans to achieve goals are established and implemented
- Provide direction to the Management Team to ensure coordination and collaboration of all operations and services to maximize organization efficiencies and cost savings, as well as supporting continuous improvement efforts
- Provide Council with reports of issues and developments of an operational or political nature that relate to the interests of the Municipality
- Develop, negotiate, and administer contracts to ensure services are provided according to terms and conditions
- Oversee all legal matters including claims by/against the municipality
- Oversee and direct policy development on emerging municipal issues, trends, and best practices, including effective management systems and operations
- Liaise and foster relationships with representatives at a variety of levels of government and private industry to communicate and receive information; Develop and maintain a contact network of counterparts in other municipalities to explore and optimize shared services
- Manage emergencies which includes the authorizing of the spending of municipal funds which may be in excess of the approved budget

- Monitor, track and promote available funding and grant programs and ensures the Management Team and Council are kept informed
- Anticipate and identify opportunities for the municipality and develop strategies and plans to maximize the benefit from these opportunities
- Be a change leader and foster the development of a corporate culture based on the values and principles adopted by Council; Manage organizational and communication changes
- Oversee the administration of the Code of Conduct for Council and staff and matters arising therefrom including liaising with the Integrity Commissioner
- Respond to public and media enquiries, giving out information, resolving issues and turning negative situations into positive ones
- Ensure a healthy and safe working environment for staff in compliance with the Occupational Health and Safety Act and relevant employment and workplace legislated standards
- Prepare reports, policies, and by-laws and attend Council and other public meetings; make presentations and provide advice and guidance on associated by-laws and regulatory compliance requirements
- Responsible for interviewing and hiring new employees, conducting performance appraisals, directing the training and development of staff, providing coaching opportunities, and carrying out disciplinary actions
- Complete other duties, responsibilities and functions as assigned

### **Education and Experience Requirements:**

- Post-secondary education in Business Administration, Public Administration, or a related discipline
- Certified Municipal Officer (CMO) designation is an asset
- 10 years of progressive leadership experience
- 5 years of relevant experience in a Municipal, Government or Not-for-profit environment

### **Required Knowledge, Skills, and Competencies:**

- Extensive working knowledge of the Municipal Act, Municipal Elections Act, Planning Act, Municipal Freedom of Information and Protection of Privacy Act, Occupational Health and Safety Act, Employment Standards Act, Human Rights Code, etc.
- Good knowledge of provincial legislation and policies that affect land use planning and development
- A strong working knowledge of handling municipal finances
- Previous change management, public relations and organizational effectiveness experience
- Well-developed human resource management and problem-solving skills
- Strong political acumen and respect for the partnership between administration and Council
- Strong organizational, leadership, and conflict-resolution skills
- Ability to function effectively in a diverse and fast-paced work environment with challenging and often competing priorities.

- Strong analytical and critical thinking skills with the ability to analyze information and make sound business decisions
- Excellent verbal and written communication skills with the ability to connect with people and build effective relationships
- Ability to effectively lead, coach and motivate a multi-disciplinary team
- Trustworthy with high ethical standards, confidentiality, and personal integrity
- Computer proficiency, including advanced knowledge in the use of Microsoft Office

## DIVERSITY AND ACCESSIBILITY

The Municipality of Kincardine offers diverse, challenging work while maintaining a healthy, safe, and productive work environment for our employees. We value diversity in our workforce and focus on attracting and retaining employees who can work together effectively to meet the needs of our great community. The Municipality of Kincardine is pleased to accommodate individual needs in accordance with the Accessibility for Ontarians with Disabilities Act (AODA), within our recruitment process. If you require accommodation at any time throughout the recruitment process, please contact Patrick Rowan.

## HOW TO APPLY

To express interest in this exciting opportunity, email your cover letter and resume to:

Patrick Rowan, Partner, Feldman Daxon Partners

45 St. Clair Avenue West, Suite 700, Toronto, Ontario M4V 1K9

Tel.: 416-515-7600 x254; Email: [prowan@feldmandaxon.com](mailto:prowan@feldmandaxon.com)

## About Feldman Daxon Partners

Feldman Daxon Partners is Canada's longest-standing national provider of executive search, career transition, and coaching/leadership development services. For 30 years, we have been at the forefront of innovation in human resources consulting by integrating these three services. Our Executive Search practice has been locating top talent for senior executive and managerial positions on a retainer-fee basis since our firm was founded in 1991. Our unwavering set of core values and dedication to client service has allowed us to build and maintain relationships with hundreds of clients in virtually every market sector, and across Canada. Regular communication, high quality candidate shortlists, industry knowledge, judgment, and expediency in our retainer search services are all reasons Canada's leading companies choose to partner with the professionals at Feldman Daxon.