



Chief Administrative Officer



Position Profile and Candidate Brief

September/October 2021

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Introduction

I am delighted to be able to present to you this Position Profile for the *Chief Administrative Officer* prepared on behalf of the Township of Ramara.

I trust that this document will provide you with background information on the Township of Ramara, a position profile, and an outline of the search process we will be leading on behalf of the Township.

Please feel free to contact me if you require any additional information about the position or need clarification on any aspect of the search process. Additional information about the Township of Ramara is available on their web site at www.ramara.ca

On behalf of Legacy Partners and the Corporation of the Township of Ramara, I would like to thank you for your interest in this position. I can always assure you of my prompt and full attention.

Yours Sincerely,



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Township of Ramara Overview

The **Township of Ramara** is an ideal place to live, work, and play! Its friendly, small-town feel with a strong sense of community makes you feel instantly welcomed. The picturesque vistas and beautiful rural surroundings offer a gateway to relaxation, recreational activities, and retirement communities.



Ramara is situated in Central Ontario, just 90 minutes north of Toronto in Simcoe County, where you can enjoy a touch of urban lifestyle in beautiful rural surroundings in the heart of Lake Country. The township is home to approximately 9,500 people.

The township is ideally situated to let you enjoy great open spaces while offering you activities, amenities, and services. The international airport is accessible in nearby Toronto, and there is also a regional airport, Orillia-Rama Airport which is close by in Ramara.



Ramara was formed in 1994 through the amalgamation of the townships of Rama and Mara. You can explore the many welcoming towns and resorts in the region as the municipality stretches along the northeastern shore of Lake Simcoe from Gamebridge to Orillia and along the entire eastern shore of Lake Couchiching from Orillia to Washago.

Lake Country encompasses five distinctive districts: Orillia, Oro-Medonte, Rama, Ramara, and Severn.

Each offers a unique experience, and you get to enjoy year-round access to heritage, arts, culture, museums, breweries, wineries, and festivals.



Some of the local favourites are the:

- Mariposa Folk Festival
- Boots & Hearts Music Festival
- Coldwater Steampunk Festival
- Rama Pow Wow
- Port of Orillia Events
- Ramara Classic Car & Boat Show
- Starry Night Gallery & Studio Tour

The area is perhaps best known for its proximity to Casino Rama, with its 5,000+ seat Entertainment Centre that has hosted a variety of stars, including Mariah Carey, Christina Aguilera, Journey, Air Supply, Diana Ross, Johnny Mathis, Kelly Clarkson, 3 Doors Down, Faith Hill, and Celtic Thunder. Also traveling TV shows like "So You Think You Can Dance".



Lagoon City, known as the Venice of Canada, is one of many towns that make up the township of Ramara. It is a one-of-a-kind community with over 16 km of canals, private sandy beaches, a hotel, a yacht club, a marina, a tennis court, and restaurants.



In the largest town, Brechin, you can visit the township office, post office, library, schools, gas station, grocery store, LCBO, pharmacy, restaurants, baseball diamond and playground, a building centre, churches, variety store, feed and farm supplies, a legion hall and more. There are many sports leagues and clubs in the community that are available to join.



Here you can also view the “Bikes of Brechin”, old bicycles that have been converted into planters as street art.

The decorations on the 15-20 bikes change with the seasons and for holiday celebrations.

In the Township of Ramara, you can experience a four-season playground full of some of the best boating, paddling, swimming, and water sports in Canada can be found here. In addition, the region offers fantastic outdoor recreational activities such as trail cycling, mountain biking, skiing, hiking, and camping.

Strategic Planning and Budget

Strategic planning is one of the most important tools that a municipality can use to develop a common vision, direction and goals for the community. It should be a collaborative and inclusive vision for the future. The 2021 – 2031 Strategic Direction and the 2021 Strategic priorities were developed by municipal staff. This allowed staff the opportunity to focus on what was important to the community.

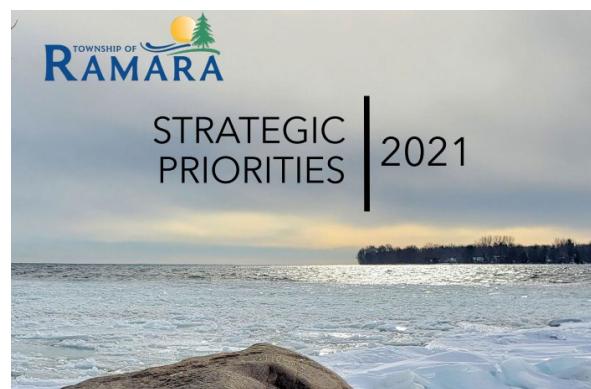
In 2022, staff want to develop a plan through a collaborative process that will include members of the public, partners, staff and Council using a variety of formats. This way we can create a Strategic Plan for 2022-2025 that will reflect the values, vision and priorities of the community.

Please click on the images below to access the most recent Strategic Priorities and Strategic Directions:

Strategic Direction



Strategic Priorities



Municipal finance is about the revenues and expenses of municipalities. Revenues are secured from local taxes and other local revenues and from provincial and federal grants. Below you will find the budgets for the past few years.

Please click on the image below to access the Budget information:



Some additional links and information about Ramara:

Resident Information

<https://www.ramara.ca/en/living-here/new-resident-information.aspx>

Plans, Reports and Studies

<https://www.ramara.ca/en/municipal-office/plans-reports-and-studies.aspx>

Community Engagement

<https://www.ramara.ca/en/living-here/community-engagement.aspx>

Council/Committee Meetings

<https://www.ramara.ca/en/municipal-office/council-and-committee-meetings.aspx>

Position Summary

Chief Administrative Officer (CAO)

Job Summary:

Responsible for the day-to-day management of a workforce of full and part time employees and volunteers. The CAO must ensure that corporate policies are adhered to, budgets maintained, and performance targets met while making key policy recommendations to Council that are effective in the operations of the municipality.

Please click here to view the full [Organization Chart](#) for the township

Duties and Responsibilities:

1. Management Activities

- Directs and oversees the management of the administration and operations of the Township by ensuring corporate policies are followed and programs maintained.
- Assesses staffing requirements, staff complement and organization structure and recommends changes to Council's approved policies as required.
- Controls, directs, and approves, except for Directors, all employee hiring, appointments, promotions, dismissals, suspensions, transfers, and remunerations in accordance with Provincial Employment Standards and the Township's Code of Conduct, Salary Administration Program, Salary Bylaw, Benefit's Bylaw and other established human resources policies.
- Supervises the Directors, provides guidance and direction as required, conducts annual performance appraisals, establishes annual goals to be achieved, administers discipline, and reports annually to Council on each Director's performance.
- Recommends to Council the appointment, suspension or dismissal of Directors.

2. Operations

- Provides advice and guidance to Council on Township policy, programs, legal and general governance matters and makes recommendations as required.
- Reviews and approves all staff reports to Council or Committee ensuring compliance to applicable law, provincial policy, the Official Plan, Strategic Plan, and annual estimates.

- Drafts in conjunction with Council the strategic direction of Council for its term (4 years) having regard for the Township's Strategic Plan, Vision, Official Plan, Capital Forecast, programs, and service levels.
- Monitors monthly variance reports and initiates corrective action where necessary in collaboration with the Director of Finance and service area Director.
- Identifies best practices, trends, and advances in the municipal government for possible application in the Township's operations and service delivery.
- Liaises with federal, provincial, and local government agencies as required.
- Sits as a member of the Common Interest Committee and Community Policing Advisory Committee (CPAC).
- Chairs the weekly senior leadership team meetings.
- Undertakes special projects and performs other duties as assigned by Council and in accordance with corporate objectives.

3. Public Interactions with Council and Committee of the Whole

- Attends all Council and Committee of the Whole meetings in both public and closed sessions with the right, with the consent of the Chair, to speak, but not to vote.
- Liaises with, responds to and implements Council's decisions and directives and initiates corrective actions where required.

4. Compliance

- Provides guidance on legal, litigation and claims matters.
- Prosecutes all appeals to the Minimum Property Maintenance and Occupancy Standards Bylaw before the Property Standards Committee.

Supervisory Responsibilities:

- Chief Building Official
- Planning Supervisor / Zoning Administrator
- Director of Finance
- Director of Fire and Rescue Services / Fire Chief
- Director of Infrastructure
- Director of Legislative Services/Clerk
- Manager of Business, Communication & Community Engagement
- Manager of Human Resources/Health & Safety

There are currently 45 FT employees, 3 PT employees, 3 contract employees and 15 summer students.

Applicable Regulations:

- Municipal Act 2001
- Provincial Legislation
- Privacy Act
- Bill 132, Violence and Harassment in the Workplace
- Employment Standards
- Occupation Health and Safety
- Accessibility for Ontarians with Disabilities (AODA)
- Ontario Human Rights Code
- Workplace Safety and Insurance Act, Labour Relations Act
- Human Resources Professionals Association

The Ideal Candidate:

Overview

The Chief Administrative Officer (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 Chief Administrative Officer (CAO) must be a high energy, collaborative, and participative leader. In addition to having superior tact and diplomacy skills, they will have the ability to build trust and a strong sense of fairness and compassion. They will have exceptional interpersonal skills, the ability to build and support strong teams, and the ability to work with a diverse group of internal and external stakeholders. They should also have proven ability to build strong relationships with Elected Officials, Agencies and other Internal and External stakeholders including Residents and Community Groups.

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

Qualifications and Experience: (Core Competencies)

- Undergraduate degree/ diploma in Public Administration/ Finance or related areas or equivalent experience. Masters in Public Administration or any other related post-secondary education would be considered an asset.
- Minimum 5-8 years' progressive leadership experience in Municipal Government/ Broader Public Sectors/ Private Sectors. Prior experience dealing with First Nations would be considered an asset.
- A strong background in transformational leadership with an innovative, entrepreneurial spirit. A high energy leader with proven ability in bringing new ideas and vision to the table as well as being comfortable with the latest technological trends as it relates to municipal government.
- Ability to build collaborative relationships with elected officials, neighboring municipalities, upper tier government, the business community, residents, and community groups at large. Prior experience in strategic planning, attracting funding and understanding of the green economy would be considered an asset.
- Proven experience in building accountability through rigorous performance management measures. Prior experience in utilizing key performance indicators would be considered an asset.

Additional skills and Competencies:

- Strong leadership and interpersonal skills with a demonstrated ability to effectively interact with senior management; skilled in negotiating, influencing, and consensus building among diverse groups.
- Results-oriented individual, with excellent analytical skills, experience in developing sound methodologies and an interest in policy, process, and financial control frameworks.
- Demonstrated experience in change management processes, implementation and follow-up.
- Demonstrated high level of critical thinking with the ability to perform in a proactive and strategic manner and adapt to shifting priorities and goals successfully.
- Strong presentation skills along with tact and diplomacy in a political and client-based environment.
- Experience in analytical and problem solving, investigation and evidence-gathering techniques.
- Experience in public education and awareness.
- Experience in administrative practices, including planning budget needs, monitoring expenditures, and purchase and requisition processes.
- Excellent communication skills, verbal, oral and written, and report writing.
- Proven ability to deal effectively with people in difficult situations.
- Proficiency in Microsoft applications.

The Timeline

I trust this Position Profile has enabled you to decide whether the position of Chief Administrative Officer at the Township of Ramara 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 Kartik.kumar@lesp.ca by **October 12th at 11:59 P.M.** Please be assured that any information shared with Legacy Partners will be treated with the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again, for your interest.