



**General Manager, Business Development and Enterprise**

**Corporation of the City of Guelph**



**Position Profile and Candidate Brief**

January 2020

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**Legacy Executive Search Partners**

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Toronto, ON M4N 3N1

**Introduction**

I am delighted to be able to present to you this Candidate Brief for the *General Manager, Business Development and Enterprise* prepared on behalf of Corporation of the City of Guelph.

I trust that this document will provide you with background information on City of Guelph, a position profile and candidate brief as well as an outline of the search process we will be leading on behalf of the City.

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 City of Guelph is available on their web site at [www.guelph.ca](http://www.guelph.ca).

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

Yours Sincerely,

A handwritten signature in blue ink that reads "Kartik".

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## Guelph Overview

**The City of Guelph** is a vibrant community with a population of over 131,000, located in the centre of the Innovation Corridor. Set in a picturesque natural setting, the City of Guelph's has a progressive approach to create a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for everyone. Guelph's culture and heritage, growing economy, thriving downtown and excellent quality of life makes it a great place to live, work and play.



Because of its collaborative environment, higher standard of living, and lower than average crime rate, Guelph is consistently ranked as one of Canada's best places to live. Guelph continues to maintain one of the best labour markets with its employment and participation rates being among the highest in the country. In February 2019, it had the highest employment rate in the country, at 69 percent, compared to the national rate of 61.8 percent.

Guelph is home to the University of Guelph as well as Conestoga College and provides access to more than 16 post-secondary institutes within an hour's drive.

Over the past decade, revitalization of the Downtown has been a resounding success. The community's efforts have renewed the places and spaces in the downtown core, attracted new businesses and residents, and supported innovative projects. The result has been an energetic, vibrant urban neighbourhood with unique shops and restaurants, award-winning community spaces, and numerous events that offer something for everyone.

The City also owns and operates the Guelph Junction Railway. The Guelph Junction Railway consists of 38.6 kilometres of track running from Campbellville, Ontario to Guelph's northwest industrial park. The railway connects to the Canadian Pacific Railway and the Canadian National Railway and provides a transportation alternative for businesses.

In recent years, Guelph has attracted national, and international attention for a number of Initiatives, including: Smart Cities, Community Plan, Grow Guelph Business Retention & Expansion Program and the Downtown renewal, among others.

Earlier this year, Guelph-Wellington was awarded \$10 million from Infrastructure Canada to implement their Smart Cities vision: *Our Food Future*, Canada's first circular food economy that has ultimately led to the introduction of a Smart Cities dedicated office to carry out the goals that were set. The goals include a 50 per cent increase in access to affordable, nutritious food; 50 new circular food business and collaboration opportunities; and 50 per cent increase in economic revenues by reducing or transforming food waste.

Over the course of more than a year, City staff consulted the people who live, work, study and visit Guelph to develop a collective vision: what they care about, where priorities lie, and what they want Guelph to look like over the next 10 to 20 years to help inform the Community Plan. This Plan was shaped by the community, is owned by the community and will be implemented collaboratively by the community. The Community Plan will inform and inspire as Guelph moves forward. It will guide the work of local government and agencies that serve the community and provide a framework for monitoring progress.

Building on the vision of the Community Plan, in 2019 the City of Guelph's City Council and staff, released the City's New Strategic Plan for 2019-2023. This strategic plan looks at how the City can achieve aspects of the Community Plan that fall within our areas of responsibility. The priorities of this plan aim to improve sustainability across many areas including:

- **Powering our future** - an economy that empowers us
- **Sustaining our future** - an environment that sustains us
- **Navigating our future** - a transportation network that connects us
- **Working together for our future** – a modern government that works with us
- **Building our future** – a community that supports us

The City's Strategic Plan will inform the City's new Economic Development Strategy and Implementation Plan, currently underway. This plan will be completed in the Spring of 2020 and it will be one of several tools that will help Guelph achieve its collective vision to be an inclusive, connected and prosperous city.

## General Manager, Business Development and Enterprise

### Position Details

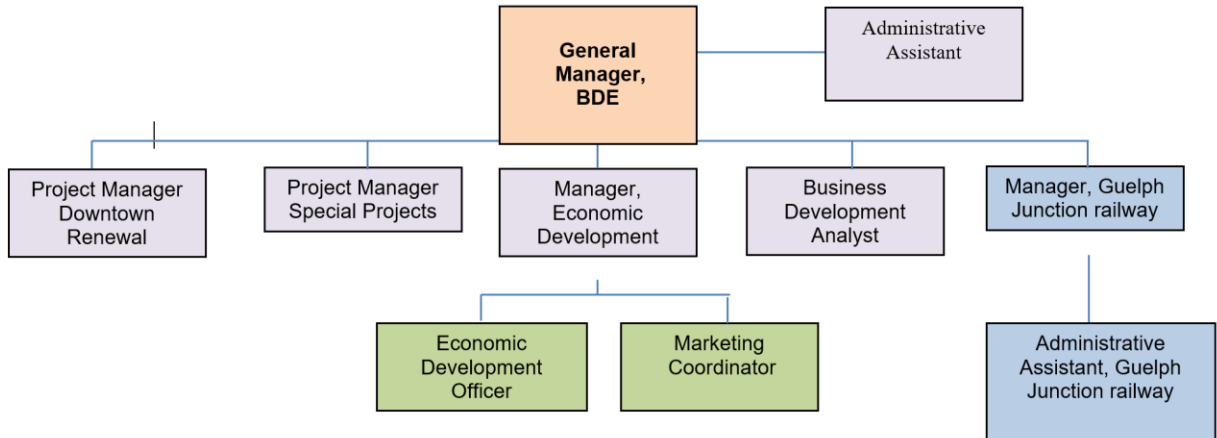
#### Reports to:

- Deputy Chief Administrative Officer.

#### Liases:

|  |  |
|--|--|
| <p><b>Internally</b></p> <ul style="list-style-type: none"> <li>• Corporate Executive Team</li> <li>• Service Area Leadership Team</li> <li>• Corporate Management Team</li> <li>• Department Leadership team and staff members</li> <li>• Mayor and Councillors</li> </ul>  | <p><b>Externally</b></p> <ul style="list-style-type: none"> <li>• Businesses and employers</li> <li>• Conestoga College</li> <li>• Chambers of Commerce</li> <li>• Building and Development community</li> <li>• University of Guelph</li> <li>• County of Wellington</li> </ul> |
| <p><b>Direct Reports:</b></p> <ul style="list-style-type: none"> <li>• General Manager, Guelph Junction Railway</li> <li>• Manager, Economic Development</li> <li>• Program Manager, Downtown Renewal</li> <li>• Business Development Analyst</li> <li>• Project Manager, Special Projects (Contract)</li> <li>• Administrative Assistant</li> </ul> | <p><b>Indirect Reports:</b></p> <ul style="list-style-type: none"> <li>• Economic Development Marketing Coordinator</li> <li>• Economic Development Officer</li> <li>• Administrative Assistant, Guelph Junction Railway</li> </ul>  |

**Business Development & Enterprise  
Organizational Chart  
December 2019**



|  |   |   |  |  |
|--|---|---|--|--|
| <b>Infrastructure, Development and Enterprise Services</b><br><b>Deputy Chief Administrative Officer</b><br>Kealy Dedman |   |   |  |  |
| <b>Business, Development &amp; Enterprise</b><br><br>General Manger<br>Vacant  | <b>Engineering and Transportation Services</b><br><br>General Manager/City Engineer<br>Terry Gayman | <b>Environmental Services</b><br><br>General Manager<br>Jennifer Rose | <b>Planning and Building Services</b><br><br>General Manager/City Planner<br>Todd Salter | <b>Facilities Management</b><br><br>General Manager,<br>Antti Viikko |

## Position Summary

City of Guelph is seeking a new General Manager, Business Development and Enterprise who would be responsible for overseeing the day-to-day operations of the Economic Development and Business Development divisions. The successful candidate would be responsible for planning, directing, and implementing activities that serve to support the City's economic development vision, mission and strategic economic goals in areas related to Special Events, Arts and Culture, Small Business, Urban Investment, Downtown Community Development and Business Development. The successful candidate will provide leadership to strategic high-level corporate relationships such as Guelph Hydro, Linamar, Conestoga College, Development community as well as key corporate partners with local, regional as well as international business clients and partners.

### Key Responsibilities

Reporting to the Deputy Chief Administrative Officer (DCAO) Infrastructure, Development and Enterprise (IDE), the GM, Business Development and Enterprise's primary focus is on business development programs and services within the following areas:

- **Economic Development;**
- **Downtown Renewal;**
- **Business Retention and Expansion;**
- **Guelph Junction Railway.**

These integrated divisions work to create a city that attracts and supports business investment, fosters collaboration and partnership among stakeholders, as well as leveraging local assets to create sustainable city and growth opportunities for the community.

### General business development activities include:

- Investment attraction (both domestic and international)
- Business retention and expansion
- Strategic policy development and implementation (such as the Downtown Secondary Plan)
- Project business planning and implementation
- Property Development Project Management, Marketing and Disposition.



## The Ideal Candidate:

### Overview

The General Manager of Business Development and Enterprise at the City of Guelph is required to be a dynamic, detail oriented, seasoned leader with strong political acumen. Additionally, they must possess exceptional interpersonal and trust-building skills, the ability to build and support collaborative teams as well as foster strong relationships with elected officials, educational institutions, manufacturing organizations, government agencies and the development communities within the city of Guelph. Guided by the goals and objectives of the City's Strategic Plan and committed to the Corporate Values of integrity, service, inclusion, wellness and learning, the candidate will aid in the achievement of the Vision for an inclusive, connected and prosperous city.

The General Manager, Business Development and Enterprise directly supervises the work of:

- 1 General Manager- Guelph Junction Railway;
- 1 Manager, Economic Development;
- 1 Program Manager, Downtown Renewal;
- 1 Business Development Analyst;
- 1 Administrative Assistant;
- 1 Project Manager, Special Projects (Contract)

The General Manager of Business Development and Enterprise at the City of Guelph will have full responsibility for interviewing and selection, orientation and training, direction and guidance, and performance management up to and including recommending termination of all staff in their care.

## Qualifications and Experience:

### The ideal candidate will possess:

- Master's/ Bachelor's Degree in Business Administration, Economics, Marketing or a related discipline or equivalent experience, knowledge and skill generally associated with the completion of such a degree.
- Professional Designation in Economic Development from either the Economic Developers Association of Canada or the International Economic Development Council would be preferred.
- Experience in the broader Public Sector (Preferably Municipal Government), at the management level.
- Knowledge of principles and practices of economic development, business retention, urban economies, jurisdictional competitiveness, cluster theory and problem resolution.
- Knowledge of current trends and issues in economic development.
- Knowledge of federal, provincial and local resources for economic development.
- Knowledge of government economic and labour market policy.
- Knowledge of municipal governance.
- Knowledge of economics of real estate development.
- Knowledge of principles and practices of organization, administration, budget, and personnel management.
- Experience with Microsoft Office (Word, Excel, PowerPoint and Outlook).
- Excellent analytical and problem-solving skills with the ability to conceptualize creative solutions to complex challenges.
- Ability to communicate politically sensitive information effectively, both verbally and in writing; analyze issues and problems from multiple perspectives.
- Provide visible and positive leadership to staff consistent with the commitments of the City's Leadership Charter, developing and nurturing a work environment that is inclusive, respectful and motivating for staff.
- Lead by example and function as a mentor to team members with focus on staff development.
- Leadership and human relations skills in order to direct, develop, motivate and support staff in achieving short and long-term objectives; establish and maintain effective working relationships and communicate effectively with all levels of staff, other government agencies and the public.
- Ability to formulate effective goals, objectives, strategies, policies, and programs.
- Ability to plan, organize, direct, and evaluate economic development projects.
- Ability to interpret and apply federal, provincial, and local regulations pertaining to urban economic development.
- Ability to establish and maintain effective working relationships with investors, developers, business leaders, government officials, and City staff.

- Ability to represent the City effectively in meetings; prepare and deliver effective and persuasive presentations.
- Ability to research, analyse, and present facts and circumstances of complex and multi-directed projects.
- Ability to work in a fast-paced, dynamic environment.
- Ability to support and project values compatible with the organization, and to participate as an effective team member.

**As a Leader and Mentor, the General Manager, Business Development and Enterprise:**

- Represents City of Guelph's economic interests before senior business leaders, provincial and federal government officials and local post-secondary institutions.
- Builds relationships with external stakeholders at Conestoga College, Linamar, Cargill, Development Community, Chamber of Commerce as well as economic development agencies, Ministries and Departments of the Governments of Canada and Ontario to provide Guelph with strategic leadership in achieving its economic vision and mission.
- Exercises a high degree of confidentiality related to major City initiatives; crises; political, financial, economic development issues, personnel issues, and various other matters.
- Provides advice to Mayor, Council, CAO, Deputy CAO, senior administration, and other levels of City staff regarding issue resolution on complex and sensitive issues affecting the Corporation.
- Represents the Deputy CAO on various boards and committees as required.
- Deals with issues that are often highly emotionally charged, including those dealing with crisis and issues management; internal communications; media relations and staff related human resource matters.
- Deals with individuals at a senior level in response to issues or problems that can no longer be handled by Economic Development divisional staff.
- Supports and projects values compatible with the organization and participates as an effective team member.
- Deals with the media, including being available at any time for comment, being conscious of what and how information is communicated, and analyzing the media's position and how responses will be interpreted and communicated.
- The success of economic development for the City of Guelph is measured by positive media and public response.
- Managing of staff issues.

## Key Competencies

### Communications

- Ability to communicate verbally and in written form.
- Excellent interpersonal and communication skills with proven ability to establish positive partnerships and work in a leadership role within a trans-disciplinary organization.
- Ability to create business connections using “out of the box” thinking methods.
- Ability to be outspoken, assertive and come up with creating ideas for the city’s future.
- Ability to anticipate, understand and respond to the needs of clients, stakeholders and staff.

### Leadership

- Holistic approach towards the City of Guelph and fostering the idea of job creation within the community.
- Ability to design effective strategies in order to advance the knowledge based economy into other sectors both in rural and urban areas.
- Advance ability to provide effective and supportive supervision, both directly and indirectly.
- Ability to have an acumen to attract the right kind of businesses to downtown Guelph and create a balanced culture.

### Strategic Thinking

- Ability to contribute and move forward the open government action plan and the strategic plan.
- Exhibits strong political acumen when dealing with developers and facilitates relationships with the planning department.
- Creativity and innovation to develop new ways to create opportunities and attract larger businesses to the City of Guelph.

## The Timeline

The position of General Manager, Business Development and Enterprise is currently vacant, and Corporation of the City of Guelph is looking to make an appointment at the earliest opportunity. It is anticipating the shortlisting of candidates for interviews will take place around February 2020.

I trust this Position Profile and Candidate Brief has enabled you to decide whether the position of General Manager, Business Development and Enterprise at Corporation of the City of Guelph 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 [guelphgm@lesp.ca](mailto:guelphgm@lesp.ca). 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.**

## Leadership Charter

# LEADERSHIP CHARTER

Our **SHARED COMMUNITY** mindset will help us **EMPOWER EMPLOYEES** to **MAKE DECISIONS** in service of our constituents and will **FOSTER INNOVATION** and **PROACTIVE STRATEGIC THINKING**.

◊

**I WILL HOLD MYSELF AND OTHERS ACCOUNTABLE TO BE COLLABORATIVE, COURAGEOUS LEADERS.**

## **I WILL**

**LEAD** with a shared community mindset.

**COMMUNICATE** with clarity.

**FOSTER** innovation.

**BE ACCOUNTABLE** to our stakeholders.



## City of Guelph Leadership Charter

| Commitment  | Why It's Important   | Behaviours   | What it doesn't look like   |
|---|--|--|---|
| <p><b>I will lead with a shared community mindset, where employees are empowered to make decisions in service of our constituents and where we foster innovation and proactive strategic thinking, I will hold myself and others accountable to be collaborative, courageous leaders.</b></p>                             | <ul style="list-style-type: none"> <li>The ability to think beyond one's own area and build deliberate relationships is critical to achieving our common strategic goals and providing excellent service to the community.</li> </ul>  | <ul style="list-style-type: none"> <li>Collaborate across departments</li> <li>Bring solutions and constructive conversations to the table</li> <li>Build relationships that support a strong community of leaders</li> <li>Take ownership of issues – don't pass the buck</li> <li>Bring conversations back to common objectives</li> <li>Be willing to adjust work plans</li> <li>Shift thinking from me to we - Self-aware and Guelph aware</li> <li>Think in an integrated way and respect other department's priorities</li> <li>Treat others with kindness, empathy and respect</li> <li>Pull together as one and celebrate as one</li> </ul>  | <ul style="list-style-type: none"> <li>Not forwarding customer service issues</li> <li>Passing the buck</li> <li>Placing blame or finger pointing</li> <li>Ignoring individuality, diversity and uniqueness</li> <li>Sending mixed messages</li> <li>Acting passive-aggressive</li> <li>Being authoritarian, demeaning and insulting</li> <li>Gossiping</li> </ul>  |
| <p><b>I will communicate with clarity</b></p> <ul style="list-style-type: none"> <li>Create a clear line of sight for employees to be aligned around our objectives</li> <li>Support transparent and open government</li> <li>Balance exceptional service, short-term needs and long-term strategic priorities</li> </ul> | <ul style="list-style-type: none"> <li>In our complex changing environment it is critical that all City of Guelph employees are aligned and engaged to create an exceptional organization to best serve our City.</li> </ul>   | <ul style="list-style-type: none"> <li>Communicate appropriately and often, using clear language</li> <li>Explain decisions and share information</li> <li>Say "I don't know" and follow up with information</li> <li>Create alignment through SMART goal setting</li> <li>Review performance and provide timely PDPs</li> <li>Have regular monthly meetings</li> <li>Plan work and adjust for the unknown</li> <li>Clarify processes as they relate to staff roles</li> <li>Be decisive</li> <li>Communicate and educate service standards to the public</li> <li>Be visible to citizens - report back to the community on engagement, performance, annual reports and encourage community participation by adding multiple channels</li> <li>Be respectful, patient, knowledgeable, competent, consistent, supportive, responsive, accessible, and listen</li> </ul> | <ul style="list-style-type: none"> <li>Overusing email</li> <li>Not considering corporate vision and priorities</li> <li>Failing to track performance</li> <li>Over committing or procrastinating</li> <li>Mistaking effort for results</li> <li>Favouring priorities over one another</li> <li>Making assumptions</li> <li>Being vague</li> <li>Hiding behind policy</li> <li>Not responding to customers</li> <li>Listening to the loudest voice</li> <li>Constructing too many organizational layers/hierarchy</li> </ul>              |
| <p><b>I will foster innovation</b></p> <ul style="list-style-type: none"> <li>Develop a safe-fail environment and smart risk taking</li> <li>Leverage diverse ideas and progressive ways of thinking</li> <li>Lead change and create agile teams</li> </ul>   | <ul style="list-style-type: none"> <li>Challenging how we do things and looking for new solutions is how we will continue to lead in a new era. Leaders are accountable to leave the organization better than they found it.</li> </ul>  | <ul style="list-style-type: none"> <li>Be open to new ideas, flexible, ask for and listen to staff</li> <li>Ask the question "What does it mean for tomorrow?" Ensure there is time or strategic thinking</li> <li>Be inquisitive, open and cognisant of change around us</li> <li>Recognize generational changes</li> <li>Anticipate trends – be adaptable – a decision of today should not negatively impact tomorrow</li> <li>Recognize what we're good at</li> <li>Continually assess ourselves, best practices with our municipal and other relevant comparators</li> </ul>   | <ul style="list-style-type: none"> <li>Promoting 'this is the way we've always done it'</li> <li>Dwelling on the past and/or focusing on baggage</li> <li>Acting with a fear of taking chances</li> <li>Being single minded, closed minded or rigid</li> <li>Having failure that leads to punishment rather than learning</li> <li>Not supporting or appreciating staff input or not listening to fresh ideas</li> <li>Being dismissive of feedback</li> <li>Being disengaged</li> <li>Micromanaging or running a dictatorship</li> </ul> |
| <p><b>I will be accountable to our stakeholders</b></p> <ul style="list-style-type: none"> <li>Be results focused and encourage it in others</li> <li>Develop people and cultivate future leaders</li> <li>Role model courage, resilience and wellness and hold difficult conversations</li> </ul>                        | <ul style="list-style-type: none"> <li>Performance-oriented leaders who hold themselves and others accountable are the foundation for our success. As the City of Guelph continues to evolve and grow we need to manage for today and build the environment where people can grow for tomorrow.</li> </ul> | <ul style="list-style-type: none"> <li>Provide clarity on roles and empower staff</li> <li>Foster conditions for success and recognize accomplishments</li> <li>Provide and receive timely feedback with respect</li> <li>Own up to and learn from mistakes</li> <li>Be accessible and approachable to all – walk around</li> <li>Lead by example, at work and outside of work</li> <li>Model balance and self-care</li> <li>Be genuine, brave and bold</li> </ul>   | <ul style="list-style-type: none"> <li>Not driving your outcomes</li> <li>Relying on 'do it because I say'</li> <li>Providing fake information</li> <li>Being argumentative and nit picking</li> <li>Acting with favouritism</li> <li>Not taking time to develop staff or providing needed feedback</li> <li>Not dealing with poor performers</li> </ul>  |