



City of Pickering CAO

Position Profile

October 2020

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Introduction

I am delighted to present this Candidate Brief for the **CAO** position prepared on behalf of The City of Pickering and the Selection Committee.

The Candidate Brief includes background information on The City of Pickering, the Position Profile, Duties and Responsibilities, Position Specifications, the Timeline and Organizational Charts.

Please feel free to contact me if you would like additional details about the position or need clarification on any aspect of the search process. Further information about The City of Pickering can be found at www.pickering.ca.

On behalf of Legacy Partners and The City of Pickering, I would like to thank you for your interest in this position and assure you of my prompt and fullest attention at all times.

Yours Sincerely,



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Table of Contents

Introduction.....	2
City of Pickering: Background.....	4
Transportation.....	5
Education.....	5
Discover Pickering:	5
Position Summary:.....	6
The Ideal Candidate:.....	12
Overview.....	13
The Timeline	17
Appendix.....	18
City of Pickering Organizational Charts	18
Org Charts for The City of Pickering	19

City of Pickering: Background

Pickering (population 98,500) is a city located in Southern Ontario, Canada, immediately east of Toronto in Durham Region. The City of Pickering recognizes that it resides on land within the Treaty and traditional territory of the Mississaugas of Scugog Island First Nation and Williams Treaties signatories of the Mississauga and Chippewa Nations.



Pickering had rapid growth in the post-war period through the second half of the twentieth century. Toronto's continuing growth resulted in more people also moving into Pickering for suburban housing. Between 1996 and 2001, the municipality experienced a growth rate of 10.3 percent (78,989 people to 87,139). Population growth rate slowed considerably between the 2001 and 2016 census.

The lower population growth in the early 21st century is the result of the senior levels of government essentially freezing development of significant tracts of land. However, with the development of the Seaton community currently underway, coupled with downtown intensification, it is estimated that by 2035, Pickering will be home to 190,000 residents. The Province of Ontario has designated Pickering as both an urban growth centres and a mobility hub, which recognizes the City's potential for residential, economic, and infrastructure investments.

Pickering is home to the Pickering Nuclear Generating Station, an eight-reactor facility with a capacity of 4,120 megawatts. The first station, Pickering A, opened with four reactors in 1971. Ontario Power Generation, the station's operator, is the largest single employer in the city. The nuclear generating station is slated to cease electricity production in 2025. As a part of the station's decommissioning, OPG has launched the Centre for Canadian Nuclear Sustainability in the heart of downtown Pickering. This Centre will provide education and information to the community regarding the decommissioning plans and innovative solutions as well as providing new job opportunities and attracting new suppliers and businesses.

A number of manufacturers are also located in the city. Major employers include Trench (a Siemens company specializing in instrument transformer production), Yorkville Sound (audio equipment), Hubbell Canada (electrical equipment), PSB Speakers - Lenbrook (stereo equipment) and Eco-Tec Inc. (industrial water purification and chemical recovery systems). Kubota Canada Ltd., a Japanese-based heavy machinery manufacturer is currently building its head office in Pickering, featuring 500,000 square feet of manufacturing floor and a 65,000 square foot office facility.

The City Council consists of a Mayor, three Regional Councillors, and three City Councillors. The Mayor and Regional Councillors sit on the Council and also represent the City at Durham Regional Council. The City Councillors sit on City Council only. Pickering is divided into three wards with one City Councillor and one Regional Councillor elected to represent each ward. The City is currently undergoing a Ward Boundary review in preparation for the 2022 municipal elections.

The current Mayor, Dave Ryan, has held the Mayoralty since 2003.



Transportation

Transit service began in Pickering with the Bay Shores dial-a-bus, which began in 1970-1973. In 2001, Pickering Transit merged with former Ajax Transit to form the Ajax-Pickering Transit Authority (APTA). In 2006, the regional transit system Durham Region Transit, took over operations in the Regional Municipality of Durham.

The Pickering GO station offers public rail transit on an east-west axis. In 2012, Pickering's landmark bridge opened - connecting the Pickering GO station to the City's downtown core. It is the longest enclosed pedestrian bridge in the world.

Durham Regional Roads serve the City with Ontario Highway 401 running near the south end of Pickering and Ontario Highway 407 ETR running through the mid-north of the City.

Education

Pickering is served by the Durham District School Board, the Durham Catholic District School Board, the Conseil scolaire Viamonde and the Conseil scolaire de district catholique Centre-Sud. As of early 2007, the public board operates 17 elementary schools and two secondary schools, Dunbarton High School and Pine Ridge Secondary School. The Catholic board runs eight elementary schools and one secondary school, Saint Mary Catholic Secondary School. The French public-school board operates École Ronald-Marion, which serves both elementary and secondary students.

Blaisdale Montessori School, a private school chain, has several locations throughout Pickering serving children from preschool age to grade 8. There is also a private elementary and junior high school called Montessori Learning Centre. Also serving the Durham Region is Durham Secondary Academy and Middle School, a respected private high school and middle school for grades 5 to 12.

Discover Pickering:

Pickering has all of the amenities and services that a big city has to offer. It is a destination spot for visitors year-round with many experiences to enjoy, including:

- arts & culture scene
- recreation and entertainment opportunities
- shopping, dining, and sports activities
- waterfront activities (fishing, surfing, kite boarding, kayaking, and canoeing)
- expansive natural and rural areas
- hiking and cycling trails
- enchanting hamlets

A link to the City of Pickering Budget is as follows:

<https://www.pickering.ca/en/city-hall/budgets.aspx>

City Website:

<https://www.pickering.ca/en/index.aspx>

The City values employees who distinguish themselves through their job performance by demonstrating our core values of respect, honesty, enthusiasm, progressiveness and community responsibility.

We define success as performance that positively impacts the City by applying our Corporate Priorities in any one of the following ways:

Community Engagement - improving the ways we engage the public.

Corporate Best Practices - improving service delivery options and administrative processes in a bid to increase City responsiveness to our community stakeholders.

Human Resources Development - utilizing a corporate approach to fulfill organizational needs with relation to recruitment, employee development, retention and succession planning.

Financial Management – ensuring the financial integrity, accountability, and fiscal sustainability of the City through effective budgeting, financial purchasing, policy setting, financial reporting and exploring opportunities to increase revenue.

Sustainable Placemaking - making progress towards our sustainability initiatives to improve the long-term social, environmental, economic, and cultural health of the City.



Position Summary:

CAO- City of Pickering- Job Description

Under by-law No. [7780/20](#) the Chief Administrative officer (CAO) exercises general control and management of the affairs of the municipality ensuring its efficient and effective operation, and the delivery of high-quality municipal services to residents and businesses. As the top executive for the City, the CAO is critically responsible for the successful implementation of Council direction and providing Council the highest-quality professional advice to enable informed decision-making and risk mitigation.

Through leadership and collaboration with the Senior Management Team (SMT), the CAO is accountable for the overall stewardship of the municipality according to the objectives, policies, plans and budgets established and approved by Council. This includes corporate financial management, human resources management, including labour relations and compensation, corporate information systems and infrastructure management, business continuity planning, development initiatives and growth, corporate legal counsel and real estate management. The CAO is also responsible for the administration of the activities within the Office of the Chief Administrative Officer.

Primary Responsibilities: (description of the core duties of the position)

1. Manages and administers the business of the Corporation in accordance with the by-laws, policies, resolutions and plans approved by Council. Reports to Committee and Council on the general issues that affect the Corporation. Ensures the adherence of Council approved Policies across the Corporation.
2. Responsible for the provision of research, analysis, and recommendations to Council respecting appropriate policy matters for their consideration and action.
3. Responsible to keep Council informed, where appropriate, so it may assess the manner in which the policies of Council are being implemented and the Corporation is being managed.
4. Leads, directs and coordinates the SMT. Delegates appropriate duties and responsibilities to the SMT for efficient and effective management and administration of the business of the Corporation including the ability to assign a member of SMT to act in the CAO's absence.
5. Oversees the daily operations of the Office of the CAO.
6. Exercises and maintains sound financial management over the Corporation, including effectively monitoring the annual estimates of revenues and expenditures as approved by Council and complying with the current operating and capital budgets of the Corporation.

7. Develops and promotes an inclusive organization respectful of the diversity of people and their skills. Extends this to the broader community by promoting awareness of cultural diversity and works to build bridges of understanding between individuals and community groups.
8. Promotes a positive organizational culture and corporate image. Navigates formal and informal channels and networks with Council, the SMT, management groups, the media and the private sector, all other levels of government and related agencies.
9. In collaboration with Directors and the Director, Human Resources, identifies, evaluates, and develops internal talent for succession to senior management positions, up to and including the CAO.
10. Overall responsibility for the recruitment, hiring, training, supervision, promotion, transfer, demotion, discipline and discharge of all employees of the Corporation subject to conditions of by-law No. 7780/20.
11. Responsible for ensuring employees are provided with a safe and healthy workplace consistent with applicable legislation, corporate standards and initiatives.
12. Performs other duties as required.

Communication: (typical interactions with others including frequency, nature and difficulty of communication (i.e., sensitivity, negotiation, etc.)

Internal

- Contacts are at the highest level and deal with information that requires great care, sensitivity and due regard for those involved. Tasks involve communicating corporate vision, mission and values, inspiring staff to achieve strategic priorities.

External

- Contacts require the development of a precise sense of strategy, timing and political astuteness to deal with delicate and difficult negotiations or relations that are vital to the survival of the overall organization. The position authoritatively represents the organization, establishing alliances with leaders of other organizations, negotiating broad based agreements and advocating positions to Members of Council and other government agencies.
- Engages in external contact with community stakeholders and partners, other municipal, provincial and federal governments, the media and related organizations to provide and exchange information, solve problems and coordinate efforts of mutual concern.

Leadership and Program Accountability

- Number of employees directly supervised: 10

Nature of supervisory responsibilities: (related to employees directly supervised)

- Assign Work
- Evaluate Performance
- Review Work
- Undertake Discipline

Leadership Responsibilities include: (e.g., technical guidance provided, supervision of volunteers or contractors, leading project teams/committees, specialized expertise to organization, etc.)

- Provides strategic management direction and leadership for the Corporation by organizing and establishing corporate objectives, broad policies and long-range strategies, engaging staff to ensure they are strategically aligned, and that implementation is carried out.
- Oversees and coordinates the implementation of all municipal programs, policies and plans approved by Council. Ensures the effective use of contractors across the organization to meet community needs.
- Develops and communicates the Corporate vision, including our Corporate Priorities, and engages others in its achievement. Demonstrates behaviours that model and support the organization's aspirations and values and ensures its success.
- Initiates, facilitates or implements change. Helps staff and stakeholders understand what the change means to them, builds a shared vision and provides ongoing guidance and support. Motivates staff to ensure an acceptance and commitment to the change process.
- Monitors and ensures the adequacy of the Corporation's organization and structure to deliver all programs, policies and plans approved by Council effectively and efficiently.
- Motivates and develops skills of senior management personnel to foster productivity and high workplace morale. Works with the Director, Human Resources to determine compensation and best personnel practices for non-union staff.
- Represents the interests of the Corporation on federal, provincial, regional and local municipal intergovernmental issues and with boards, agencies and commissions at the management and administrative level.
- Acts as required under the Corporation's Emergency Management Plan.
- Exercises the supervisory duties under the Occupational Health & Safety Act.

Independence of Action: (degree of supervision and guidance received and the extent that decision or actions may be taken with own initiative)

- Ensures others meet objectives and expectations in an appropriate and effective manner. Provides clear direction, appropriate tools, resources and authority to support success. Accountable to Council for actions of self and indirectly for the actions of other staff.
- Creates an organizational environment that is open to partnerships. Strategically identifies, develops and manages alliances and determines when adjustments, fine-tuning or termination of partnerships is required.
- Assists Council with the performance of their duties as required.

Impact of Decisions: (responsibility for and impact of decision-making)

- Establishes, builds and maintains strong and reciprocal relationships and a network of contacts to keep abreast of the municipality's political and internal issues and to make informed decisions. Identifies who to involve and when, and how to involve them, in order to accomplish objectives and minimize obstacles.
- Consequences of errors, poor judgment or management practices could result in irreparable damage to the reputation of the City, ineffective services, significant financial losses, as well as corporate embarrassment and financial and legal liability.

Financial Accountability: (financial responsibilities for processing transactions, budget planning and approval, asset management etc.)

- Ensures, with the assistance of the Treasurer, that all statutory financial actions comply with the Municipal Act, 2001, as amended, and accounting standards.
- With the assistance of the Treasurer and the SMT, supervises the preparation and submission to Council of the annual current operating budget and capital budget together with a multi-year forecast of the capital requirements for approval, in addition to such analysis and recommendations as are necessary for the sound financial management of the Corporation.
- Effectively determines and optimizes human, financial and physical resources; undertakes qualitative and quantitative measurement assessments; plans and controls resources to maximize results.

Customer Service Delivery: (covers both external and internal customers, quantifies the positions overall responsibility to identify, evaluate and address customer needs)

- The highest level of independent responsibility to identify, evaluate and address the needs of the public, staff members, Councillors, agency representatives, and other municipal representatives as it pertains to Corporate matters.
- Recognizes the variety and diversity of customers within the municipality including, residents, community groups and other stakeholders, as well as within all levels of the organization.

Analytical Thinking and Problem-Solving Effort: (complexity of tasks and problems and availability of policies, processes and procedures, etc. to follow)

- Links long-range vision and concepts to daily work. Understands and applies business fundamentals and strategies in the management of the City, giving consideration to the external environment and how it relates and impacts the decisions made.
- Works effectively within structures, stakeholders and relationships within the municipality. Identifies the decision-makers and the individuals who can influence them and works with them to achieve objectives. Predicts how new events or situations will affect individuals and groups both within and external to the municipality and utilizes that knowledge to achieve the organization's objectives.

Physical Skills and Effort: (typical physical skills, effort and frequency including sitting, standing, lifting, visual strain, interruptions, pace of work, etc.)

- Requires considerable attention to detail and visual strain reviewing documents, and preparing reports on a computer monitor.
- Activities include sitting, standing, walking and reading of work related material.
- Limited ability to control interruptions fast pace of work with multiple and overlapping deadlines.

Working Conditions: (identify working conditions for core duties including comfort, exposure to adverse conditions, risk of injury and mental stress)

- Frequent and ongoing exposure to a high level of mental stress dealing with complex and/or politically sensitive issues.
- Required to attend evening Council meetings. Travel outside of the country may be required for a variety of planning and business development initiatives.

Knowledge, skills and abilities: (Knowledge, skill and ability necessary for an individual to perform the job competently)

- A high-level knowledge of the *Municipal Act*, relevant legislation, City policies and procedures and public policy.
- Above average ability to develop and deliver high-level verbal and visual presentations to a variety of groups and stakeholders and communicate clearly and concisely both orally and in writing (English language).
- Demonstrable ability to lead a strong management team using a variety of management styles to reach objectives and create a positive and constructive work environment. Able to delegate responsibility and hold individuals accountable for results/performance. Establish high standards and address substandard performance quickly and effectively.
- Proven ability to establish, build and maintain strong and reciprocal relationships and a network of contacts to keep a pulse on the municipality's political and internal issues and to make informed decisions. Identifies who to involve and when, and how to involve them, in order to accomplish objectives and minimize obstacles.
- Demonstrable ability to establish and build relationships and work collaboratively with internal and external stakeholders. Makes impartial and objective recommendations that are best for the municipality.
- Demonstrable ability to break down organizational silos and exhibit a strong horizontal style of leadership; leads initiatives across the organization, rather than using the more traditional up-and-down approach.
- Demonstrated experience in the development of strategic plans, including operational priorities and associated resource allocation requirements; ability to translate strategic vision into plans for implementation and execution.
- Ability to exercise a high degree of interpersonal skill, tact and diplomacy to relate effectively to a diverse range of people, personalities and styles (both internal and external).

- Proven strategic communication skills with the ability to adapt and tailor the conversation/presentation to a variety of audiences and contexts; understands the importance of both formal and informal communications. Proven results-oriented and performance-driven skill sets with the ability to link short-term actions and long-term goals. Ability to synthesize significant amounts of information to make informed balanced decisions.
- A self-starter who exhibits high adaptability and flexibility to changing systems, conditions or priorities; responds quickly to requests and meets deadlines and budgets.
- Sound judgment, with the ability to critically analyze situations, problem-solve, and deal with ambiguity; exhibits the ability to provide meaningful advice and recommendations.
- Demonstrated proficiency in the use of personal computers and Windows based software such as Microsoft Office and graphic presentation software.
- Must be prepared to undergo a Criminal Reference Check as a condition of employment.
- Must have a personal vehicle for use in the performance of duties and possess a valid Class "G" Ontario Driver's License. Must provide consent to conduct regular driver's abstracts through the Ministry of Transportation. A clean driving record is preferred.
- Demonstrates a commitment and adherence to all aspects of occupational health and safety (legislation, the Corporation's policies and procedures) applicable to the position.

The Ideal Candidate:

Overview

The CAO is responsible for providing corporate leadership for the general management of the corporation as well as participating in the overall stewardship of the municipality.

An Ideal CAO must be a high energy, dynamic and collaborative leader. In addition to having superior tact and diplomacy skills, they will have a strong sense of fairness and compassion, exceptional interpersonal and trust building skills, and the ability to build and support strong teams. They should also have proven ability to build strong relationships with Council, Regional Boards, Commissions, Agencies, other Municipalities, and the Provincial and Federal Governments.

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

Qualifications and Experience: (Key Competencies)

- A University degree in Business or a relevant field. A Masters' degree in a related field is preferred.
- Twelve years' of diversified and progressively more responsible related experience, preferably in the municipal environment to include at least seven years in a senior management capacity. Ideally the experience will include a well-rounded background in the areas of Planning, Engineering, Finance, Human Resources, EMS and Economic Development.
- Transformational Leadership experience is a must. The candidate must have the ability to lead major transformational initiatives involving processes, technology and people structures.
- A dynamic change agent, the CAO candidate is a catalyst to move things forward.
- Respecting and protecting the boundaries between Council and Staff.
- The ability to challenge, lead and inspire others to excel in an environment that fosters innovative approaches to problem resolution.
- The ability to organize resources, establish priorities, goals and objectives for projects as well as staff.
- The ability to create/maintain relationships with various layers of government, municipal, federal, provincial. Strong political acumen is a must.
- Facilitating, developing and aligning organization wide strategic plan with a focus on delivering public value.
- Successfully delivering and executing on annual business plans and strategy.
- Directing and guiding an organization with a multi-year budget of hundreds of millions of dollars.

- Developing and implementing a Corporate Social Responsibility program (Sustainability) with tangible environmental carbon reduction as well as being good with people and fiscally responsible.
- Climate change initiatives should be a priority.
- Diversity and inclusion should be a priority.
- Benchmarking an organization against its peers and developing key performance indicators (KPI's).

As a Strong Leader and Mentor, the CAO would have/ be:

- Exceptional financial acumen with experience preparing budgets and setting financial priorities.
- Extraordinary interpersonal and negotiation skills with the ability to balance the needs of employees, public and Council.
- Excellent communication skills with demonstrated proficiency in public speaking.
- Independent thinker with the ability to motivate and communicate with Staff and Council.
- A proven track record in implementing and promoting innovation and growth.
- Sound understanding and ability to promote economic development initiatives.
- Knowledge of intricacies of housing, transportation and social welfare.
- Strong leadership and planning skills with the ability to coordinate activities amongst multiple stakeholders.
- Excellent facilitation and conflict resolution skills.
- Demonstrated commitment to a culture of workplace safety through effective management with the goal of achieving a healthy and safe operation.
- Exercising a high degree of confidentiality related to major City initiatives; crises; political, financial, economic development issues, personnel issues, and various other matters.
- Advisor to Mayor, Council and senior administration, and other levels of City staff regarding resolution on complex and sensitive issues affecting the Corporation.
- Supporting and projecting values compatible with the organization.

Key Leadership Competencies & Experience: (Soft Skills)

Communications, Vision and Strategy

- Calm demeanor and strong ability to communicate verbally and in written form.
- Proven ability to establish positive partnerships and to work in a leadership capacity within a trans-disciplinary organization.
- Ability to build strong relationships with the Mayor, Council and all external stakeholders within the community, provincially and nationally.

- Ability to extract key issues from a complex, ambiguous and a rapidly changing environment.
- Ability to consider the impact of the economic, social and political environment on department and strategic priorities.
- Actively seeking others to develop a compelling and responsive vision.
- Ability to define and communicate the organization’s vision, strategy and priorities with a thorough understanding of the internal and external environment.
- Ability to set forward-looking goals in work plans with a broad perspective and long-term timelines that align with Council’s strategic plan.
- Ability to be outspoken and assertive in order to come up with creative ideas as a team and to see beyond traditional solutions all for the betterment of the city’s future.
- Ability to anticipate, understand and respond to the needs of clients, stakeholders and staff.
- Ability to initiate discussion of vision and strategic plan with the Pickering Leadership Team.

Leadership

- An innate ability to motivate, inspire and create a sense of common purpose and direction for the Corporation.
- A “straight shooter”, direct but diplomatic at all times.
- Committed to excellence through open and constructive dialogue.
- Fair and understanding to all staff, Council, the community at large and ‘having their backs’ at all times.
- Respectful of different perspectives on issues with the understanding that it is acceptable to have different ways of arriving at the same goals.
- Ability to “think big” by delegating tasks and granting more autonomy of decision-making to staff; leading by influence.
- Building accountability and value for people-management within the senior leadership group by creating an environment where rigorous performance management is practiced. Clear and concise KPI’s with deliverables.
- Investing time in managing and developing organizational leaders individually and collectively.
- Generating opportunities to engage meaningfully with employees.
- High integrity that serves to inspire others through personal dedication and actions.
- Providing effective and supportive supervision, both directly and indirectly.
- Willing to take calculated risks as appropriate.

Integrity and Respect

- Values and provides professional, accurate advice to internal and external customers.
- Holds self and the organization to the highest ethical and professional standards.
- Models and instills commitment to citizen-focused service and the public service.
- Builds and promotes an inclusive, healthy organization respectful of the diversity of people and their skills and free from harassment and discrimination.
- Exemplifies impartial decision-making.
- Engages in self-reflection and acts upon insights.
- Speaks truth to power.
- Does the right thing, even when no one is looking.

Collaboration with Partners and Stakeholders

- Builds and nurtures effective and collaborative relationships and networks.
- Respectful of differing perspective on issues.
- Takes on accountability for horizontal initiatives across City.
- Forms strategic alliances with partners and stakeholders to advance local and City priorities.
- Collaborates with regional CAOs as a community in order to strengthen public service performance.
- Advances whole-of-government objectives through influence and negotiation with senior levels of government.
- Acknowledges the contribution of others in achieving objectives.
- Understands and anticipates trends, issues and motivations.

Political Acumen

- Strong political acumen and a thorough understanding of the interpersonal and political dynamics that are currently in place.
- Proven ability to make things happen within that context using tact and diplomacy.

The Timeline

The position of the CAO is currently vacant, and The City of Pickering is looking to make an appointment at the earliest opportunity. It is anticipated that the application deadline would be around Friday, November 27th, 2020.

I trust that this Position Profile and full Candidate Brief have enabled you to decide whether the position of CAO at The City of Pickering 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 pickeringcao@lesp.ca. Please be assured that any information that is shared with Legacy Executive Search Partners will be treated in the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.

Appendix

City of Pickering Organizational Charts



Org Charts for The City of Pickering

Please click on the [Org Chart below](#) to access additional City of Pickering Departmental Org Charts

