

Chief Administrative Officer Town of Greater Napanee



Position Profile and Candidate Brief December 2023/January 2024

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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 Town of Greater Napanee.

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

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 Town of Greater Napanee is available on their web site at www.greaternapanee.com.

On behalf of Legacy Partners and the Corporation of the Town of Greater Napanee, I would like to thank you for your interest in this position. I can assure you of my prompt and full attention at all times.

Yours Sincerely,



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Town of Greater Napanee Overview



Town of Greater Napanee is a charming community that offers a small-town appeal, historical architecture, and rural beauty. It has retained much of its past in graceful buildings that reflect the charm of an earlier era.

Centrally located between Toronto and Ottawa, the community is home to approximately 16,000 people. The borders stretch from the shores of the Bay of Quinte on Lake Ontario north to Roblin, the western gateway to the Land O'Lakes region.

Learn more about this vibrant, historic town via [its website](#).

History of the Town of Greater Napanee

In 1785, a sawmill was built on the river near the falls and a year later, a grist mill. By 1830, Napanee was slowly developing as a port, exporting timber, grain, and potash. When the Grand Trunk Railway arrived in 1856, Napanee's economy gained momentum and, with its resulting growth in size and importance, became the County Seat for Lennox and Addington County in 1863.

Napanee experienced its greatest growth during the period of industrial expansion. The added prosperity resulted in the construction of many residences that today give Napanee its rich architectural heritage.

Municipal amalgamations in 1998 created The Town of Greater Napanee, by combining the Town of Napanee and the original Loyalist settled townships of Adolphustown, Fredericksburgh, and Richmond.

Living and Recreation in the Town of Greater Napanee

Our thriving downtown core and business community conveniently offer amenities and unique extras that support a sustainable environment to live, work, and play.



The community boasts year-round recreational amenities, including a multi-pad arena, numerous parkland areas, sporting fields, walking trails, including the 1.2 km Boardwalk connecting Springside Park to Conservation Park, and much more.

The friendly natured residents, beautiful waterfront and Napanee River falls, parks, and historic buildings are icing on the cake that will make you fall in love with Town of Greater Napanee.



The Town of Greater Napanee 2022 - 2027 Strategic Plan

The Town's Strategic Plan builds on our rich history while proactively planning for the future to ensure current and future residents have opportunities to thrive in our community. The Plan responds to themes and resident feedback identified during our planning activities.

Our Corporate Strategic Plan (Strategic Plan) serves as a roadmap for both the community, and the Corporation that is the Town. The Strategic Plan provides a framework for us to use for decision-making as we prioritize initiatives and work towards a long-term Vision for the community. The Strategic Plan provides the key direction for the Town to ensure that community priorities are well understood and opportunities for the future clearly defined.

[Click here](#) to view the complete 2022-2027 Strategic Plan here.



Job Description

Position Summary:

Reporting to the Mayor and Council, the Chief Administrative Officer (C.A.O.) is responsible for the strategic and operational leadership of the Town of Greater Napanee. With oversight of all Municipal functions, Town Advisory Committees and Boards, the C.A.O. strives to maximize departmental efficiency, return on investment and provide a high level of service delivery to residents.

Salary Range: \$152,944 - \$174,985 per annum.

Key Competencies (soft skills):

Leadership

- Trustworthy leader who demonstrates integrity, openness, and ethics with a leadership stature that projects confidence and composure.
- Strategic thinker who can link long-range vision to daily work and lead change in a political and community service environment.
- The ability to create a vision and engage others in its achievement.
- The ability to demonstrate behaviours that model and support the organization's values to ensure its success.
- Commits to the empowerment, development and mentoring of staff.
- Sets organizational goals and performance standards in alignment with the Council's Strategic Plan to drive organizational performance.
- Sets achievable goals, activities, timelines, deliverables, and accountabilities for own team/function in conjunction with team members.
- Meets with the Senior Leadership Team regularly to review Council policy directions and to assign responsibility for implementation and execution.

Innovation/Entrepreneurial Spirit

- An entrepreneurial, transformational leader who has the ability to vision and explore innovative service delivery models, including new leading-edge technologies, programs and processes.
- Embraces and adapts to new ideas and/or organizational change.
- Promotes an environment where staff are engaged and motivated; where creativity and innovation flourish, and where continuous review and

improvement of practice is not only encouraged but required.

Building Partnerships and Collaboration

- Results-oriented business and organizational development skills with the capacity to identify and act on opportunity.
- Builds and leads a team who model the Town's values by providing excellent service delivery.
- Supports team-building activities to facilitate cooperation and motivation within and across teams.
- Fosters respectful and collaborative relationships with all of Council, staff, colleagues, community organizations and citizens.
- Ensures that suitable policies, practices and other supports are in place to foster networking and collaboration.
- Possesses strong interpersonal skills that inspire commitment, collaboration and teamwork.
- Identifies common interests and negotiates solutions involving diverse stakeholders.
- Creates a work culture that values diversity.
- Fostering a culture of individual advancement and encouraging and supporting education within the various roles of the Corporation. This also contributes to succession planning, redundancy for staffing supports and backfilling etc.

Communication

- A strategic leader who communicates effectively, both verbally and in writing, to diverse audiences.
- Articulates the Town's values in compelling terms to promote employee engagement and commitment.
- Uses varied communication vehicles and opportunities to promote dialogue and develop shared understanding and consensus.
- Ability to communicate complex and strategic organizational issues with tact, diplomacy, discretion and sensitivity.
- Maintains strong and effective external relationships with municipal auditors, solicitors, consultants, community organizations, federal-provincial agencies and the public on behalf of the town.
- Functions as main staff spokesperson.

Fiscal Management/Responsibility

- Oversees the preparation and administration of the budget, revenue and expenditures; directs and approves expenditures in accordance with Town policy; and directs the preparation and implementation of budgetary adjustments as necessary; ensures the existence and use of appropriate systems and procedures in order to provide budgetary control.
- Works collaboratively to oversee business/financial planning, revenue generation, asset management plan, operating and capital budget and sound stewardship of fiscal, human and physical assets.
- Promotes the Town's economic development and facilitates responses to highly confidential site enquiries and negotiations with prospective development proponents.
- Undertakes special projects and performs duties as assigned, in accordance with corporate objectives and Council direction.

Accountability/Transparency

- Dedicates themselves to the highest standards of excellence, serving as an inspiration to others for high performance.
- Holds Managers accountable to meet corporate objectives and expectations in an appropriate and effective way.
- Champions the Performance Management process and ensures its ongoing effectiveness by providing direction and sufficient resources.
- Oversees and optimizes human, financial and physical resources, undertakes qualitative and quantitative measurement, planning and control of resources to maximize results.
- Holds responsibility for hiring, performance, and discipline of staff.

Professionalism

- Maintains current knowledge of trends and developments affecting Town operations including legislation, Ministry directives, funding opportunities, procedural rulings and related matters bringing relevant information to Council, Boards, and committees.
- Demonstrates and supports organizational ethics and values and adhere to professional codes of conduct to manage self, others, information and resources.
- Takes responsibility for one's own learning and professional development.
- Models, inspires and nurtures a learning culture.

- Assumes overall responsibility for ensuring the compliance of the Town and its management and staff with the Occupational Health and Safety Act.
- Participates as a member of the Town's Emergency Operations Control Group.
- Exercises those statutory duties and powers of the Chief Administrative Officer as set out in the Municipal Act, 2001 as may be amended from time to time.

Role Description:

Reporting to Council, the Chief Administrative Officer (C.A.O.) carries out the broad mandate of the administrative and operational requirements of the Municipality of the Town of Greater Napanee.

Responsibilities:

1. Performs the responsibilities of the position within the legislative and regulatory standards set out in the applicable Provincial and Municipal Acts. Performs the responsibilities of the position consistent with the Operational policies of the Town of Greater Napanee.
2. Have general control and management of the administration of the government and affairs of the Corporation of the Municipality of Greater Napanee and perform such duties as are hereinafter prescribed.
3. Responsible for the efficient administration of all the departments of the corporation and shall be responsible to Council and all standing or special committees for such responsibilities.
4. Responsible ultimately for the administration of any agreements entered into between Council and its employees, so long as those agreements remain in force and, in general, be responsible to wage and salary administration.
5. Protects own health and health of others by adopting safe work practices. Follows all guidelines for employees and employers as legislated under the Ontario Occupational Health and Safety Act.
6. Other duties as assigned by Council and duties as further outlined below in the job description.

Duties:

1. The C.A.O. shall observe all laws and legal agreements, and without limiting the foregoing,
 - a. shall observe all agreements, contracts and by-laws of employment as may be in force;
 - b. shall not act in violation of any statute or regulation of the Province of Ontario

2. That the C.A.O. shall take direction from Council and be responsible to the Council of the Corporation of the Town of Greater Napanee and to its standing and special committees. The C.A.O. shall appropriately consult with the head of Council or any member of Council with respect to any matter of concern to the municipality or to any of its local boards or committees.
3. The C.A.O. may:
 - a. Consult with Department Heads of the Municipality and direct that appropriate reports be prepared for their consideration and for Council's consideration;
 - b. Consult with any person or firm retained by the municipality, provided that funds for the purpose have been authorized in the estimates; s
 - c. Determine, subject to appropriate consultation with the Mayor, whether a matter is properly addressed to Council or may be disposed of by the administration in accordance with the standing procedures and policies of Council, provided that the C.A.O. shall in no way inhibit the rights of inhabitants and ratepayers to petition Council nor the duty of Council to oversee the administration of the Corporation.
4. The C.A.O. shall be the Chair of a Staff Management Committee. The function of this Committee shall be to overview, at the staff level, departmental organizational structure, reporting and communications structures, staff complements, requests for new classifications, recruiting procedures and policy changes. Such request and/or recommendation, along with the written response of the Staff Management Committee may be referred to the appropriate Committee(s) and/or department head(s) and/or to Council.
5. The C.A.O. shall present to Council, or to any of its Committees or dependent local boards, relevant reports and information.
6. The C.A.O. shall receive communications, including communications from any local board, and forward to Council or Committee such communications as are of concern to Council together with their recommendation, if any.
7. The C.A.O. shall ensure that efficient, effective and democratic procedures for administering the affairs of Council or Committees are established, maintained and enhanced, and they shall seek Council's or Committee's approval for such measures as they may deem appropriate.
8. The C.A.O. shall have the authority to carry out all human resource issues in accordance with the Town's Employment Policy and in consultation with Council.
9. The annual performance appraisal of the C.A.O. and personnel matters pertaining to the C.A.O. requiring approval shall be the responsibility of Council.

10. The C.A.O., upon appropriate consultation, may make recommendations to Council or Committees regarding the classifications, duties, responsibilities, evaluation, remuneration and benefits of any employees of the municipality, but in doing so, shall have due regard for the provisions of law and any policies.
11. The C.A.O. shall meet when necessary, but not less than once a month, with such Department Heads of the Municipality as they shall deem appropriate, at which time they may give consideration to any of the following matters:
 - a. Co-ordination of the departmental activities;
 - b. Recommendations concerning policies, plans, budgets, programs and legislation being submitted to Council or one or more of its Committees;
 - c. Implementation of decisions made by Council or one or more of its Committees;
 - d. Implementation of procedures, plans, programs, policies and organization arrangements that are within the competence of the C.A.O. to determine without reference to Council;
 - e. Proposals made by the C.A.O. or any member of the staff of the Municipality that will tend to the improvement of the administration of the Corporation that will contribute to more effective and efficient governing of the Municipality; and
 - f. Such other matters as may be deemed appropriate.
12. The C.A.O. shall co-ordinate and direct the preparation of plans and programs to be submitted through committees to Council for the development, reduction or improvement of services provided by the Municipality, its dependent local boards and any other local body and for the construction maintenance, rehabilitation or disposition of the properties and facilities of the Municipality.
13. The C.A.O. shall have full control and direction of all employees of the Corporation.
14. The C.A.O. may be assigned such other duties, responsibilities, privileges and authorities as Council may legally assign, provided that the C.A.O. shall have the right to request Council's reconsideration of any such additional assignment and to propose alternative courses of action.
15. The C.A.O. shall have the right and duty to address Council, or its Committees with the consent of the Mayor or Chairperson, on any matter where their advice will assist Council or its Committees, in its deliberations, subject to the following provisions;
 - a. Where a member of the public, the press or a local board request the C.A.O. to state an opinion on a matter that, in the view of the C.A.O., is a matter of legislative policy, the C.A.O.

shall refer the request to an elected member of Council, from a member of Council for information or for an opinion concerning any matter before Council or its Committees; and

b. Where they feel they are adequately prepared to provide advice or information, the C.A.O. shall respond to a request;

16. The C.A.O. shall exercise general administrative and operational control over all departments of the municipality.

17. The C.A.O. shall have the right to participate in meetings pertaining to negotiations on agreements or meetings on any dispute or discussion arising therefrom.

18. The C.A.O. shall be responsible for the corporate safety programs for all operations of the Municipality of Greater Napanee.

The Ideal Candidate

Overview:

The Chief Administrative Officer (C.A.O) 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 (C.A.O) 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, Chambers of Commerce and other Internal and External stakeholders including Residents and Community Groups.

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

Qualifications and Experience:

- Undergraduate degree in Public Administration/ Finance or related areas. Master's in Public Administration or any other related postsecondary education would be considered an asset.
- Minimum 5-8 years' experience in Municipal Government/ Broader Public Sectors/ Private Sectors. Prior C.A.O. experience and experience dealing with unions 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, human resources and attracting funding 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.

The Timeline

I trust this Position Profile has enabled you to decide whether the position of a Chief Administrative Officer at the Town of Greater Napanee 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 careers@lesp.ca by January 15th @11:59 pm.**

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.

Legacy Partners and the Town of Greater Napanee are committed to equity, diversity and inclusion and recognizes that a diverse staff is essential to organizational excellence. We welcome applications from all qualified individuals and encourage women, members of racialized communities, Indigenous persons, persons with disabilities, and persons of any sexual orientation or gender identity to confidentially self-identify at the time of application. In accordance with the provincial legislation, accommodation will be provided by Legacy Partners and the organization throughout the recruitment, selection and/or assessment process, upon request, to applicants with disabilities.



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[Contact Us](#)

