



Executive Brief

IN THE RECRUITMENT OF THE
Chief Administrative Officer
FOR THE
Town of Oromocto





Canada's *Model Town*
OROMOCTO

Organizational Profile



Town of Oromocto

The Town of Oromocto is located in the Greater Fredericton Area, New Brunswick's knowledge industry capital. With a population of approximately 10,000 and a service centre of 25,000 people, the Town of Oromocto is the perfect size to experience small-town charm with access to many services. Oromocto is also home to the Canadian Army's Base Gagetown, one of the largest military training centers in the Commonwealth. The Town provides all the advantages of a well-served urban centre yet prides itself on having small town ambiance. A vital community with outstanding municipal services, a reliable labour force and an excellent quality of life.

Town Council & Committees

Mayor & Council

The Town of Oromocto is governed by a council composed of the Mayor and six Councilors, in three municipal wards. The Council sets various policy directions for Town administration to implement. Council governs the town through regular council meetings, council-in-committee meetings, standing committee meetings, and other committee and board meetings.

The Mayor acts as the liaison between the CAO and Council and as a board member of the Regional Service Commission 11. The Mayor works very closely with the economic development and tourism staff and agencies to promote Oromocto as a great place to locate a business, visit and to live.

Town Council is responsible to ensure that the municipality meets all requirements established in legislation, such as the requirement to hold public meetings, develop an annual budget, and pass by-laws. The Mayor and Town Councilors serve for a four-year term.

The Chief Administrative Officer is appointed by Town Council to manage the day-to-day operations of the municipality. All departments report directly to the Chief Administrative Officer. In addition, the CAO has three administrative staff members whose areas of responsibilities are in finance, planning and governance.

Committees

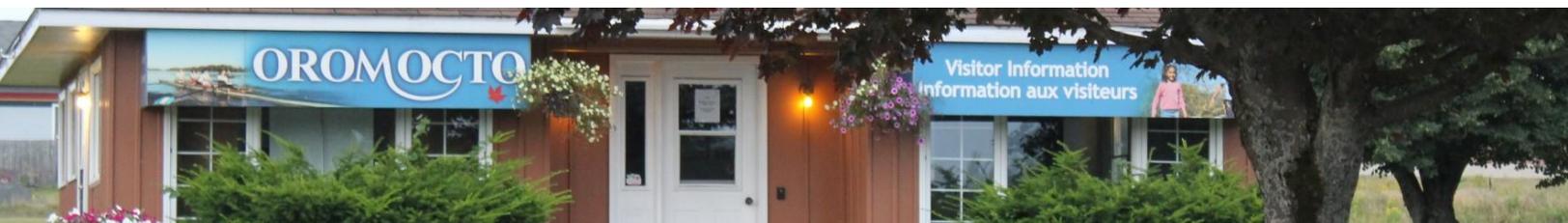
The Town Council appoints a number of individuals annually to various Committees. At a high level, the purpose of any committee is to provide advice to Town Council and staff on specifically mandated areas of interest, and contribute to the development of policies, programs, and initiatives. Standing committees are made up of Councilors appointed to that role. These committees, in addition to PAC, have regular monthly meetings. Special committees are composed of volunteers, appointed by Council, and they meet as needed.

Governance

Several municipal bylaws are in place to govern the work of the Town of Oromocto. The municipality also operates under the legislation of the Province of New Brunswick, including the Local Governance Act, Community Planning Act, Official Languages Act, and Right to Information and Protection of Privacy Act.

The Town's budget is based on a calendar year. Council approves an annual capital and operating budget. 2021 Capital budget priorities include paving and road construction, water and sewer, equipment, parks and recreation and fleet retrofitting/replacement.

Municipal Elections are held every four years and are administered by the Province of New Brunswick. The next regular Municipal Election will be held on Monday, May 10th, 2021.



Departments & Divisions

Chief Administrative Officer/Town Clerk

- ◆ Assistant Town Clerk's Office
- ◆ Finance Office
- ◆ Human Resources Manager
- ◆ Planning and Compliance Office
- ◆ Royal Canadian Mounted Police Municipal Police Contract

Engineering & Public Works

- ◆ Roadway Construction & Maintenance
- ◆ Water Distribution and Sewage Treatment
- ◆ Recycling Services
- ◆ Transportation Planning and Traffic Management
- ◆ Engineering Services
- ◆ Snow Removal, Ice Control, and Winter Maintenance
- ◆ Fleet Services
- ◆ Town Beautification
- ◆ Building Maintenance and Marina

Department details available here:

<https://www.oromocto.ca/departments>

Fire Department

- ◆ Fire & Rescue for the Town of Oromocto & Surrounding LSD's
- ◆ Public Safety Communications & Safety Services
- ◆ Emergency Operations Centre Management

Recreation & Tourism

- ◆ Programs, Courses and Special Events
- ◆ Tourism and Culture Promotion/Administration and Municipal Facility Reservations
- ◆ Strategic Communications & Public Engagement
- ◆ King's Arrow Arena, Sport Field Reservations, Operations and Play Structure, Walking Trails and Splash Pads Maintenance



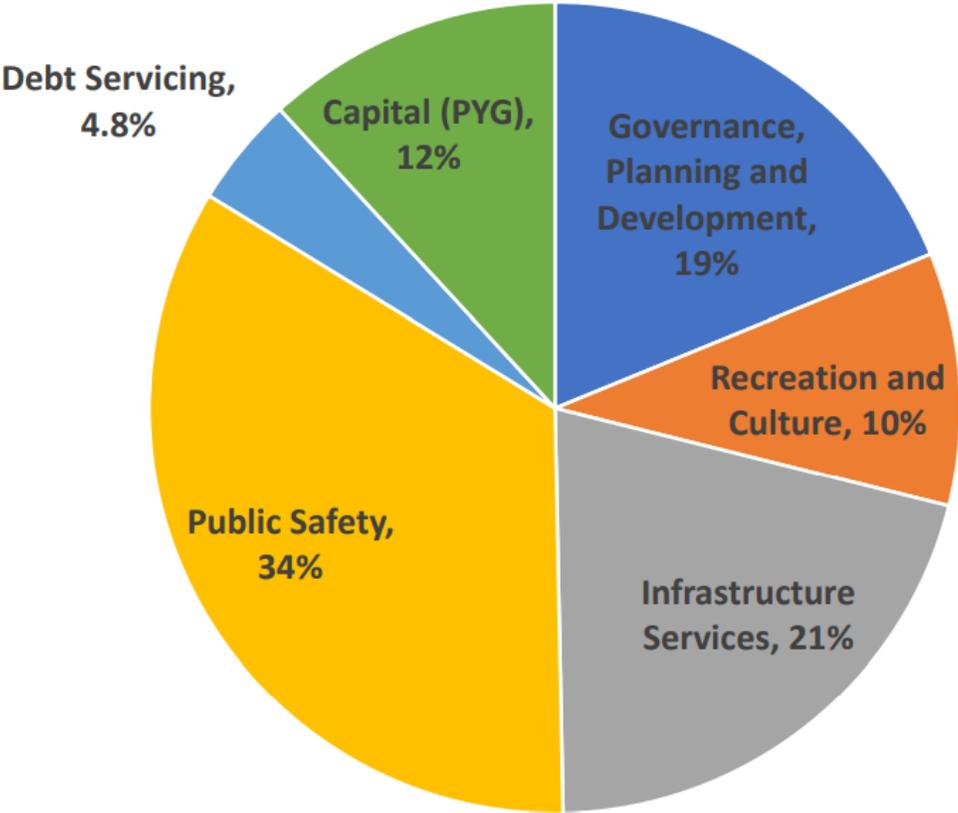
Budget

Maintaining and improving the quality of life for everyone in Oromocto depends on the efficient and reliable delivery of programs and services. It's the town's annual budget that determines how we pay for these vital services.

Think about how many services affect you every day. The roads and public transit system that people depend on to get around; the police, bylaws and fire services that people depend on for their safety; the parks and waste management services that contribute to clean and healthy living; the social and leisure activities that help make Oromocto a vibrant, inclusive, and rewarding place to live and visit.

2021 Highlights of Tax Expenses

Property tax dollars help provide the municipal programs and services that continue to make Oromocto a great place to live, work and play. Here is yearly expense breakdown of what residents receive for their municipal tax dollars.



Revenues for 2016-2021

*Millions

REVENUES	2016	2017	2018	2019	2020	2021
Non-Tax Revenue	2.524	2.979	2.929	3.348	3.296	3.216
Taxes Inside	9.570	9.437	9.384	9.548	9.859	10.344
Taxes Outside Base Gagetown	3.973	4.793	5.037	5.107	5.066	5.181
Community Funding Equalization Grant	.447	.513	.562	.565	.574	.576
Total Revenues:	16.515	17.722	17.913	18.568	18.795	19.317

Capital Budget Priorities 2018-2021

	2018	2019	2020	2021
Paving and Road Construction	1.085M	~700K	890K	450K
Water and Sewer (includes paving)	1.2M	~1M	130K	See Below
Equipment	100K	0	620K	0
Buildings	0	~200K	110K	42K*
Parks and rec facilities	167K	~50K	178K	58K
Fleet replacement/retro	765K	~1M	830K	605K
Saving for future facilities or developments	931K	~0K	0K	



Position Profile - Chief Administrative Officer

The CAO manages the day-to-day operations of the municipality, ensures quality in the delivery of programs and services to residents, and leads a positive and highly engaged work environment. The CAO is directly responsible for the supervision, development, and succession of all Department Heads and is indirectly responsible for the supervision of all unionized and nonunionized Town employees and the RCMP Contract.

As chief policy advisor to Council, the CAO provides effective advice and support to Council, provides recommendations to resolve issues, and develops and implements policies, programs, and initiatives as directed by Council. While the CAO is tasked with providing recommendations to Council, they must also be able to support the decisions and direction the Council ultimately agrees upon. The CAO is responsible for attending Council meetings, providing advice and expertise to Council, performing liaison functions and cooperation with Base Gagetown and Oromocto First Nation and other duties as specified in legislation or by Council.

The CAO provides an economic development leadership role as an active participant in regional economic development initiatives, and by maintaining strong connections with the local business community and Chamber of Commerce. This position is responsible to develop strategies to support business growth in targeted areas, establish relationships with external business stakeholders who may be investment prospects, all in cooperation with provincial government staff, other municipalities, and industry organizations.

Key Responsibilities and Priorities

Municipal Administration

- ◆ Acts as the primary link between Council and staff to ensure that staff have appropriate input into Council deliberations, and that Council decisions and directives are understood by staff and implemented in a timely, effective, and efficient manner.
- ◆ Directs, coaches, and motivates a team of municipal staff to manage the day-to-day operations of the municipality and deliver programs and services to residents in a manner that meets quality standards set by Council.
- ◆ Maintains and is responsible for securing the safety and privacy of all employee personnel records and files.

- ◆ Oversees the preparation of annual operational plans and the municipal budget, and once the budget is approved by Council works with the Treasurer and other staff to allocate funds and monitor expenditures and revenues to ensure financial accountability.
- ◆ Works closely with Council to foster a positive working environment, promotes effective communications, resolves problems and issues, and develops and implements strategies and policies to attract and retain employees.
- ◆ Oversees key aspects of human resources and management including recruitment and selection, training and development, employee engagement and performance.
- ◆ Ensures that an emergency response plan is in place in case of a disaster and, if necessary, directs operations from the Emergency Operations Centre.
- ◆ Delegates human resources, financial, property management, operational and administrative responsibilities appropriately to supervisors and other departments and agencies and holds them accountable and transparent for results.
- ◆ Prepares, authorizes, and reviews tenders/contracts to ensure appropriate terms and conditions as well as completeness and accuracy, and with other appropriate staff members, oversees the administration of contracts to ensure contractor performance and compliance.
- ◆ Prepares and reviews all annual leasing and maintenance agreements to ensure appropriate terms and conditions as well as completeness and accuracy.
- ◆ Sees that all grant applications are prepared and reviewed (e.g., Infrastructure Canada, ACOA, student employment programs, Environmental Trust Fund) and follows through with a timely claimant application for any funding as specified in the grant.
- ◆ Makes recommendations and provides advice to Council on corporate direction, policy and programs, service levels, legislative and corporate matters to ensure Council is advised in a timely manner of critical issues affecting municipal operations, projects, and planning matters.
- ◆ Fosters proactive, effective, and professional relationships with the Council members, the public, as well as the Town's Solicitor and Auditor.
- ◆ Oversees the review of development proposals, site plans and subdivision agreements, consents and minor variances, re-zoning

applications and Municipal Plan amendments.

- ◆ Negotiates various agreements and contracts on behalf of the Municipality in accordance with the Council's policies, procedures, and directions.
- ◆ Leads and facilitates regular meetings of the management team to establish direction, teamwork, and effective communications, develop strategy, make decisions, formulates goals and objectives, formulate policies and procedures.
- ◆ Develops corporate strategic plans, annual departmental goals and objectives and measures outcomes annually.
- ◆ Plays a primary role in collective bargaining for contract renewal negotiations.

Advisor to Council

- ◆ Attends Council meetings, Committee meetings and other meetings as required by Council to keep informed of issues and participates in discussions on the strategic and operational direction of the municipality.
- ◆ Ensures the relevant information is collected and that appropriate research, analysis and evaluation is conducted in order to develop policy alternatives, strategies and recommendations for the consideration of Council and Council Committees.
- ◆ Provides advice and expertise to Council, including the identification of legal and financial implications of initiatives and the potential impact on staff and the community.
- ◆ Participates, in the preparation and drafting of new by-laws or by-law amendments and takes measures to enforce them once enacted.
- ◆ Performs liaison functions between Council and citizens on administrative matters pertaining to by-laws, policies, or programs, investigates and handles public complaints and concerns, reports to Council as necessary.
- ◆ Acts as a liaison between Council and other professional advisors (e.g., legal, engineering, accounting, municipal planning) and represents the Town in court actions.
- ◆ Participates in discussions and works with officials from other municipalities, provincial and federal departments and other agencies or community groups on various initiatives to further the objectives of the municipality as directed and required by Council.
- ◆ Along with the Mayor, signs agreements, contracts, deeds, and other documents to which the municipality is a party, when and as authorized by Council.

Financial Responsibilities

- ◆ Oversees the preparation of the annual budget and monthly financial reports for submission to, and approval of, Council.
- ◆ Exercises financial control over all corporate operations to ensure compliance with Council approved budgets.
- ◆ Oversees the development, approval and implementation of long-term capital works budgets and management of municipal assets and infrastructure.
- ◆ Ensures all purchasing and procurement is in compliance with the Town's procurement policies and procedures.
- ◆ Seeks out, reviews, and applies for eligible grants subsidies and programs.

Human Resources

- ◆ Provides day-to-day management of the management team including the review and approval of all departmental reports to Council, modifies content and provides direction on recommendations and provides support to the Departmental Heads at Council as necessary.
- ◆ Assesses future staffing needs and recommends staffing changes and organizational structure changes to Council for approval.
- ◆ Makes recommendations to Council on the recruitment, appointment, promotion, dismissal, suspension of Town department heads, and employees, when required.
- ◆ Monitors the performance and conducts regular performance reviews of Department Heads and ensures regular performance reviews are conducted for all Town employees.
- ◆ Ensures compliance with the Town's health and safety policies and procedures and other applicable legislation relating to workplace health and safety.
- ◆ Ensures employees are managed in accordance with the collective agreement, human resource policies and labour legislation.
- ◆ Supports Council in the negotiation of the collective agreements and in setting salary and benefits of non-union and unionized employees.
- ◆ Performs such other duties as may be required to fulfill the responsibilities of the position of CAO and as may be directed from time to time by Council.

Economic Development

- ◆ Provides a leadership role in working with local businesses, the Chamber of Commerce, and the regional economic development agency (Ignite Fredericton) to create new opportunities for

economic development.

- ◆ Establishes relationships with representatives in the local and external business communities, provincial government staff, other municipalities, and industry organizations.
- ◆ Ensures that the development of Town-owned land continues to support the attraction of new businesses and homeowners.
- ◆ Develops initiatives for Town-wide investment prospects.
- ◆ Facilitates strategies to support business growth in targeted areas.
- ◆ Creates strategies to enhance a business-friendly environment to retain and attract businesses.
- ◆ Collects and analyzes economic data to support informed decisions on business development issues, wants and needs with a clear understanding of the local economic landscape for small business, light industries, and tourism.

Communications/Advocate for the Town

- ◆ Ensures effective and meaningful communication and customer service to the public, department heads and staff, as well as external agencies and officials of provincial and federal departments and agencies and Council on matters relating to the governance, management, and administration of the Town.
- ◆ Prepares written reports and/or makes verbal presentations to various audiences, including Council, Committees, and staff.
- ◆ Responds to public complaints and investigates where necessary and appropriate and provides Council with reports as appropriate.
- ◆ Provides advice and recommendations to Council on media relations, press releases and other communication materials directed to the public.

Ideal Candidate Profile

As the ideal candidate, you are a dynamic seasoned leader with proven experience and understanding of the broad range of functions within diverse, multi-stakeholder, public sector environments. You are highly adaptable with a reputation for fostering a work environment characterized by respect, collaboration, inclusivity, and productivity at all levels. You are skilled at leading innovation in a manner that fosters collaboration among internal and external stakeholders and achieves strategic objectives. You have a proven ability to drive results while effectively working with multiple levels of government; you demonstrate passion and commitment to, and experience with, the delivery of effective and sustainable services and programs consistent with the Town's vision; you can generate good ideas, insights, alternatives, and strategic plans that have the potential to produce value for the Town. Your superior communication skills, both written and oral, and your proven abilities as a public spokesperson, allow you to effectively communicate with all stakeholders in helping to build consensus.

Required Experience and Qualifications:

- ◆ A Bachelor's degree in a discipline related to municipal service delivery, such as business administration, public administration, engineering, planning, finance or recreation, or any equivalent combination of education and experience.
- ◆ Leadership experience in a senior management position in a comparably complex multi-disciplinary organization, with experience in a municipal environment preferred.

Key Competencies/ Selection Criteria

Experienced Leader

You have a demonstrated track record of success in executive-level leadership roles within a complex multi-stakeholder environment. You are able to communicate a vision, motivate a team and create an innovative culture that stimulates creative thinking and excellence. You behave in a professional manner, regardless of circumstances. You are a problem-solver and a quick, strategic thinker and you effectively manage relationships and can implement change when needed.

Public Service

You understand and believe in the role and importance of a professional public servant. You understand the complexities of the public sector and you are comfortable being accountable to multiple stakeholders at any given time. You are confident in giving advice and making recommendations that contribute to broader operational and policy decisions. You are ethical and honest in all your work and interactions. Ethically, you hold yourself to a high standard in all aspects of your work and life. You demonstrate a strong commitment to community engagement. You have courage of conviction; are willing to stand up for issues and positions you believe in, despite dissent or unfavorable personal consequences. You are willing to speak up and do what is right, despite intimidation, criticism, or opposing viewpoints.

Business & Financial Acumen

You have an excellent understanding of general business concepts and can effectively apply this knowledge to the issues faced in a multi-service, complex environment. You have solid budget management experience and are comfortable reading and relaying financial information. You enjoy the challenge of seeking and creating efficiencies and continually striving to meet client expectations. You challenge yourself and the organization to set high expectations and are able to overcome obstacles to achieve results.

Relationship Management

You value relationships within, across and outside the organization and actively build and maintain relationships that support organizational goals. You know how to successfully manage complex relationships with a wide array of stakeholders. You personalize work relationships to facilitate smooth operations. You allocate time and effort to understand and meet the needs of internal or external customers, employees and stakeholders. You demonstrate professionalism, good judgement, and strong social skills.

Clear, Collaborative Communication

You have exceptional interpersonal and relationship development skills, and you establish productive relationships with employees, volunteers, and other key stakeholders. You can influence others through well-developed oral and written communications skills. You are a team player who works collaboratively with business partners and colleagues, continually looking out for what is best for the organization.

Asset Qualifications

The following additional asset qualifications may also be considered to identify the most preferred candidates. Candidates should clearly demonstrate on their application which, if any, of the education and

experience asset qualifications they meet.

- ◆ National Advanced Certificate in Local Authority Administration, or other certificates in Local Government Administration.
- ◆ Master of Public Administration designation.
- ◆ Chartered Professional Accountant designation.
- ◆ Registered Professional Planner (RPP), MCIP (Member of the Canadian Institute of Planners) or similar designation.
- ◆ Experience in municipal government operations such as public works, waste management, recreation and parks, planning, economic development and improvement, finance, information management, and information technology.
- ◆ Project management experience.
- ◆ Experience in the field of communications particularly in terms of public speaking and media relations.
- ◆ Experience in procurement.
- ◆ Experience in Aboriginal Affairs and relations.
- ◆ Experience in military affairs.



Living in Oromocto, New Brunswick

A Safe Place for You & Your Family

Located in the picturesque Maritimes, New Brunswick is the only officially bilingual province in Canada, promoting services in both English and French.

The Town of Oromocto is positioned on the west bank of the Saint John River approx. 20 kilometers southeast of Fredericton. Originally used by the First Nations as a camping and burial ground, Oromocto is now home to the Canadian forces Base Gagetown and is administrative headquarters of the Oromocto First Nation band government. Adjacent to the town's eastern limits is the Oromocto First Nations reserve, a Mi'kmaq/Maliseet community. Oromocto is located along the Trans-Canada Highway and is just five minutes from the Greater Fredericton International Airport and only minutes from the three largest cities in the Province of New Brunswick

Stationed where two rivers meet, the Town of Oromocto's name is derived from the Oromocto River; "Oromocto" is thought to have originated from the aboriginal word *welamukotuk*, its meaning has several versions but the most known are deep river or good river for navigation by canoe. Oromocto offers an abundance of natural surroundings from these pristine waterways to its nature trails and walkways.

The Town of Oromocto is a safe place live and work with great French and English schools, short commutes, and affordable housing. Summer concerts, festivals, and fishing tournaments are just a few examples of the unique family-oriented activities offered. Whether you are a kayak enthusiast or enjoy crafting, you will find any number of recreational programs and facilities to meet your family's needs.

For more information, please consult: www.oromocto.ca



Deciding to Become a Candidate

The following is a list of the steps that we anticipate in this recruiting assignment. We would also like to bring to your attention several key issues we would recommend you consider as you navigate the search process.

We will provide support in the recruitment processes to applicants with disabilities, including accommodation that takes into account an applicant's accessibility needs. If you require accommodation in order to participate as a candidate in the recruitment process, please contact accommodate@kbrs.ca

At the outset of a search, we work with our clients to clearly define their needs and the profile of the role, as well as the selection criteria such as education requirements, experience, and core competencies. Based upon these requirements, we will begin contacting potential candidates and conducting preliminary interviews with those we regard as being potential fits to the role based upon the client's key selection criteria.

Interview with KBR:

The next step will be for the lead consultant on the search to conduct more in-depth interviews with the most promising candidates, preferably in person but often by Skype or telephone. During this interview, you will be asked specific questions about your background as it relates to the opportunity, your career path to date and about your degree of interest in the position.

As you move forward in the search process, we strongly recommend you consider the following factors which will ultimately be important to your decision:

Matters of Fit – Please consider the remaining questions that you would need to have answered about the position and the organization before deciding to proceed. We will consult with our client to provide you with as much information as you require.

Personal Matters – These include your expected compensation and benefits and, if a physical re-location is required to accept the position, please learn about housing, schools, relocation assistance, and any other matters that are important to you and your family before deciding to proceed.

The goal of considering all this information is to help you make an informed decision as soon as possible as to whether you are seriously interested in this

position. In fairness to everyone concerned, please do not proceed further with this process if you think you are unlikely to accept the position should it be offered to you. We will ask our client to extend to you the same courtesy.

Preparation of the Candidate List:

Once we have completed the pre-screening and initial interview process, we further define the group of candidates best suited to the role based on our initial interviews and our client's criteria for the search. We compare candidates not only to the requirements of the role but also against the backgrounds of other candidates. We then select the top candidates who are most closely aligned with the ideal candidate profile and from this group, we create a list of candidates for presentation to our client for their consideration.

Interviews with the Client:

If there is a desire from you and the client to proceed with your candidacy, the next interview is with our client's search committee and we will facilitate and attend these meetings. At this meeting, please be sure to raise any remaining questions that are of critical importance to you in making a decision as to whether or not you would likely accept the position if it were offered to you.

If a second interview takes place, at this meeting both you and our client will be able to discuss in greater depth the fit between you. Second interviews often include a broader range of stakeholders, such as other members of the senior leadership team and/or Council members. During or shortly after this second meeting, if both you and our client feel the fit is right, you may be invited to meet with the full board or senior team, if necessary.

If you are selected as the preferred candidate for the role, mutually acceptable terms of employment will be discussed between you and the client and an agreement will be reached subject to the client being satisfied with reference and background checks.

There are two issues that can arise at the stage of the offer and its acceptance. In both cases, we would like to know that you would honour two standards of professionalism:

First, in the event that an offer is extended to you, that you will treat the offer in confidence (with the exception of discussing it with members of your immediate family) and will not "shop" or discuss the offer with your present employer.

Second, if you say you will accept the offer, your word is your bond and our Client can count on the fact that you will be joining them. Otherwise, please turn down the offer and withdraw as a candidate. We want our client to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel its offer.

We realize from experience that candidates can sometimes have self-doubts and second thoughts after making the decision to change career direction. These feelings are common, and you are wise to anticipate they may arise.

Reference and Background Checks

KBRS has an obligation to its clients to verify all claims made in the resumes of candidates that we present. Our policy is to discontinue the candidacy of anyone whose resume contains distortions of material information. We will ask to speak with references that represent 360-degree working relationships you have had in your career including current/ former supervisors, peers, and subordinates. KBRS's policy is to provide our client with a minimum of four to six references from your professional colleagues before an offer of employment is finalized.

Further, if you are under serious consideration for the role, you will be expected to provide your consent (via completion of consent forms) to allow us to conduct a thorough background check which will include a criminal record check, verification of your education, designations obtained and so on (and could include additional reference checks). In some cases, a credit check may be requested by our clients. Should you decide not to allow verification of your background, our client will be informed, and a decision will be made by them as to whether they will proceed with your candidacy.

Thank you for your interest in this position. We will do our best to keep you informed throughout the search process. Should you have any questions regarding this opportunity, please contact:

- ◆ Kevin Stoddart, Managing Partner
kstoddart@kbrs.ca
- ◆ Emma Wach, Executive Recruiter
ewach@kbrs.ca
- ◆ Heather Simmons, Executive Search Coordinator
hsimmons@kbrs.ca