

Position Title CAO/Clerk  
Report to Title Mayor and Council

### **Position Details**

Position status: Full time  
Location: Municipal Office  
Pay method (Salary or Hourly): Salary  
Group Benefits: Yes  
Normal workweek: 40 Hours  
Overtime: None  
On Call: Yes available as needed for emergency purposes and

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### **Organization Name Values/Vision/Mission Statement**

*We celebrate the values of country living and community life. Neighbourliness and togetherness.*

*Stability, safety and affordability. Volunteerism for the benefit of each other, and for the good of our Town.*

*Responsible economic growth. Respect for nature and what it provides.*

*These values are what make us unique, and what make the Town of Minto the community where families belong.*

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### **A – RESPONSIBILITIES (includes accountabilities)**

To perform this job satisfactorily, an individual must be able to perform each of the responsibilities listed successfully. Reasonable accommodations may be made to enable individuals with disabilities to perform these responsibilities.

#### **1) Scope of Position**

- Responsible for the efficient overall operation of the Town, and all aspects of the Town's administration, offering advice and support to Council.
- Primary liaison between the Mayor/Council and the Town Management Team.
- Provides leadership to the management and staff of the Town, and directs the human, financial and physical resources of the Town to ensure Strategic initiatives are met.
- Serves as the principal policy advisor to Council, and assists in developing and implementing corporate policy and strategy in the public interest.

- Promotes and develops a relationship of trust between elected officials, staff and public.
- Ensures legislative requirements are in place to carry out the business of the municipality and ensures that accurate written records are kept.
- Provides overall financial management and fiscal policy development in consultation with the Treasurer

## 2) **Key Responsibilities**

### • ***Customer Service***

- Sets standards for customer service in the municipality and ensure “buy in” throughout the entire organization to promote excellence and innovation.
- In consultation with Mayor, Council and senior management, provides leadership to identify and address the mission, vision, strategic priorities and objectives of the Town.
- Provide leadership and advice to senior management and facilitate development of clear, consolidated strategic and operational plans for the short and long term taking into account growth and development in the Town
- Ensure appropriate organizational systems, structures and resources in place.
- Foster a work culture of strong performance management and sense of "team" at all levels of the Corporation so as to enhance employee satisfaction, create a strong and vibrant organization, and engage and motivate staff.
- Support and promote transparency, open communication and information inside and outside the organization with ratepayers, partners, stakeholders, etc.
- Work collaboratively with Council and senior management to address current and future financial realities and opportunities, and develop plans and contingencies to secure the Town's financial accountability and sustainability.
- Strive to build and enhance the profile of the Town
- Respecting technical and professional expertise of Department Heads, ensures that recommendations consider all relevant Council policies, strategic plan, budget, legislation and other Departmental and community input. Ultimately responsible for the recommendations of Senior managers.
- Ensures advice provided to Council is based on Departmental and intergovernmental coordination, foresight, and legal, financial and other pertinent analysis
- Participates in discussion at Council meetings to add timely information and advice, answering questions or referring to Department Heads
- Assigns responsibility to staff or Department Heads on matters where responsibility is not otherwise clearly assigned.
- Inserts him/herself into problem areas where he/she hears about them in order to effect a prompt and effective resolution
- Has general authority to take initiative to resolve issues that impeded effective functioning of the corporation, and to work for the Mayor to promote the effective functioning of Council.

### • ***Human Resources (HR)***

- Seven Department Heads and +-35 indirect report to CAO/Clerk
- Chief Manager and Council advisor respecting human resource policy, legal matters such as employee compensation, recruitment and workplace health and safety
- Reviews policies forwarded by the Human Resource Coordinator
- Reviews in consultation with Department Heads, human resource policies for Council approval including but not limited to leaves of absence, use of Town vehicles and computers, policies on gifts, nepotism etc.
- Respecting the role of Department Heads and Supervisors, acts as an appeal for staff from the application of policy by supervisors

- Works with Treasurer on advice to Council regarding payroll and benefits administration such as Group Insurance benefits.
  - Leads and participates in selection process with the Mayor and/or members of Council in the selection process for Department Heads, and approves hiring of, all staff other than Department Heads based on the recommendation of the Human Resource Coordinator and the Department Head
  - Leads and participates in selection process for, and approves hiring of Department Heads, and statutory officer positions, and will make recommendation to Council, and ensures that the process adheres to Council policy and legislation.
  - Upon recommendation of Department has authority to approve promotion, discipline or dismissal of staff, and ensures adherence to Council policy and legislation and consideration of financial and other perspectives.
  - Authority to recommend to Council the promotion, discipline and dismissal of Department Heads and statutory offices, and ensures adherence to Council policy and legislation and consideration of financial and other perspectives.
  - Puts in place, subject to Council review, a formal policy and practice of goal setting and performance review for all staff. Conducts goal setting and review for Department Heads, and will obtain Council input although Council members will generally not be involved in meetings with employees.
  - Brings to Council's attention significant issues and assists in Council's review documentation respecting progressive discipline issues with Department Heads, and ensures Department Heads are conducting goal-setting and performance reviews for all staff.
  - Encourages and supports celebrations of events significant to the Town such as retirements, new hires, long service awards, volunteer recognition, inaugural Council meetings, fire department recognition etc.
- **Material Resources**
    - Takes on or leads teams for issues and projects that overarch individual departments.
    - Builds teamwork among departments with such methods as regular meetings and cross-departmental task forces
    - Promotes staff training and development.
    - Along with Department Heads assists Council in monitoring the relationship between the Town and the business community, and with committees to oversee the management of major projects for the promotion of industry, tourism or community revitalization.
    - Works closely with Department Heads to develop or review development of agreements between the Town and property developers, businesses, community organizations and other governments
- **Information Resources**
    - Shares responsibility with Department Heads to make Council aware of new information with significant implications including new legislation or grants
    - Identifies conflicting positions with Department Heads in writing to Council
    - Assists Council to ensure all committees and task forces have terms of reference and appropriate staff support
    - Promotes internal communication and engagement, including awareness of Council decisions and policies, and of health and safety policies.
    - Promotes good external communication such as website, press releases and public notices
    - Oversee circulation of planning applications, the coordination of municipal development comments, conduct of statutory public meetings and preparation of by-laws and agreements
    - Ensure an effective system of records management and retrieval is developed and implemented both in paper and electronic form

- **Spending, Budgets & Internal Control**
  - Writes or co-signs significant reports and recommendations including annual budget in cooperation with the Treasurer/Deputy CAO
  - Works closely with Treasurer on the exercise of financial control of other Departments such as purchasing policy and accounting for assets.
  - Perform or delegate and monitor performance of statutory duties including, but not limited to, conduct of municipal elections, recording Council minutes, keeping of by-laws and records, destruction of records, administration of Freedom of Information and Protection of Privacy, licensing and other such responsibilities as set out in the Municipal Act or other statute.
  - Develop or delegate and monitor agenda development for Council and Standing Committees with relevant Department Head, and consult with the Mayor and Committee Chairs regarding items on the agendas
  - Advise Mayor and Council on the proper conduct of meetings in accordance with the Procedural By-law, Municipal Act, parliamentary procedures, and other By-laws of the Town.
- **Health & Safety** To ensure workplaces and practices are safe and in compliance with applicable legislation, and to maintain in practice and in supervision the Town's human resources policies, requirements of the Occupational Health and Safety Act, and to ensure staff is trained and that health and safety practices and policies are implemented by assigned staff and Council.
- **Other** Performs duties as may be assigned by the Mayor or Council with respect to the overall strategic, financial, political, and administrative direction of the Town, and to ensure the governance of the municipality affords every opportunity for business, institutional and person success in the community.

### 3) Key Relationships to be managed

#### *External*

- Ratepayers and business daily to communicate the Town's corporate strategies and to exchange advice and ideas regarding the municipal operation
- Other municipalities to stay connected, and exchange of information. (Weekly)
- Provincial staff to stay connected, exchange information, promotes the Town's strategic initiatives, and strive for positive changes to the municipal provincial relationship. (Bi-weekly)
- Professional Services - consultants, lawyers, planners, to ensure processes are completed in a cost effective, efficient and appropriate fashion. (Bi-weekly)

#### *Internal*

- Interacts with Council and Department Heads on a day to day basis as needed, and all staff on a regular basis on major issues of corporate concern or as required
- The position is highly visible and must act in a manner which considers the welfare of the whole municipality and its residents.
- Completely involved in the public relations of the municipality including advising Council of same, monitoring communications with respect to the Town's image and accomplishments.

### 4) Creativity

- Creative approach required in all cases to seek out solutions to problems of all sizes, along with complete knowledge of legislation and procedures so as to ensure creative solutions meet all applicable legislation and the boundaries of the law.
- Ability to foster creativity and ingenuity in others to constantly improve and seek out new and innovative ways to complete municipal business.

## 5) **Autonomy**

- Complete autonomy and ability to schedule work and to influence and assist with the scheduling of the work of others

## **B – QUALIFICATIONS**

The qualifications in this section include the competencies required to satisfactorily perform the responsibilities listed. Candidates may not possess the exact qualifications listed but have a reasonable equivalent usually through experience as approved by the CAO.

### 1) **Formal Education and Training**

#### **Diploma/degree/certificate**

- Honours Bachelors Degree in public administration, geography, land use planning or related discipline, although a Master's degree in a field related to municipal work would be beneficial

#### **Professional designation/certification**

- Membership in relative municipal organization related to their field of expertise including the Certified Municipal Official, Registered Professional Planner, Municipal Administration Program, OBOA, AMCTO, Fire Chiefs Association and similar.

#### **License**

- Class G

#### **Other systematic formal instruction**

- Minimum seven years in a senior management role.
- Municipal Health & Safety, WHMIS
- Municipal Leadership
- Human Resources Management
- Economic Development, Land Use Planning, Recreation
- Public Works general construction and maintenance programs, and basic equipment knowledge
- Understanding of municipal and environmental law, agreements and contracts

### 2) **Ongoing Personal Development**

- Membership and participation in the Ontario Municipal Managers Association
- Executive training and leadership skills

- AMCTO and/or Registered Professional Planner or related professional designation (accounting, economic development etc.)

### **3) Work Experience**

- Minimum seven years in a senior management role.
- Ten years plus in a municipal role involving multiple departments and roles and responsibilities.

### **4) Decision Making Authority and Judgment Skills**

- High level decision making in concert with Mayor, Council, Senior Staff including binding and speaking for the corporation and its accomplishments, and fully accountable for its mistakes
- Develops, reviews, monitors, updates and enhances policies, procedures and practices requiring considerable judgment, municipal experience and perspective
- Can hire, fire, discipline, recruit staff according to the policies of the municipality and in consultation with the Mayor, Council and Senior Managers

### **5) Problem Solving Skills**

- Encounter a broad range of complex and interrelated problems involving competing interests with significant short and long term financial and legal implications.
- Requires extensive research, experience, knowledge of policies and practices in municipal jurisdictions to assist with problem solving, and to encourage collaboration between, Council, staff, ratepayers and agencies
- Must be a bright, critical and independent thinker, recognizes problems, issues, and opportunities, and brings forward new ideas, options and solutions, as well as encourages Town staff and Council to do the same.

### **6) Interpersonal and Communications Skills**

- Oral and written communication and presentation skills must be polished and professional so as to clearly and concisely express policy, ideas, and initiatives to Council, senior and frontline staff, ratepayers, media, senior officials and Ministers.
- Regularly demonstrates, upgrades and applies people skills on a daily basis, consistently bringing forward a positive attitude, sustaining relationships, and fostering cooperation with and amongst others
- Provides a mature perspective and exercises sound judgment, behaves in a trustworthy fashion, listens and encourages teamwork so as to resolve conflict resolution

### **7) Leadership skills**

- Professionally and confidently presents goals, strategies, vision and tactics
- Persuasively sells ideas, gains support and buy-in, and encourages debate, discussion, and flexibility when justified
- Provides direction, sets standards and defines expectations
- Demonstrates an understanding of business, and cost benefit of municipal initiatives
- Shows initiative (self starter), and earns and commands respect
- Motivates and inspires staff to pursue excellence in municipal and personal practices

- Demonstrates integrity and honesty, and promotes transparency, while maintaining confidentiality and tact as needed

#### **8) Personal Organization and Time Management Skills**

- Ability to multi task in a fast paced ever changing environment involving complex political and technical requires, learns quickly and applies knowledge appropriately
- Independently sets goals, objectives and priorities
- Efficiently manages time and priorities for self and others and delegates in a fashion commensurate with the staff skills
- Follows through to ensure timely, thorough and accurate completion of tasks

#### **9) Other Required Skills (practiced ability) not already listed above**

- Microsoft office and other technical programs including keystone
- High level reasoning, critical thinking and analysis of problems and issue
- Change management, Facilitation, Community Development
- Provincial Land Use Planning requirements
- Municipal Act, Freedom of Information Act, Municipal Elections Act

#### **10) Required Knowledge (familiarity gained through experience) not already listed above**

- Federal and Provincial Legislation Water and Sewer regulations
- Health and Safety, Human Resources, Employment Standards Act, Human Rights Act
- Fire Prevention Act, volunteer fire fighting policies and practices
- Recreation Programming and Facility Operations
- Economic Development, community development, cultural planning, downtown revitalization

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## **C – EFFORT & WORKING CONDITIONS**

### **1) Physical Effort and Environment**

- The physical effort required is moderate with manual dexterity and familiarity with basic office equipment being required.
- The physical working conditions are generally pleasant although eye strain is produced through concentrated work with computer screens and fine-print documents.
- Some outdoor site work and occasional exposure to elements during site visits, or emergency situations.

### **2) Mental Effort and Environment**

- Highest Mental effort is required to deal with all levels of staff, council, the public, business, developers, various government Ministries which all have different deadlines and needs. The consequences of errors are serious and can impact on the long term viability of the organization.

- Mental working conditions often result in emotional and high stress situations involving people's careers, businesses, and personal lives.
- Ability to meet multiple deadlines, complete competent reports and responses with frequent interruptions, speak publicly competently and professionally on a variety of issues with little preparation time, "on the spot" and in the public eye on a range of issues

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## **D – KEY PERFORMANCE MEASURES**

- Overall fiscal performance of the municipality including annual and long term budgets.
- Community image, prosperity, participation levels, parks and facility usage, attitude and energy
- Insurance claims history, WSIB performance, Health and Safety Matters
- Council transparency and decision making ability and performance
- Staff competency, succession planning initiatives, turn over and job satisfaction
- Building statistics, development approvals, growth and community development
- Senior Management cooperation and support, cross-training and competencies
- Water and Sewer compliance
- Strength of partnerships, business and non-profits support and relationships
- Innovation and creativity, new and unique approaches and efficiencies