



The Corporation of the City of Sault Ste. Marie
Regular Meeting of City Council
Addendum

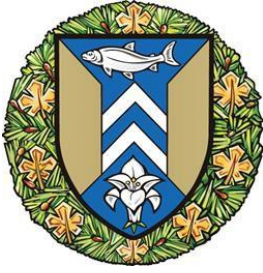
Tuesday, October 10, 2023

5:00 pm

Council Chambers and Video Conference

Meetings may be viewed live on the City's YouTube channel
<https://www.youtube.com/user/SaultSteMarieOntario>

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7. Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda	
7.1 CAO Selection Committee Update	
7.1.1 <i>Mayor Shoemaker – Selection Committee Update</i>	2 - 5
A report of Mayor Shoemaker is attached for the information of Council.	
Mover Councillor M. Bruni	
Seconder Councillor A. Caputo	
Resolved that the report of Mayor Shoemaker dated October 10, 2023 concerning CAO Selection Committee Update be received as information.	
8. Reports of City Departments, Boards and Committees	
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**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 10, 2023

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Matthew Shoemaker

DEPARTMENT: Mayor and Council

RE: CAO Selection Committee – Update, October 2023

Purpose

To advise Council of the status of the CAO Selection Committee recruitment process.

Background

CAO Malcolm White announced his intention to retire in May 2023, with an anticipated retirement date of January 31, 2024.

In June 2023, Council appointed a CAO Selection Committee comprising of Mayor Shoemaker and Councillors Caputo and Bruni.

On August 28, 2023, Council approved the hiring of Feldman Daxon as the Search Consultant to assist with the human resource specialization needed to advertise for, recruit and onboard a new CAO.

Analysis

Feldman Daxon interviewed each member of Council to seek input into the qualifications expected of the next CAO. In addition to the input sought from Council, surveys were circulated to community stakeholders to gather additional feedback on the qualifications expected of the next CAO. The information was compiled by Feldman Daxon, who then drafted the job posting, which can be found as Appendix A to this report.

The job posting is expected to be posted on various professional association websites and publications, including Municipal World, LinkedIn, the City of Sault Ste. Marie's website, and many more. Feldman Daxon will also be directly circulating the posting to candidates who they believe would meet the skill-set set out in the job posting. The posting will "go live" on Wednesday October 11, 2023, with an application deadline of November 8, 2023.

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Financial Implications

The marketing of the job through the various professional association websites and publications is included in Feldman Daxon's fee of \$33,000 + HST.

Strategic Plan / Policy Impact / Climate Impact

The Chief Administrative Officer is responsible for implementing the Strategic Plan. That decision on the next CAO will impact the corporation for the balance of this Council term and beyond.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of Mayor Shoemaker dated October 10, 2023 concerning CAO Selection Committee Update be received as information.

Respectfully submitted,

Matthew Shoemaker Mayor
705.759-5344
mayor.shoemaker@cityssm.on.ca

Chief Administrative Officer (CAO) City of Sault Ste. Marie | Ontario

ABOUT THE CITY OF SAULT STE MARIE

Be part of a municipality that has been North America's meeting place since time immemorial. Situated in the heart of the upper Great Lakes, Sault Ste. Marie is the historic meeting place of Indigenous communities from far afield. Historically known as Bawaating, it is situated in the traditional territory of the Anishinaabe people and continues to be a vital link between east, west, north and south. Located on the shores of both Lake Superior and Lake Huron, bordering the United States, with great highway links and short flights to major Canadian and American cities, Sault Ste. Marie is Ontario's "Adventure Town," a vibrant, tightly knit, friendly community of 75,000 close to rugged Great Lakes coastlines, ancient Canadian Shield mountains, countless rivers and lakes, pristine beaches, and exceptionally snowy winters. Sault Ste. Marie provides an adventurous and exciting lifestyle with access to world-class mountain biking, hiking, fishing, sports, food, arts and culture, and entertainment, with reasonable housing costs and the shortest commute possible. For more information see www.saulttourism.com.

ABOUT THE ROLE

Reporting to a City Council consisting of the Mayor and 10 Councillors, the CAO will provide strategic advice and support, implementing Council's direction efficiently, and recognizing their priorities, strategic plan, and legislative requirements. The CAO will provide energetic, creative leadership to nine department heads, over 600 full-time employees under five collective agreements, with a \$200+ Million operating budget. For more information on the City's governance, departments, services, initiatives, and strategic plans, see www.saultstemarie.ca.

KNOWLEDGE, QUALIFICATIONS, SKILLS, AND ABILITIES

- University degree in business or public administration or the equivalent with 10+ years experience in senior leadership with a large multi-service broader public sector organization. An MBA or MPA would be an asset.
- Dynamic, decisive, accomplished, transparent, strategic leadership style with the ability to inspire and motivate teams, communicate effectively, and build positive, mutually beneficial relationships with the Mayor, Council, leadership team, staff, community and business leaders, postsecondary institutions, healthcare organizations, social services agencies, Indigenous leaders, and provincial and federal government ministries.
- Sensitivity to and understanding of current social and housing obstacles facing municipalities, to facilitate community partnerships, access funding and find sustainable solutions to social, affordable housing, homelessness, mental health, community safety and downtown development issues and challenges.



- Collaborative, energetic, engaging style with a “big picture” approach and a track record of formulating a vision and working with Councils/Boards to successfully manage positive change and achieve results in a complex, multi-service organization.
- Confident, innovative, entrepreneurial, results-oriented, experienced in leading initiatives, and exploring innovative solutions. Able to take risks when there are significant potential rewards to the community.
- Track record of structuring effective leadership teams, breaking down silos to deliver cost-effective programs and services and attract, reward, develop, inspire, and retain employees.
- Political acuity and social-media savvy, with an understanding of provincial and federal government policies and trends that affect Ontario municipalities. The ability to initiate relationships and influence decision-making to benefit the City of Sault Ste. Marie and its community partners and stakeholders.
- An understanding of the economy, geography and culture of Northern Ontario would be an asset, as well as an attraction to Sault Ste Marie’s unique lifestyle advantages, a passion for community engagement and an interest in becoming an active, involved community leader.
- Strong financial/business management, analytical, creative problem solving and decision-making skills – a willingness to step outside the box and work with energy on new ideas, navigate obstacles and work with limited resources to achieve results.
- Exceptional communication, networking, and presentation skills, able to relate to any audience and use strengths in negotiation, persuasion, and conflict resolution to advance Council’s direction and facilitate Sault Ste. Marie’s growth and progress. A progressive advocate for equity, diversity, and inclusion.

HOW TO APPLY

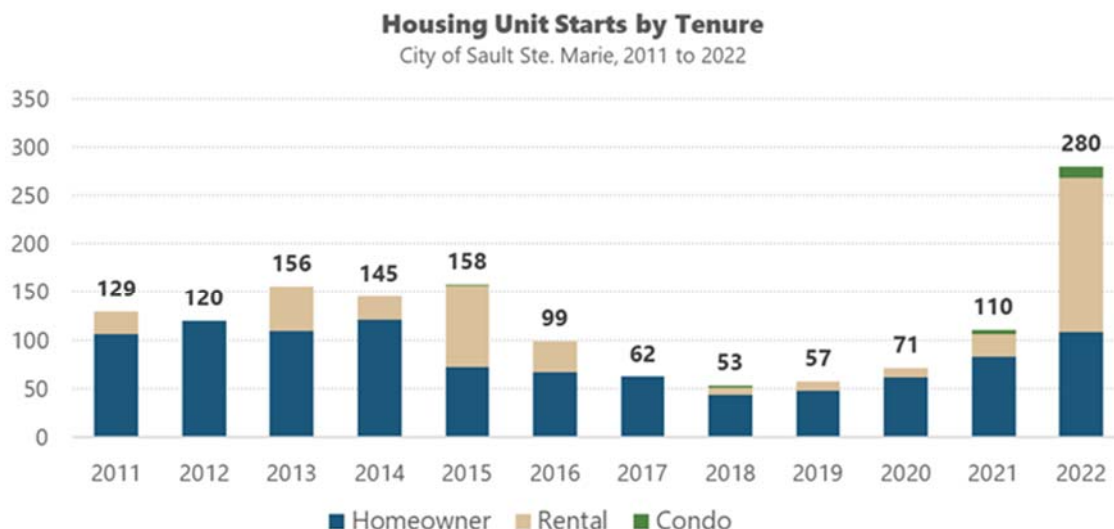
To express interest in this exciting opportunity, email your cover letter and resume by November 8, 2023, to:
Patrick Rowan, Partner, Feldman Daxon Partners

Tel: 416-515-3302 | Email: prowan@feldmandaxon.com

Personal information is collected under the authority of the *Municipal Freedom of Information and Protection of Privacy Act* and is used to determine eligibility for potential employment.

DIVERSITY AND ACCOMMODATION

The City of Sault Ste Marie offers diverse, challenging work while maintaining a healthy, safe, and productive work environment for its employees. They value diversity in their workforce and focus on attracting and retaining employees who can work together effectively to meet the needs of their community. We are pleased to accommodate individual needs in accordance with the *Accessibility for Ontarians with Disabilities Act (AODA)*, within our recruitment process. If you require accommodation at any time throughout the recruitment process, please contact us.



Source: Statistics Canada, Table 34-1000148-01

As outlined in the table above, 2022 was a significant year for new housing starts, well above the 167 new dwelling unit average assigned by the Province. Previous years have been well below the assigned target average; however, based upon current consultations as well as future programs to accelerate new housing starts, staff is optimistic the assigned housing target can be achieved.

Therefore, it is recommended that Council commit to meet this target.

Provincial Housing Affordability Task Force Recommendations (Attached)

On February 8, 2022 the Ontario Housing Affordability Task Force released their final report¹, which included a series of recommendations to realise an '*ambitious but achievable*' target of 1.5 million new homes built by 2031.

The Province has requested that by October 16, the Head of Council respond with a position (support or oppose) on all 74 recommendations, provide comments on any of the recommendations, and prioritize the top 5 recommendations.

The attached chart was circulated to various relevant City Staff. Staff are generally agreeable or cautiously supportive of the majority of recommendations, subject to additional clarity to fully understand local impacts. The attached table, also identifies the top 5 HAFT recommendations.

¹ [Report of the Ontario Housing Affordability Task Force](#)