



YMCA Chief Executive Officer Search

YMCA of Northeastern Ontario
Sudbury, ON

Executive Brief



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FOR MORE INFORMATION / TO APPLY

YMCA Ontario Regional Development Centre (RDC) is conducting this search on behalf of the YMCA of Northeastern Ontario.

To apply for this position, please submit your application and expression of interest [here](#). YMCA of Three Rivers is hosting this posting on an applicant tracking system for candidate applications. **Interested candidates are invited to apply by August 11th, 2023.**

For more information about this opportunity, please contact April Bateman, YMCA Ontario RDC at april.bateman@ymcagta.org

Please note: As part of our application process, we will be asking candidates to complete a voluntary self-identification survey. Self-identification questions will include gender, community and ethnic representation, with the option to select out of answering any question. In our DEIB (Diversity, Equity, Inclusion and Belonging) commitment, anti-racism, and truth and reconciliation processes, we recognize that it's vitally important for our applicants to represent the communities we aim to serve. As such, we are intentionally seeking to recruit candidates who are members of communities that are currently under-represented: Indigenous, Black and other Racially Diverse People; 2SLGBTQIA+ People; and People with Diverse Abilities (disabled persons/persons with disabilities). We will also be considering diverse representation across the areas that the YMCA of Northeastern Ontario serves.

Confidentiality & Privacy: All inquiries and applications will be held in strict confidence. The YMCA Ontario team conducting this search on behalf of the YMCA of Northeastern Ontario shall retain all material regarding personal information through the YMCA of Three Rivers Human Resources Information System (HRIS) and applicant tracking system. Self-identification question submissions will not be used for application screening purposes and accessible only to a select number of employee members assisting the process. Data will only be shared in an aggregate format with the Recruitment Committee to support equity hiring practices.

The YMCA of Northeastern Ontario embraces and celebrates our region's unique multicultural heritage and diversity. We embrace diversity and are committed to creating an inclusive workplace, welcoming

YMCA NEO CEO Position Description

applications from all persons. We encourage Black, Indigenous, People of Colour, 2SLGBTQIA+ individuals, gender diverse people, people with diverse abilities, members of ethnic diversity and faith groups, foreign-born residents, and veterans to apply. Applicants will not be discriminated against based on race, colour, creed, sex, sexual orientation, gender identity or expression, age, religion, national origin, citizenship status, ability, ancestry, marital status, veteran status, medical condition or any protected group. The YMCA is an equal opportunity employer, dedicated to a culture of inclusiveness and diversity reflecting our diverse members, volunteers, employees and community. We are committed to providing barrier-free and accessible employment practices in compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and in accordance with the Ontario Human Right Code. Should you require accommodation through any stage of the recruitment process, we will work with you to meet your needs.

Please note this position includes a target compensation package comprised of a competitive base salary, along with a pension and a full range of benefits. More information will be provided to selected candidates during the interview phase.

Please visit the YMCA of Northeastern Ontario website for more information on our programs and services and the impact of our charity at <https://www.ymcaneo.ca/>

Chief Executive Officer

YMCA of Northeastern Ontario

THE OPPORTUNITY

The Board of the YMCA of Northeastern Ontario (YMCA NEO) is seeking an inspiring, future-oriented leader to mobilize and collaborate with employees, volunteers and community partners. Reporting to the Board of Directors through the Board Chair, the CEO of the YMCA NEO will drive the development and execution of the Association's strategic recovery and provide leadership and vision for a team of approximately 500 regular full and part-time employees.

The CEO will lead the Association's development and implementation of strategies, including risk management, asset management and governance, to achieve and maximize objectives. The CEO will lead and manage to ensure meaningful and inclusive community impact, supported by strategic, operational and financial excellence and execution.

We anticipate having this leader in place and commencing by November 2023, to support transition resulting in the retirement of the incumbent CEO. This role may be based in any one of our major locations in the region: North Bay, Sudbury or Timmins, with regular regional travel for meetings at program sites and with community partners and donors across this region of Northern Ontario.

ABOUT THE YMCA OF NORTHEASTERN ONTARIO

Tracing its roots back to 1895, the YMCA NEO is one of the largest and most diverse charities in Northern Ontario and is dedicated to building healthy northern communities by nurturing the potential of children, youth and families, promoting healthy living and fostering social responsibility within our community.

Our YMCA is a trusted, respected employer of up to 500+ full and part time employees and more than 100+ volunteers, serving 20,000 people annually in health and wellness, childcare, camp, employment, settlement services and youth programming. We provide upwards of \$400,000 in financial assistance each year to support individuals and families in local communities who otherwise would not be able to afford participation.

The YMCA is a place to belong and to grow strong. We promote and develop healthy minds and spirits as much as healthy bodies. We support children and youth to grow up strong, confident and resilient. We help individuals and families at every age and stage to connect with the people, the values and the activities that matter most to them. We are committed to this work at every level of our organization because we know that when we support people of all backgrounds, ages and abilities to fulfill health goals, reach their full potential and feel they truly belong, we build a stronger Northern Ontario. We currently operate across the three main communities of North Bay, Sudbury and Timmins with plans to service more communities across Northeastern Ontario.

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Our YMCA was created through a series of unifications/amalgamations amongst YMCAs in Ontario's north. YMCAs in Sudbury and North Bay represented the initial unification in 2017, with an additional unification with the YMCA of Timmins occurring in 2021. More work is required to align the Association in light of these processes. During 2020/21, to ensure continued relevance and sustainability during the pandemic, YMCA NEO quickly adjusted plans to meet the evolving needs of our communities. While fiscal years 2020 – 2022 saw decreased revenues, our strategic focus, strong financial management and unprecedented philanthropic efforts continued to serve the YMCA well, as we moved into the recovery phase of pandemic response.

Moving forward, partnerships will be key to deepen the YMCA's positive impact on people and communities. The ability to innovate and to manage change are important as the upcoming period will focus on continued post-pandemic recovery, sustainability and relevance in our strategic and operational plans to meet community needs. From the strength of our volunteer board and employee relationships, valued donors, working with all levels of government and elected officials, collaborating with many valued community partners and most notably, through the day-to-day relationships of our employee teams – our programs and interactions have been forces for social good. We want to highlight the great work underway and identify the operational attention needed to support ongoing people and culture priorities across the entire association.

We look forward to welcoming a leader who will work with and through others to guide the YMCA of Northeastern Ontario forward. If you are an executive leader who is passionate about building stronger, healthier and more connected Northern communities, we want to talk to you.

EQUITY, DIVERSITY, INCLUSION AND BELONGING

In a community where 16% of the population is racially diverse and 27% live with diverse abilities or disabilities, we recognize that we do not look like or have access to support the community we serve, and this needs to change. We know we have intentional work that we must do to fulfill our vision to build a place where people belong, achieve their potential and are strengthened through community. We are listening and learning as our first step in partnership with our Diversity, Equity, Inclusion and Belonging Committee, to guide our CEO and Senior Leadership Team towards our vision inspiring social responsibility as a cornerstone of our legacy of caring. Our commitment is rooted in our values and drives our purpose with a sense of responsibility to each other and the global community.

YMCA NEO VISION, CHARITABLE PURPOSE AND VALUES

Our Vision...

My Y

A place to **belong, achieve my potential** and **strengthen my community**.

Our Charitable Purpose...

We are dedicated to the growth of all persons in spirit, mind and body with a sense of responsibility to each other and the global community.

Our Values...

Caring

My Y demonstrates compassion and empathy to all.

Honesty

My Y operates transparently with trust and integrity.

Inclusive

My Y celebrates diversity and creates a sense of belonging.

Respect

My Y embraces all persons with dignity.

Responsible

My Y is accountable, does what is right and needed.

Collaborative

My Y builds healthy communities through teamwork and partnerships.

KEY DUTIES AND RESPONSIBILITIES

Primary responsibilities of the CEO include:

- Focus on continued post-pandemic recovery, sustainability and relevance in our strategic and operational plans to meet community needs.
- Foster and build-on positive relationships with volunteer board and employees, valued donors, all levels of government and elected officials and community partners.
- Develop plans to overcome challenges associated with YMCA programs and services.
- Identify the operational attention needed to support people and culture priorities across the association.
- Provide overall leadership and vision to develop and drive YMCE NEO strategy.
- Implement and monitor the strategic decisions of the Board of Directors.
- Participate in various community groups to support community-building and facilitate positioning within a wide range of communities.
- Maximize and manage supports that the Ontario RDC and Y Canada provide to YMCA NEO and provide the required integration, collaboration and financial stewardship to create a *Thriving* YMCA.

Specific duties of the CEO include:

Strategic Leadership

- Work closely with the Board, senior leadership and community partners to proactively identify strategic opportunities and challenges aligned with the strategic vision and direction of the association.
- Lead and manage the association within parameters set by the Board.
- Develop policies with the Board and senior leadership and ensure compliance.
- Advise the Board of all major commitments, exposures and risks on a regular and timely basis.
- Inform the Board of all significant financial and other relevant strategic matters, including external items emanating from governments, regulators, legal, insurers, etc.
- Engage on issues of national importance within the Y Federation with YMCA Canada.
- Participate in the work of the World Alliance of YMCAs.

People Leadership

- Communicate proactively the vision and potential impact of the association's work to inspire and encourage employees, volunteers, partners, donors and members.
- Work closely with senior leadership, employees, and volunteers to champion, cultivate and support an inclusive environment where equity and diversity are embedded.
- Engage with employees in revitalizing post-pandemic organizational culture that maximizes inclusiveness and belonging, innovation, cross-program collaboration and organizational excellence, while balancing ongoing post-unification efforts.
- Oversee human resources strategy and succession planning for employees and leadership volunteers, ensuring that appropriate leadership development programs and activities are in place.
- Ensure all employees and volunteers are treated fairly and according to the Association's values, policies and applicable employment laws.

Partner & Community Engagement

- Establish and maintain effective strategic and community relationships that help advance the vision, goals, values and objectives of the YMCA NEO.
- Cultivate key relationships and alliances with a diverse network of community organizations, corporations, foundations and donors.
- Engage with staff, members, volunteers, and donors in developing philanthropy to support the association's mission and strengthen impact.
- Develop strong government relationships with local elected-officials at the municipal, provincial and national levels.
- Advance municipal relationships with the City of Greater Sudbury (COGS) relative to the Durham Street property and the Condominium Agreement between the parties as well as the City of North Bay.
- Advance relationships with, and commitment to reconciliation with, local Indigenous peoples.
- Oversee communications strategy, including issues management and act as official spokesperson.
- Work with staff and volunteers to enhance the profile and reputation of YMCA NEO with key stakeholders.

Operational & Financial Stewardship/Leadership

- Oversee and monitor financial performance and sustainability plans.
- Oversee effective fiscal management and control systems to ensure adherence with required regulations and legislation.
- Monitor and report on financial performance and institute remedial action as required.
- Develop and monitor operational plans that ensure growth and sustainability.
- Ensure the YMCA's assets are fully safeguarded and optimized for use of members and general public.
- Identify principal risks of operations and implement appropriate strategies to manage and mitigate.
- Measure Association performance and evaluate results and report back to and/or engage in discussion with the Board and/or other stakeholders, as needed.
- Ensure that the association always operates with ethics and integrity, in adherence with applicable laws, policies, guidelines and best practices.

GENERAL YMCA COMPETENCIES

All senior leadership positions at the YMCA NEO share identified competencies required for certain positions from supervisor level up to and including, the Chief Executive Officer. Competencies are the attributes and social skills that contribute to and compliment the capability and performance of YMCA staff to achieve their measured goals within a mission, vision, values framework. All YMCA staff should possess the following core competencies regardless of position:

Commitment to Organization Vision and Values

- Demonstrates and promotes a personal understanding of and appreciation for the mission, vision, values and strategic outcomes of the YMCA.
- Articulates the uniqueness and holistic nature of the YMCA philosophy, mission and vision.
- Seeks opportunities to fulfil the philosophy of the association inside and outside of immediate job responsibilities.
- Demonstrates and responds to the needs of others with empathy and care.
- Supports YMCA philanthropic endeavours by donating and assisting with fundraising efforts.
- Assess and anticipate future opportunities, challenges, and trends and work with others to proactively adapt and prepare for these.
- Engage others to anchor change in enduring values, competencies and strategic orientations that should endure in the organization.

Communication/Listening

- Communicates in a thorough, clear and timely manner and supports information sharing and goal achievement across the association.
- Fosters trust through open dialogue.
- Gets ideas across in writing effectively. Uses a variety of communication techniques such as audio, video, computer technology and to effectively deliver messages when public speaking.
- Demonstrated ability to resolve conflicts creatively with multiple stakeholders.

Concern for Health and Safety

- Acknowledges and understands how to manage and educate others of risk and harm reduction with a view to enhancing health, safety and well-being of all individuals in the YMCA.
- Acts promptly on all risk, health and safety concerns.
- Demonstrates a knowledge of required protocols and ensures their implementation.
- Educates self, employees, leaders, volunteers, participants and others of health and safety concerns and each individual's responsibility for maintaining health & safety and well-being standards of care.

Diversity, Equity & Inclusion

- Appreciates that people with diverse and divergent opinions, backgrounds and perspectives bring a richness to all situations and experiences.
- Demonstrates respect for people of diverse backgrounds and lived experiences.
- Promotes fairness and respect of all individuals.
- Values and seeks out diverse opinions from many intercultural contexts.
- Suspends judgement and promotes self-awareness, along with other-awareness to avoid assumptions, prejudices and biases.
- Holds themselves and others accountable to (un)learning about equity-deserving challenges, systemic issues related to colonialism and oppression.
- Encourages the development of a growth and learning mindset in employees, leaders and volunteers at all levels of an organization.

Integrity

- Demonstrates responsible behaviour at all times and maintains high ethical standards.
- Does not misrepresent the association or self for personal gain or protection.
- Is open, frank and honest in dealings with employees, participants and suppliers.
- Serves as an ethical role model.
- Keeps confidences.

Self-Management

- Works independently within prescribed parameters, can discern the relevance of issues and communicate them effectively to their supervisor.
- Accomplishes critical tasks despite organizational obstacles, time pressures, role ambiguity or limited resources.
- Identifies and assesses difficult situations and can discern the level of guidance and resources required to resolve them.
- Deals with stressors of the job and uses coping techniques effectively.
- Understands personal shortcomings and has a strategy for managing and improving them.

Service Orientation

- Deliberately identifies and creates opportunities to enhance each and every person's YMCA experience.
- Recognizes a service problem and acts on it quickly.
- Expresses joy in serving others.
- Displays genuine interest in each individual's experience.

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- Takes initiative to expand and enhance the service opportunity.
- Identifies the opportunity to make each service experience unique.
- Mentors service excellence and celebrates exceptional service performed by others.

DESIRED EXPERIENCES of the CEO

A working knowledge the YMCA

- Knowledge of the role the YMCA plays as an important charity nation-wide and particularly in local Northern Ontario communities.

Experience Managing Change

- Experience in planning, implementing and monitoring important adjustments of key components of strategy or operations. This may involve changes in culture, technology, organization or other major initiatives.

Financial Leadership

- Ability to lead the association to sustainability through improvement of financial health. Sound financial acumen to make decisions and take actions that will guide the association toward long-term viability.

Political Acumen

- Understands formal and informal influences that shape decision making – particularly in local communities. A facility in navigating sensitive issues diplomatically.

Interpersonal Influence

- Ability to change attitudes or behaviors of others through leading by example, keeping commitments and establishing strong rapport.

Relationship Building

- Works to build and maintain ethical relationships with staff and volunteers as well as networks or contacts to help achieve strategic goals.

REQUIRED SKILL & EXPERIENCE

We welcome candidates that bring past progressive leadership experiences at the executive level in a large, complex, multi-site/regional environment with multiple aspects of operations. Interested candidates with previous exposure in the following complimentary sectors such as the charitable, not-for-profit, public, educational, health care and private sectors are encouraged. We also recognize experiences, skills, passion and mission alignment that may come from paid, volunteer and/or lived experiences.

- Proven ability to build relationships with community stakeholders.
- A knowledge of the local communities served in Northeastern Ontario is considered an asset.
- Demonstrated ability to inspire and support employees, leaders, partners, members and donors who are bilingual in English and French.

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- Ability to travel regularly within the Northeastern Ontario locations served.
- Strong leadership and interpersonal skills.
- Minimum ten-years previous experience in a senior management position. YMCA experience is desirable and considered a valuable asset.
- Reasonable understanding of not-for-profit or charitable business operations.
- Well-developed strategic thinking skills and expertise in organizational business planning and financial management.
- Experience in organizational evaluation and restructuring.
- Experience in communications or marketing is considered an asset.
- Knowledge of newcomer settlement and supporting vulnerable groups is considered asset.

YMCA BOARD of DIRECTORS

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