



# Leadership Initiative

Ontario East Municipal Conference  
September 17, 2015

# Workplan Objectives...

Develop programs to respond to leadership gaps which:

1. Create champions at the political level
2. Actively promote municipal succession planning & talent development efforts
3. Increase awareness of municipal management as a career choice
4. Promote the Municipal Sector as a career choice for youth/young adults



# ...Workplan Objectives

5. Enhance Attraction/Retention for careers in municipal sector
6. Develop strategies to remove barriers in the recruitment of new talent
7. Influence the research agenda for various institutions to highlight municipal succession planning & talent development efforts (e.g. Conference Board of Canada, Mercer, etc.)
8. Continue to raise awareness regarding the strategic leadership gap in municipal sector



# Work Plan – Project Charters

No.	Topic	Assigned to	Notes
1.	<i>Leadership Development and Succession Planning Toolkit</i>	AMCTO	Draft document completed
2.	<i>Promotion of Public Sector Career Choices</i>	OMAA	Progressing
3.	<i>Municipal Talent Development Best Practices</i>	OMHRA	Progressing
4.	<i>Communications Plan</i>	All	<i>to follow, with link to Project Charters</i>

# Our Workforce - 2014

## Active Members - NRA 65 and NRA 60

Number of Active Members - NRA 65 and NRA 60									
	Credited Service								
Nearest Age	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35	Total
Up to 25	2,824	19	-	-	-	-	-	-	2,843
25-29	13,115	2,492	21	-	-	-	-	-	15,628
30-34	13,240	11,256	2,026	9	-	-	-	-	26,531
35-39	9,959	10,978	9,115	1,261	3	-	-	-	31,316
40-44	9,319	9,448	10,136	5,384	1,221	112	-	-	35,620
45-49	8,628	9,115	8,622	5,721	5,884	3,895	96	-	41,961
50-54	7,645	9,537	9,407	5,764	6,608	9,812	2,800	174	51,747
55-59	4,717	6,898	8,028	5,120	5,110	6,656	3,368	1,159	41,056
60-64	2,070	3,678	4,727	3,521	3,497	3,617	1,174	997	23,281
65 and up	622	1,104	1,447	960	925	859	314	317	6,548
<b>Total</b>	<b>72,139</b>	<b>64,525</b>	<b>53,529</b>	<b>27,740</b>	<b>23,248</b>	<b>24,951</b>	<b>7,752</b>	<b>2,647</b>	<b>276,531</b>

## Active Members - NRA 65

Number of Active Members - NRA 65									
Nearest Age	Credited Service								Total
	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35	
Up to 25	2,594	11	-	-	-	-	-	-	2,605
25-29	11,766	1,823	20	-	-	-	-	-	13,609
30-34	12,172	8,749	1,393	9	-	-	-	-	22,323
35-39	9,477	9,355	6,731	702	2	-	-	-	26,267
40-44	9,082	8,587	8,229	3,324	771	67	-	-	30,060
45-49	8,540	8,769	7,820	4,522	4,588	2,553	45	-	36,837
50-54	7,620	9,428	9,151	5,284	5,749	7,553	2,172	145	47,102
55-59	4,706	6,871	7,957	5,005	4,769	5,848	2,627	913	38,696
60-64	2,068	3,673	4,704	3,500	3,457	3,539	1,093	841	22,875
65 and up	622	1,102	1,444	959	915	851	308	291	6,492
<b>Total</b>	<b>68,647</b>	<b>58,368</b>	<b>47,449</b>	<b>23,305</b>	<b>20,251</b>	<b>20,411</b>	<b>6,245</b>	<b>2,190</b>	<b>246,866</b>

Unreduced Pension - 11,966

Reduced Pension - 52,558

Eligible to Retire Next 5 Years - 47,102

Attained or Approaching 90 factor - 3,539

# OMERS

## Active Members - NRA 60

Number of Active Members - NRA 60									
	Credited Service								
Nearest Age	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35	Total
Up to 25	230	8	-	-	-	-	-	-	238
25-29	1,349	669	1	-	-	-	-	-	2,019
30-34	1,068	2,507	633	-	-	-	-	-	4,208
35-39	482	1,623	2,384	559	1	-	-	-	5,049
40-44	237	861	1,907	2,060	450	45	-	-	5,560
45-49	88	346	802	1,199	1,296	1,342	51	-	5,124
50-54	25	109	256	480	859	2,259	628	29	4,645
55-59	11	27	71	115	341	808	741	246	2,360
60-64	2	5	23	21	40	78	81	156	406
65 and up	-	2	3	1	10	8	6	26	56
<b>Total</b>	<b>3,492</b>	<b>6,157</b>	<b>6,080</b>	<b>4,435</b>	<b>2,997</b>	<b>4,540</b>	<b>1,507</b>	<b>457</b>	<b>29,665</b>

Unreduced Pension - 2,106

Reduced Pension - 4,553

Eligible to Retire Next 5 Years - 5,124

Attained or Approaching 85 factor - 808

# Re-branding



**BUILDING TOMORROW'S ONTARIO MUNICIPAL LEADERS**

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BUILDING TOMORROW'S ONTARIO MUNICIPAL LEADERS



# Partners & Alliances



# Presentations

- OMHRA
- Regions & Single Tier CAOs
- AMO
- OSUM
- MFOA
- OMAA
- AMCTO
- OMTRA
- NOMA



Unlike other businesses, if local government closes down, our world would not be the same...





**Just  
Imagine?**

# No Water...



**ONWARD**

BUILDING TOMORROW'S ONTARIO MUNICIPAL LEADERS

# No Paramedics...





# No Garbage Collection...



# No Sewers...





# No Streets, Signals, Stop Signs...



# No Public Recreation Facilities...





# No Planning...



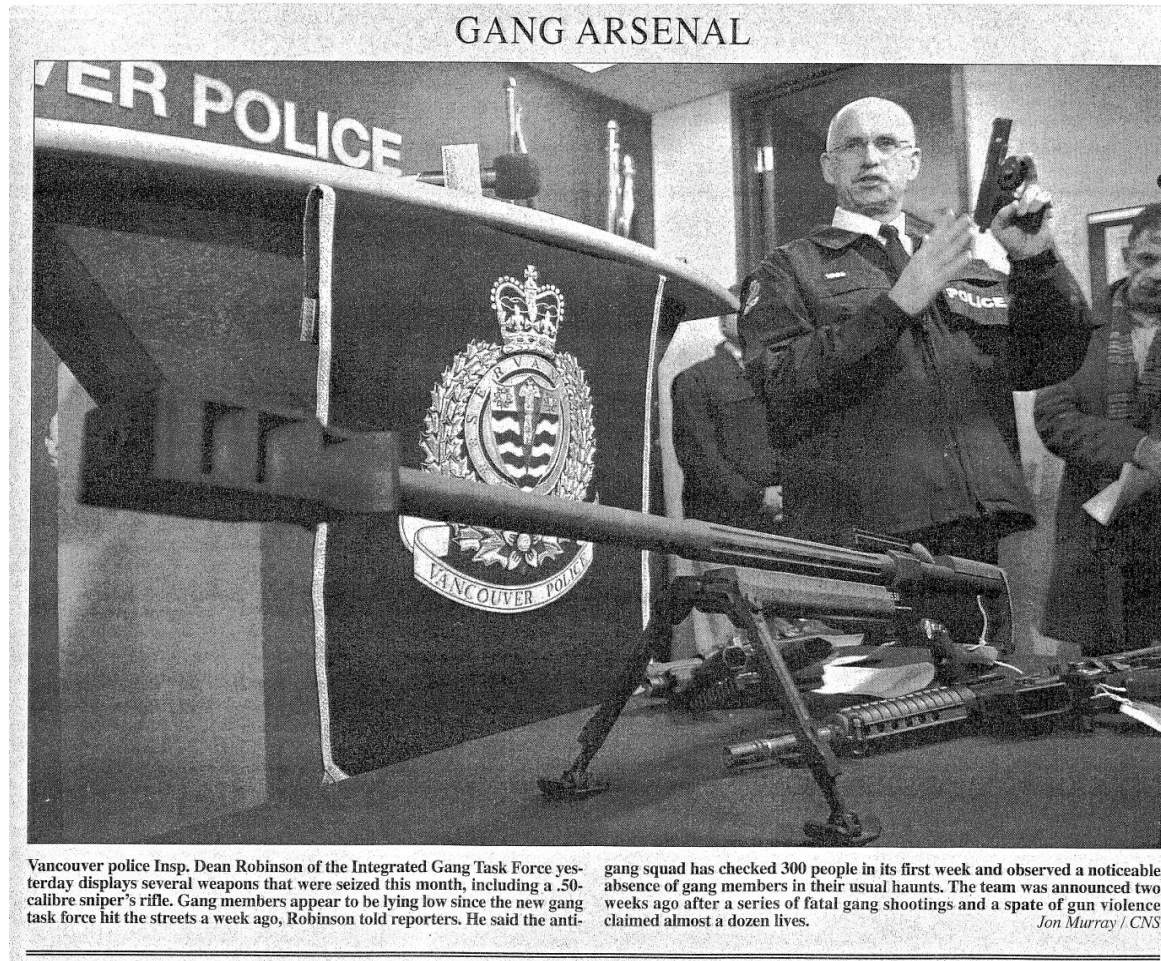
# No One to Put Out Fires...



TRIBUNE PHOTO BY JAYSON MELLOM



# No One to Catch the Bad Guys...



# Everything would just go down the toilet!



# Raising Public Awareness

- Better knowledge of local government by public is essential
- Building public confidence is enhanced
- Long term awareness campaign is tool to be considered

# Local Government Career Opportunities

- Numerous senior positions across Ontario
- Positions available at all levels in municipalities
- \$70K - \$200K salary range
- Excellent benefits & OMERS pension plan
- Great mobility & flexibility
- Opportunities for career advancement
- Mentoring by experienced officials



# Succession Planning

- We must be prepared
- Need to continue preparing tomorrow's municipal leaders
- Council's must support resource development
- As community leaders...it is our duty



# Thank you



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