



Executive Brief

City Manager

City of Whitehorse

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July 2017



## Essence of the Opportunity

Whitehorse is the capital of the Yukon, the western gateway to the North and home to some of the most spectacular scenery in Canada. Named the Wilderness City, Whitehorse is nestled on the banks of the famous Yukon River surrounded by mountains and pristine lakes. Gorgeous scenery and a vibrant city lifestyle, it's no small wonder over 26,000 people enjoy living here year-round. A healthy economy, tremendous services and amenities, strong values, commitment to sustainability, a safe environment in which to raise a family, and access to the great outdoors, makes Whitehorse one of the best cities in Canada in which to live and work. Whitehorse also provides diverse services to all outlying communities. Its economic base includes mining, transportation services, tourism and government services.

Being named one of the best places in Canada to live is due to the incredible work the City has done to develop the infrastructure and services that support the residents and encourage commercial investment. The City is vibrant and growing. By 2020, the population is expected to grow to over 34,000 people. There are few cities in Canada that have the heart and community spirit of Whitehorse and provide the professional challenge and complexity that comes with being a sustainably focused capital city. Unique to the role, is the extent of the funding negotiations with the territorial and federal government.

After a challenging last couple years, the Mayor and Council have made a decision to engage in a professional search to recruit a City Manager who has the depth and breadth of experience, outstanding leadership and communication skills, and the political savvy to take on this critically important role for the City.

In delivering on this mandate, the City Manager must provide vision and leadership to the staff, lead strategic planning, and build strong, positive relationships with the Yukon and Federal Governments and the First Nations. Critical to success will be the City Manager's ability to support Council in making the right short and long-term decisions related to providing the residents and businesses with the infrastructure, programs and services needed and keeping Whitehorse vibrant and financially sound.

The ideal candidate is an outstanding municipal leader or DM/ADM level professional who has developed a reputation for building and leading strong, empowered teams in the delivery of a complex portfolio of services. He/she is talented and effective in long range and strategic planning. He/she understands financing and is able to present the case for support and the risks associated with major decisions. They are humble, open, authentic, honest and an effective communicator. He/she is committed to ensuring the City has an engaged and motivated team that is continually evaluating opportunities to drive efficiency and improvement.

This is an amazing opportunity for a leader who wants to marry their professional expertise with a tremendous quality of life in one of the most naturally beautiful cities in Canada.

## Key Opportunities & Challenges

*After consulting with key stakeholders at the City of Whitehorse, the following opportunities and challenges were identified for the new City Manager:*

**Growing and Vibrant Community:** Whitehorse, as the capital city and gateway to the North, is a vibrant and growing city that has tremendous services and amenities that are the responsibility of the City. With the population expected to increase to close to 34,000 people in the next five years, the City Manager needs to ensure the City can keep pace with the required changes.

**Sustainability:** Whitehorse is surrounded by pristine wilderness and lakes and the air quality is the best in Canada. People live, work and stay in Whitehorse because of the quality of life. The City plays an important role in ensuring there is a focus on maintaining this quality life and instilling a commitment to sustainability. This is a philosophy the new City Manager must embrace.

**Committed Council:** In representing the public, each of the Council Members brings a different perspective to the table, united by a commitment to the success of the City. As their chief staff advisor, the City Manager will need to provide advice and wisdom to the Council in a constructive and inclusive manner. The City Manager must support the Council in making the best decisions for the city through careful analyses of the risks and opportunities and by framing options and recommendations within a political context.

**Partner with the Mayor:** The Mayor is the lead representative of Council and the City of Whitehorse. The City Manager supports the Mayor to ensure he is able to carry out his representative duties at meetings and events by ensuring he is briefed and by providing operational perspective and strategic input. Building a strong, proactive and supportive relationship will be key to success.

**Stakeholder Relations:** As the capital of the Yukon, the City of Whitehorse partners regularly with, and receives funding from, both the Yukon Government and the Federal Government. As such, the City Manager must have the political and business savvy to work collaboratively with bureaucrats at both levels of government. Negotiating for the best interests of the City will be rewarding for the new City Manager.

**Bring Stability:** Whitehorse has enjoyed a great deal of stability among senior staff within the City until the last few years. Council understands the importance of having a stable, longer term leader in the City Manager's office who can provide staff the support, mentorship, and leadership they need to be successful.

**Enhance Morale:** The staff at the City are feeling the effects of the leadership challenges. While they remain committed and loyal to the City, morale was impacted over the last couple of years. The new City Manager must be a visible and inspirational leader who has a positive and calming influence. Communicating a vision and engaging the team in proactive and positive discussions will go a long way to moving the City forward.

**Dedication of the Team:** The City Manager will be working with a talented group of directors who have the best interests of the City at heart. There is a mix of long-term and new directors who each bring a significant level of expertise to their portfolio. The senior team is a strong, cohesive and collaborative group looking for visionary leader who believes in giving management both the authority and responsibility to deliver on their mandates.

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## Executive Brief

### City Manager, City of Whitehorse

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**First Nations:** The City of Whitehorse has developed a positive and proactive relationship with the First Nations. Continuing these relationships and working with First Nations leadership to ensure that they are engaged in planning and program development is critical.

**Strategic Projects:** There is much on the go in Whitehorse – the construction of the operations building, enhanced waste management, development of affordable housing, transportation improvement, trail and recreational enhancement and economic development. The new City Manager will need to provide vision, leadership and management to ensure business discipline is applied to every project and commitments to financial and service objectives are met.

**Service-Oriented:** This is easy to say, but harder to do. Great strides have been made in terms of resident and business satisfaction when dealing with the City, but there is always more to do. The Council is looking for a City Manager who understands how to instill a culture of service at all levels of the organization.

## Organizational Profile

### City Council



#### **Mayor Dan Curtis**

Dan was born and raised in Whitehorse and currently resides in the Whitehorse neighborhood of Riverdale, where he and his wife have lived with their two sons for many years. Dan's parents first came to the territory in the 1950s to work in the mining industry.

Dan has travelled extensively throughout the Yukon over the past 20 years through his work as the Executive Director of Skills Canada-Yukon, and prior to that, as a realtor and service and supply representative for what is now Northern Industrial Sales.

Dan has also travelled and worked around the country, and all over the world, in his role with Skills Canada-Yukon, a non-profit organization which promotes the rewards that a career in skilled trades and technologies can provide to our youth.

Dan was elected to his first term as Whitehorse Mayor on October 2012, becoming the 16th elected Mayor of Whitehorse. He immediately became involved with the Whitehorse Chamber of Commerce, recognizing the strong partnerships that are needed for the Business community to succeed and flourish, in an ever-changing and very competitive climate.

#### **Councillor Dan Boyd**

Dan was born, raised and is now retired in Whitehorse. In the 1990's Dan was elected as Councillor for City of Whitehorse and served 2 terms. His retirement recently provided him with the opportunity to once again become involved in municipal politics.

Dan started his career in the construction industry, gaining experience on earth moving projects, industrial, commercial and residential construction.

In the late 1980's Dan joined the Yukon Housing Corporation where he served in numerous positions, including Vice President for a number of years. After 15 years with Yukon Housing, he served as Assistant Deputy Minister in the Yukon

### City Manager, City of Whitehorse

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Department of Community Services, and was responsible for Protective Services, Building Safety, Consumer and Corporate Affairs and Infrastructure Development.

Dan and his wife Susan enjoy spending time with their three children and four grandchildren.

#### **Councillor Jocelyn Curteanu**

Jocelyn Curteanu is active in the community as a member of the Yukon Cultures Connect, Whitehorse Regional Women's Committee, Racially Visible Committee, Canadian Filipino Association of the Yukon, and the Yukon Area Council. Jocelyn Curteanu returned to the Yukon from Alberta in 2011, making the decision that Whitehorse is where she and her family feel most at home and where she wants to raise her children and invest in the community. Jocelyn Curteanu lived in Whitehorse from 2003-2006 when she was assigned the operations of the local Canada Revenue Agency (CRA) office. After 14 years working in Audit and Client Services with the CRA, she resigned as a Senior Business Resource Officer in Calgary in favor of taking a job in Whitehorse as the Regional Administrative Coordinator for the Canadian Northern Economic Development Agency (CANNOR), an organization focused on northern economic development.

#### **Councillor Rob Fendrick**

Rob Fendrick is currently providing consulting services in finance, management, and policy to Yukon First Nations and municipalities. Born in the Northwest Territories and raised in Whitehorse, Fendrick stayed in Vancouver after university to begin his career with BC Hydro in 1982. After several years with Hydro, Fendrick moved out on his own to operate a computer company that employed 20 people. He received his Certified General Accountant (CGA) designation in 1991, and returned to Whitehorse in 1998

Fendrick also holds a Bachelor of Commerce degree from the University of British Columbia and a Masters of Public Administration from the University of Alaska Southeast.

Fendrick moved to governmental work and was involved at the municipal level in administration for 17 years as the Director of Corporate Services and was voted onto the Council for the City of Whitehorse in 2015.

Fendrick has been involved with the CGA Association at the local level for over 12 years as President of CGA Yukon. He currently serves on the National Board and has recently successfully merged CGA Yukon to form the Chartered Professional Accountant (CPA) Association of the Yukon.

His spouse, Wendy Fendrick, is also a CGA. The couple met while they were both working for BC Hydro, and have been married for over 30 years. Wendy and Rob love the outdoors and you can find them spending their time together mountain biking and kiteboarding. They have two children – Stuart and Kurtis, both in their mid-20's.

**Councillor Samson Hartland**

Samson is a lifelong Yukon resident and a proud married father of three multi-generational Yukon children.

In the past Samson was awarded the Business Development Bank of Canada's Young Entrepreneur of the Year. He was first elected to Whitehorse City Council in 2000 at age of 21.

Samson subsequently became Project Manager with the Whitehorse Chamber of Commerce. He has also been Ministerial Aide to the Deputy Premier and is currently the Executive Director of the Yukon Chamber of Mines.

Samson enjoys the outdoors, camping, fishing, and living in the best city in the world.

**Councillor Betty Irwin**

Ms. Betty Irwin is an inter-provincially certified tradesperson. Since retiring from her trade, Betty has worked with organizations such as Yukon Women in Trades and Technology, Skills Canada, Yukon College, and in public schools to promote careers in trades to both adults and youth.

Ms. Irwin was one of the founding members of Yukon Women in Trades and Technology, and served as Program Coordinator until 2008. She has partnered in three successful businesses here in Whitehorse, and worked as an Industrial Training Consultant with the Apprenticeship Branch at the Government of Yukon. Betty received the Commissioner's Award for Public Service in 2006.

Betty volunteers for the Yukon Humane Society and is currently serving her third term on City Council.

**Councillor Roslyn Woodcock**

Roslyn Woodcock, her partner and their dog live downtown in a tiny house with a garden filled yard. She owns two small businesses: Plan:write Consulting and Imagine Laserworks. She has a degree in city planning, a certificate in public administration and over a decade's experience as a manager in the federal public service.

Roslyn has been involved in many local initiatives since she moved to Whitehorse from Inuvik in 1999. She is a board member on the Potluck Food Cooperative, is active with the local United Way Society and sits on the steering committee for Yukon Cares. Over the years, she has been on the board of the Victoria Faulkner Women's centre, has taken part in community theatre and comedy with the Guild and has worked with organizations of all sizes and types from: Volunteer Bénévoles Yukon to Skookum Jim Friendship Centre to Health Canada.

An avid trail user, dog walker and gardener Roslyn loves Whitehorse's size, livability and slow pace. There really is no better place on earth. Of course, she hasn't been everywhere so that might be an overstatement. She hears Spain is nice.

## Mission Statement

The proud, vibrant capital of the Yukon committed to working with our community to build a better city for all!

### CORE VALUES

**Respect.** We treat each other and our customers with empathy recognizing that we are all proud members of the same community.

**Honesty.** We value personal integrity and being truthful.

**Excellence.** We pay attention to details and take personal pride in a job well done.

**Entrepreneurial.** We are proud of our pioneering heritage and have the courage to be creative in our work.

**Visionary.** We passionately embrace our challenge of continue to make Whitehorse an even better place to live and work.

**Team.** We are one team with a common goal of serving our community.

## Organizational Structure

The City of Whitehorse is currently organized into four divisions, which are divided into several departments.

**The Community & Recreation Services Division** consists of Bylaw Services, Parks & Community Development, Recreation & Facility Services, and Transit Services.

**The Corporate Services Division** consists of Financial Services, Human Resources, Legislative Services and Business & Technology Systems.

**The Development Services Division** consists of Engineering Services, Planning & Sustainability Services and Land & Building Services.

**The Infrastructure and Operations Division** consists of Fire, Operations and Water & Waste Services.

Each Division Director reports to the City Manager, as does the Executive Assistant and Manager of Strategic Communications.

The Mayor, City Manager and Directors are located at City Hall.

## Workforce

There are over 500 people who work directly for the City of Whitehorse.

## Unions

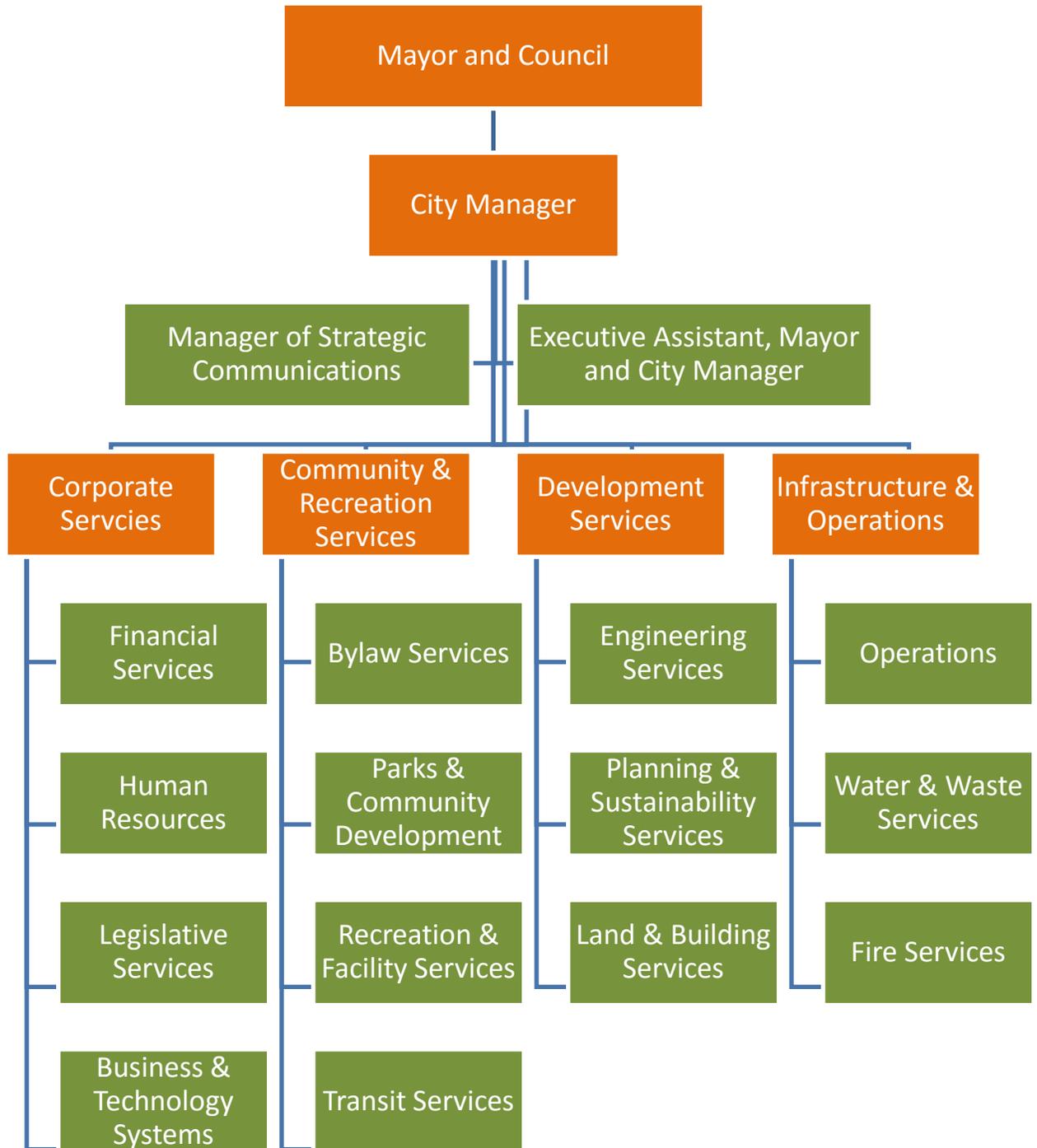
There are two unions that represent management and staff.

Whitehorse Transit (Local Y022) and City of Whitehorse (Local Y023) contracts expire on August 31, 2017.

The Management and Management Staff contract expires December 31, 2018

The International Association of Fire Fighters (IAFF) contract expires 2022.

### Organizational Chart



## Strategic Priorities

### **Planning for Growth**

Municipal planning affects residents' day-to-day lives as it shapes how our community grows, looks, and functions. By addressing future challenges facing our growing city now, we are preparing for tomorrow. This priority supports long-term planning for the City through ensuring that adequate land is provided for residential, commercial, industrial, and recreational development in an organized and efficient way.

### **Affordable Housing**

Housing is more than shelter; it provides stability, security, and dignity. By working with our government and community partners we are striving to build a strong and inclusive city. This priority supports the provision of adequate and affordable housing to all citizens of Whitehorse through land development, legislative and regulation support, and advocacy.

### **Operational Efficiencies**

We strive to meet resident needs in a cost-effective manner while ensuring a high quality of service and standards. This priority will consolidate nine aging buildings into one thereby reducing operating costs, increasing efficiencies, and eliminating costly building rentals. The new Operations Building will accommodate the continued growth of Whitehorse and provide positive economic impact for the community.

### **Environmental Health**

A sustainable Whitehorse is a community where healthy people, neighbourhoods, and the environment thrive. This priority supports the City championing an overall strategy for community waste management. Of top importance is for the City to collaborate with Yukon government on creating a consistent, effective system that reduces financial and environmental risk to the community.

## Financials

### Statement of Financial Position

Year ended December 2016 with comparative figures for 2015.

CITY OF WHITEHORSE  
Statement of Financial Position  
as at December 31, 2016



	2016	2015
<b>Financial assets</b>		
Cash	\$ 58,049,530	\$ 50,434,547
Accounts receivable	5,099,643	4,191,241
Government transfers receivable		
Government of Yukon	3,389,295	1,265,511
Other due from government		
Government of Canada	(3,797)	65,877
Government of Yukon	272,250	942,406
First Nation Governments	64,101	60,774
Other financial assets	41,318	37,248
<b>Total financial assets</b>	<b>\$ 66,912,341</b>	<b>\$ 56,997,605</b>
<b>Liabilities</b>		
Accounts payable	\$ 9,137,770	\$ 7,883,125
Employee future benefits (Note 9)	2,694,900	2,416,200
Landfill closure & post closure liability (Note 8)	1,606,409	1,444,330
Deferred revenue	1,213,330	1,308,472
Deposits	2,484,005	1,799,204
Long term debt (Note 4)	8,706,661	9,222,726
<b>Total liabilities</b>	<b>\$ 25,843,075</b>	<b>\$ 24,074,057</b>
<b>Net financial assets</b>	<b>\$ 41,069,265</b>	<b>\$ 32,923,546</b>
<b>Non-financial assets</b>		
Tangible Capital Assets (Note 3)	\$ 406,241,215	\$ 414,502,060
Land for resale	302,474	358,367
Inventory	626,358	535,206
Prepaid expenses	919,282	812,674
<b>Total non-financial assets</b>	<b>\$ 408,089,328</b>	<b>\$ 416,208,307</b>
<b>Accumulated surplus (Note 2)</b>	<b>\$ 449,158,593</b>	<b>\$ 449,131,853</b>

## Statement of Operations

Year ended December 2016 with comparative figures for 2015.

CITY OF WHITEHORSE  
Statement of Operations  
for the year ended December 31, 2016



	2016 Budget Note 11	2016 Actual	2015 Actual
<b>Revenues</b>			
Taxes and payments in lieu of taxes	\$ 36,535,912	\$ 36,512,499	35,520,612
Government transfers	14,332,838	10,993,213	8,871,804
Sales of goods and services	16,263,007	16,715,422	15,899,825
Licenses, permits, penalties and fines	3,110,650	3,132,733	2,444,709
Developers' contributions	400,000	719,866	443,239
Investment income	360,000	512,154	428,737
Other revenues	3,168,985	3,361,008	6,079,344
<b>Total revenue</b>	<b>\$ 74,171,392</b>	<b>\$ 71,946,894</b>	<b>69,688,271</b>
<b>Expenses</b>			
General government services	\$ 12,535,663	\$ 12,389,554	11,815,947
Protective services	8,591,079	8,137,277	7,759,306
Transportation services	20,916,825	20,954,430	20,170,263
Environmental services	14,897,433	14,462,236	15,325,012
Public health services	254,633	248,449	249,026
Community development services	1,937,083	1,823,490	1,526,956
Recreation and cultural services	14,648,266	13,904,718	13,507,001
<b>Total expenses</b>	<b>\$ 73,780,982</b>	<b>\$ 71,920,155</b>	<b>\$ 70,353,511</b>
<b>Annual surplus/(deficit)</b>	<b>\$ 390,410</b>	<b>\$ 26,740</b>	<b>\$ (665,240)</b>
Accumulated surplus at beginning of year	\$ 449,131,853	\$ 449,131,853	\$ 449,797,094
<b>Accumulated surplus at end of year</b>	<b>\$ 449,522,263</b>	<b>\$ 449,158,593</b>	<b>\$ 449,131,853</b>

**Statement of Cash Flow**

Year ended December 2016 with comparative figures for 2015.

**CITY OF WHITEHORSE**  
**Statement of Cash Flows**  
**for the year ended December 31, 2016**



	2016 Actual	2015 Actual
<b>Operating transactions</b>		
Annual surplus/(deficit)	\$ 26,740	\$ (665,240)
Items not utilizing cash		
Depreciation	\$ 16,155,250	\$ 16,346,866
Loss on disposal of tangible capital assets	1,255,626	531,080
Change in non-cash operating balances		
Accounts receivable	(908,401)	(791,934)
Grants receivable	(1,387,281)	3,283,499
Other assets	(4,070)	4,907
Accounts payable	1,254,644	(835,575)
Employee future benefits	278,700	380,400
Landfill closure liability	162,079	155,375
Deposits	684,801	(42,121)
Deferred revenue	(95,142)	(175,457)
Inventory	(91,151)	(24,775)
Prepaid expenses	(106,609)	(114,747)
<b>Cash provided by operating transactions</b>	<b>\$ 17,225,184</b>	<b>\$ 18,052,279</b>
<b>Capital transactions</b>		
Cash used to acquire tangible capital assets	\$ (7,972,767)	\$ (7,630,465)
Proceeds on disposal of tangible capital assets	(1,177,263)	61,013
Proceeds from Land for Resale	55,893	340,472
<b>Cash applied to capital transactions</b>	<b>\$ (9,094,137)</b>	<b>\$ (7,228,980)</b>
<b>Financing transactions</b>		
Proceeds from debt issues	\$ -	\$ 475,341
Debt repayment	(516,064)	(637,579)
<b>Cash provided (applied) to financing transactions</b>	<b>\$ (516,064)</b>	<b>\$ (162,238)</b>
<b>Increase/(decrease) in cash</b>	<b>\$ 7,614,984</b>	<b>\$ 10,661,060</b>
Cash at beginning of year	\$ 50,434,547	\$ 39,773,487
<b>Cash at end of year</b>	<b>\$ 58,049,530</b>	<b>\$ 50,434,547</b>

City Manager, City of Whitehorse

The Whitehorse Sustainability Plan comprises 12 goals that describe what the community wants to achieve in the long-term. It includes specific strategies that support ambitious but achievable targets for 2020, 2030, and 2050.

# WHITEHORSE SUSTAINABILITY PLAN 2015–2050




**Strong Downtown and Livable Neighbourhoods**  
 A moderately more dense and livable city, especially downtown, with neighbourhood access to low-impact transportation, diverse services and varied housing.



**Efficient, Low-Impact Transportation**  
 Efficient movement of people via transit, cycling, walking, and multi- and single-occupant vehicles.



**Healthy Environment and Wilderness**  
 Clean air, water and soil; healthy habitat; and a sense of wilderness.



**Green Buildings and Infrastructure**  
 Reduce environmental impacts of private and City-owned buildings and infrastructure.



**Energy and Greenhouse Gas (GHG) Reduction**  
 Increase renewable energy, reduce GHG production, and operational cost savings.



**Dynamic and Diverse Culture, Heritage, and Arts**  
 Rich and diverse visual arts, built heritage, cultural landscapes and community activities.



**Social Equity: Affordable Housing and Poverty Reduction**  
 Programs and initiatives to equitably provide for basic needs of the entire community.



**Connected, Engaged, Participatory Community**  
 Citizens are involved in decisions that affect them; act as stewards of the environment; and are connected and responsible to each other, the environment and their government.



**Safe and Healthy Community**  
 Physical and mental health and safety from hazards such as fire, crime and traffic.



**Diverse Local Economy**  
 A stable, diverse economy that is resilient to global change, has a strong labour force, a healthy municipality, and support for entrepreneurs and local business.



**Zero Waste**  
 Minimum waste generation and maximum resource recovery through reducing, reusing, recycling and composting.



**Resilient, Accessible Food Systems**  
 Production, processing, distribution and sale of local, healthy food to all residents.

## About Whitehorse, YT



Whitehorse is home to some of the most spectacular scenery in Canada. Named the Wilderness City, Whitehorse is nestled on the banks of the famous Yukon River surrounded by mountains and pristine lakes. Gorgeous scenery and a vibrant city lifestyle, it's no small wonder over 25,000 people enjoy living here year-round. A healthy economy, small town values, a safe environment in which to raise a family, and access to the great outdoors, makes

Whitehorse one of the best cities in Canada in which to live and work. Whitehorse provides diverse services to all outlying communities. Its economic base includes mining, transportation services, tourism, and government services.

Whitehorse (total area population 27,889 as of 2013) is the capital and largest city of Yukon and the largest city in northern Canada. It is Yukon's only city. It was incorporated in 1950 and is located at kilometre 1426 on the Alaska Highway in southern Yukon. Whitehorse's downtown and Riverdale areas occupy both shores of the Yukon River, which originates in British Columbia and meets the Bering Sea in Alaska. The city was named after the White Horse Rapids for their resemblance to the mane of a white horse, near Miles Canyon, before the river was dammed.

Because of the city's location in the Whitehorse valley, the climate is milder than comparable northern communities such as Yellowknife. At this latitude, winter days are short and summer days have up to about 19 hours of daylight. Whitehorse, as reported by Guinness World Records, is the city with the least air pollution in the world.

Whitehorse is served by the Erik Nielsen Whitehorse International Airport and has scheduled service to Vancouver, Kelowna, Calgary, Edmonton, Yellowknife, Ottawa (via Yellowknife), Dawson City, Old Crow, Inuvik, as well as Fairbanks, Alaska and Frankfurt, Germany during the summer months. Surface access to Whitehorse is provided by a network of highways, including the international Alaska Highway connecting the Yukon with Alaska, British Columbia, and Alberta highway networks.

Whitehorse has several schools as part of a Yukon Government operated public school system. Except for École Émilie-Tremblay, Yukon does not have school boards, however each school has a council composed of three to seven elected positions for 2-year terms, consisting of (and elected by) citizens residing in the school's assigned area and parents of students attending the school. All teachers are employed directly by the Department of Education and there are no tuition fees to be paid to attend elementary and secondary institutions.

Whitehorse's proximity to the wilderness and the northern range of the Rockies allows its residents to enjoy a very active lifestyle. The city has an extensive trail network within its limits, estimated at 850 km (528 mi), including sections of the Trans Canada Trail. These trails are used for a variety of non-motorized and/or motorized activities. The Yukon River in and around Whitehorse provides many opportunities for kayaking and canoeing.

## Position Description

### City Manager



### City of Whitehorse

#### General

The City Manager reports to, and is directly accountable, to the Mayor and Council and will act as the key linkage between the Governance Authority of Council and the Administrative Responsibility of the City. The City Manager is responsible for supporting the Mayor and Council in the development and execution of the City's strategic plan, making timely and effective operational and strategic decisions and effectively carrying out their fiduciary and policy mandates.

In delivering on their mandate, the City Manager is responsible for providing leadership and vision to the management and staff of the City, ensuring timely and effective administration, and coordinating the delivery of services and programs to the municipality's residents and businesses. Capitalizing on the human, financial and physical resources of the City, preparing the City for growth and leading innovation in service delivery are core areas of success for the City Manager.

The City Manager will lead an empowering, positive and performance-oriented culture that supports a strong, customer service based relationship with the residents and businesses of Whitehorse.

#### Specific Accountabilities

##### Advice and Support to Council

- Supports the Mayor and Council in setting policy by providing professional and expert advice on proposed municipal initiatives. Specifically, the City Manager will attempt to integrate objectives emerging from the political process, social and economic trends, senior staff, stakeholder groups, and the general public.
- Makes recommendations for consideration by Mayor and Council to ensure the City's strategic objectives are achieved effectively and efficiently.
- Keeps the Mayor and Council apprised of operational developments that relate to the interests of the City.
- Provides reasoned and balanced advice, background information, and briefing materials to Mayor and Council so they can carry out their responsibilities.
- Understands the importance of collaborative relationships between Mayor and Council, Council and Staff, and Mayor and Staff, and is able to appropriately foster and maintain these relationships.

##### Leadership of Staff

- Leads the department head group which currently includes: corporate services, community & recreation services, development services, and infrastructure & operations.

### City Manager, City of Whitehorse

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- Develops and maintains an effective organizational structure for the staff at the City that reflects operational needs and accomplishes the objectives of the strategic plan.
- Ensures the department head group representatives are aligned to work towards the goals and objectives of the City's strategic plan.
- Leads by example in terms of establishing annual personal performance objectives to be achieved by the City Manager. Meets regularly with own direct reports to establish each of their annual personal performance objectives and hold them accountable for results.
- Ensures continued development of a strong department head group through employee development and succession planning.
- Works towards effective and harmonious relations with professional associations and unions within the City.

#### **Development of Strategic Plan**

- Supports Mayor and Council in drafting and updating the City's strategic plan. The City's strategic plan establishes the targets and measures against which the City measures progress towards the identified goals.
- Submits annual progress reports to mayor and council as a means of focusing efforts towards achieving the City's objectives as well as explaining any variances or modifications along the way.
- Regularly reviews and updates the strategic plan by continuing with themes and objectives that are effective, and modifying or eliminating those that are ineffective or lose effectiveness over time.

#### **Development of External Relationships**

- Develops and maintains effective relationships with CAOs in neighboring municipalities.
- Develops and maintains effective relationships with officials at the Yukon Government and the Federal Government on matters affecting the City.
- Develops and maintains effective relationships with First Nations, residents, community agencies (e.g., arts and culture, economic development, and tourism), and the business community.
- Develops and maintains effective relationships with the news media.

#### **Overall Management of Financial and Operational Matters**

- Ensures the effective functioning of all operations across all major departments. Ensures City policies are implemented, objectives are achieved, and programs operate within approved funding limits.
- Recommends new and revised policies and programs that align to the strategic plan and meet the changing needs of the public.
- Ensures effective administrative and financial systems are in place to maximize the effectiveness of resources.
- Submits capital and operating budgets that align with the City's objectives and strategic plan.

**Community Focus**

- Works directly (or indirectly through other City staff) with multiple community/residents' associations. Supports these associations by facilitating or engaging in discussions on how to resolve complex neighborhood issues or through the development of new programs.
- Ensures City staff are committed to providing a high level of public service and encourages valuable contributions by staff as they deliver services to the community and its citizens.

**Reporting Relationships**

Reports to:	Mayor and Council
Direct Reports:	Manager of Strategic Communications Executive Assistant Mayor & City Manager Director, Corporate Services Director, Community & Recreation Services Director, Development Services Director, Infrastructure & Operations
Works Closely with:	Yukon Government Federal Government First Nations
Total Staff:	500+
Budget:	\$74 million

## Candidate Profile

### City Manager



### City of Whitehorse

#### Priority Criteria

**Experience:** Demonstrated track record of success in a senior level position in a public sector organization of comparable complexity where he/she has led a diverse range of departments. Experience in government, and particularly municipal government, is extremely beneficial, particularly an understanding of working with an elected governance body.

**Education:** Bachelor's degree, ideally combined with an MPA or MBA.

**A Strategic Thinker:** Has the ability to conceptualize the nature and evolution of municipal government and to provide effective, progressive advice to Council. Experience developing and executing strategic plans. Able to develop creative solutions to new and old challenges. Adept at facilitating change where appropriate.

**Leadership:** An empowering and collaborative leader who is performance driven. Has demonstrated an ability to recruit, develop, inspire and lead a large team in the achievement of objectives and goals. Delegates effectively and monitors the team to ensure they have the skills and resources to meet deadlines and commitments. Champions best practices, creative thinking, effective planning and timely decision-making.

**Politically Astute:** Understands the political dynamics of an elected governance board. Respects the role of elected representatives in expressing the will of the people by setting policy and direction and the responsibility of the municipal staff to implement that policy and direction. Has worked with Boards, Councils or other governing bodies.

**Relationship Building:** A strong relationship builder committed to the development of positive, open and transparent relationships a wide array of stakeholders including other municipal leaders, Yukon Government, Federal Government, First Nations, community groups, residents and the business community,

**Communication Skills:** Open, transparent and proactive in their communications with Council and the Mayor. An effective and comfortable public speaker. Able to communicate ideas and facilitate debate among different stakeholders, particularly those with strongly divergent views.

**Financial Management Skills:** Excellent business and financial acumen – able to align financial planning with identified service priorities; able to provide progressive financial planning advice to Council.

## City Manager, City of Whitehorse

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**Performance Management:** Has demonstrated an ability to work with their leadership team in the development of strategies and processes to support operational success, effective project management, integrated systems, a culture of performance management and accountability across the City.

**Results Oriented:** Sets clear objectives for staff and departments and holds people accountable for delivering results.

**Personal Characteristics:** Exhibits and promotes the highest ethical standards. Through their actions, has demonstrated commitment to integrity, honesty and openness. Is patient, realistic, authentic, adaptable and accepting of others. Builds credibility and earns trust across the various stakeholders. Is able to make tough decisions and is open and transparent in articling the reasons behind the decision. Is considered a strong team player who is respected for the leadership and wisdom they bring to all meetings they participate in.

## Overview of Search

### Estimated Search Timeline

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline for this search:

- Development of the candidate pool: July - September
- Client interviews: September
- Decision and announcement: September/October

### About Us

Founded in 1946, Boyden was the first firm to focus entirely on retained executive search. Today Boyden remains a global leader in executive search, set apart by a client-centric approach and a consistent track record of recruiting high-calibre executive talent.

Boyden consists of an integrated global community of search professionals and industry specialists across more than 70 offices in 40 countries worldwide. With an intimate understanding of their local markets and a truly global perspective, Boyden Partners offer clients a decided advantage, both locally and internationally.

As one of the largest and most experienced executive search firms in the country, with more than 90 search professionals based in Calgary, Ottawa, Toronto, Montreal and Vancouver, Boyden Canada serves all of Canada's key sectors and executive functions. The search professionals of Boyden Canada have a rich foundation of experience and knowledge, reflected in the insight we bring to each of our industry and functional practices.

### Our Philosophy

Boyden Vancouver focuses on providing clients with the highest return on investment in leadership, developing committed client relationships and exceeding expectations by working to four key operating principles:

- **Integrity:** We are committed to openness and candour with our clients, candidates, and each other.
- **Client focus:** Our clients always come first. Client satisfaction is the key measure of our success.
- **Innovation:** Anticipating and acting on our clients' needs helps us think creatively and challenge the status quo.
- **Teamwork:** Shared goals and cooperation with clients, among team members and across international borders, optimizes performance.

Boyden Vancouver has always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients.

Boyden Vancouver is a member of the Association of Executive Search Consultants and operates in a manner consistent with the AESC Code of Ethics.

## Boyden Team

Catherine Van Alstine  
Partner

Brent Cameron  
Managing Partner



**Tel** 604 602 2561

**Tel** 604 602 2599

[cvanalstine@boyden.com](mailto:cvanalstine@boyden.com)

[bcameron@boyden.com](mailto:bcameron@boyden.com)

[Biography](#)

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## Organization Information

### Boyden

900 West Hastings Street, Suite 1400  
Vancouver, BC  
V6C 1E5  
Tel: 604 685 0261  
<http://www.boyden.com>