



President and CEO

Executive Brief

YMCA of Hamilton | Burlington | Brantford





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FOR MORE INFORMATION

KCI Search + Talent is proud to be conducting this search on behalf of the YMCA of Hamilton | Burlington | Brantford. For more information about this opportunity, please contact Tara George, Partner / Lead, KCI Search + Talent by email at YMCAHBB@kcitalent.com

[All inquiries and applications will be held in strict confidence. Interested candidates should send resume and letter of interest to the email address listed above by September 13, 2021.](#)

The YMCA of Hamilton | Burlington | Brantford embraces and celebrates our community's unique multicultural heritage and diversity. The YMCA is an equal opportunity employer, dedicated to a culture of inclusiveness and diversity reflecting our diverse members, volunteers, staff and community alike.

We are committed to providing barrier-free and accessible employment practices in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). Should you require accommodation through any stage of the recruitment process, please make them known when contacted and we will work with you to meet your needs.

Please note that the target hiring salary for this position is \$220,000-\$260,000 plus pension and a full range of benefits.

President and CEO

YMCA of Hamilton | Burlington | Brantford

THE OPPORTUNITY

We are seeking an inspiring, future-oriented leader to mobilize and collaborate with staff, volunteers and community partners as the YMCA of Hamilton | Burlington | Brantford moves into a new era. Reporting to the Board of Directors through the Board Chair, the President & CEO of the YMCA of Hamilton | Burlington | Brantford will drive the development of the Association's strategic direction and provide leadership and vision for a team of approximately 2,500 regular full and part-time staff.

The President & CEO will lead the Association to develop and implement the necessary strategies, including risk management, asset management and governance, to achieve and maximize its objectives. The President & CEO will lead and manage to ensure meaningful and inclusive community impact, supported by strategic, operational and financial excellence.

This position will commence in January 2022, and is available as a result of the upcoming retirement of the incumbent. The role will be based at 79 James Street South, Hamilton with regular regional travel for meetings at various program sites, and with community partners and donors.

ABOUT THE YMCA OF HAMILTON | BURLINGTON | BRANTFORD

Founded in 1856, the YMCA of Hamilton | Burlington | Brantford [YMCAHBB] is one of the largest and most diverse charities in Ontario. Our vision is to create vibrant and healthy communities where everyone belongs and has the opportunity to reach their full potential. Our core values of Belonging, Caring, Honesty, Respect and Responsibility guide our relationships and our work. With a focus on inclusion and accessibility, the YMCA enables people of all ages, backgrounds, and abilities to be served across all stages of life.

With 2500+ staff and 1400+ volunteers, YMCA HBB delivers programs and services at over 120 locations across a large geographical area (pre-pandemic). These programs include Child Care, Employment and Newcomer Services, Community Outreach, Day Camp, Men's Residence, Health, Fitness and Aquatic programs, specialized health services, and a year-round outdoor education center and overnight camp, YMCA Wanakita in Haliburton, Ontario.

When we welcomed 2020, our YMCA focus was oriented to the future, considering important questions and imagining new opportunities to serve community. Financially, YMCAHBB had a pre-pandemic operating budget of \$60M that supported a 5-year strategic plan, which will conclude in 2023.

The pandemic accelerated health, economic and social challenges, disproportionately impacting the most vulnerable members of our community. In 2020/21, to ensure continued relevance and sustainability during the pandemic, YMCAHBB quickly adjusted plans to meet the evolving needs of our communities.



While the 2020 fiscal year saw revenues decreased significantly in many programs (such as Health Fitness & Aquatics, and Childcare) resulting in revenues of \$40M, our strategic focus, strong financial management, and strong base of assets have served us well as we pivoted.

As we move through the remainder of 2021 into 2022, partnerships will continue to be key to deepen the YMCA's positive impact on people and communities. From the strength of our volunteer board and staff 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 YMCA staff team with children or families facing insurmountable challenges – these powerful interactions have been forces for social good in our communities.

Building on this impact, we look forward to welcoming an incoming President and CEO who will work with and through others to take the YMCA of Hamilton | Burlington | Brantford to the next level.

ADDITIONAL INFORMATION

[Annual Report 2020](#)

[Strategic Plan 2018 – 2023](#)

[Financial Statements '19](#)

[YMCA Reopening Strategy](#)

[Employment Services](#)

[Immigrant Services](#)

[Child Care](#)

[YMCA Beyond the Bell™](#)

[Virtual YMCA](#)

[Camps](#)

[YMCA Wanakita](#)

[Youth Engagement](#)

[Aquatics](#)

[Health & Fitness](#)

[Live Well at Home](#)

[Volunteering](#)

[Opportunities to Give](#)

For YMCA quick facts, please visit: <https://www.ymcahbb.ca/About-Us/For-Media/Quick-Facts>

KEY DUTIES AND RESPONSIBILITIES

Primary responsibilities of the President and CEO include:

- Providing overall leadership and vision to develop and drive the YMCA of Hamilton | Burlington | Brantford (the 'Association') strategy and business plans necessary to realize the Association's objectives.
- Implement and monitor the strategic decisions of the Board of Directors and provide timely and consistent reporting to the Board.
- Participation in various community groups to support community-building and facilitate the Association's positioning within the wide range of communities it serves.

Specific duties of the President and CEO include but are not limited to:

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 across the Association.
- Advise the Board of all major commitments, exposures, and risks on a regular and timely basis.
- Keep the Chair of the Board and the Board fully informed on all significant financial and other relevant strategic matters relevant to the Association, including external items emanating from governments, regulators, legal, insurers, etc.
- Be proactive and engaged on issues of national importance within Canadian YMCA's.
- In furthering the mission of the YMCA, actively participate in work of the World Alliance of YMCAs, the World Urban Network of YMCAs, North American large YMCA Network and YMCA Canada.

People Leadership

- Regularly and proactively communicate the vision and potential impact of the Association's work to inspire and encourage staff, volunteers, partners, donors and members.
- Work closely with senior leadership, staff, and volunteers to champion, cultivate and support an inclusive environment that embeds diversity and equity in all aspects of the Association's work.
- Engage with staff in revitalizing post-pandemic organizational culture that maximizes inclusiveness and belonging, innovation, cross-program collaboration, and organizational excellence.
- Oversee the Association's Human Resources strategy and succession planning for staff and leadership volunteers, ensuring that appropriate leadership development programs and activities are in place.
- Ensure all staff 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 and objectives of the Association.
- Effectively cultivate and develop 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 its impact.
- Develop strong government relationships at the municipal, provincial, and national level.
- Advance the Association's relationships with, and commitment to reconciliation with, local Indigenous peoples.
- Oversee the Association's communications strategy, including issues management communication strategy, and act as its official spokesperson.
- Work with staff and volunteers to enhance the profile and reputation of the Association with key stakeholders and audiences.
- Represent the Association and proactively engage in issues of community importance.

Operational Leadership

- In partnership with the leadership team:
 - Develop and monitor operational plans that ensure Association growth and sustainability.
 - Ensure the YMCA's assets are adequately safeguarded and optimized for use of members and general public.
 - Identify principal risks of the Association's 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.

REQUIRED SKILLS & COMPETENCIES

Candidates must have previous experience working at the executive level in a large, complex operational environment with multiple lines of business. We welcome candidates from the not-for-profit, public, and private sectors, while recognizing that experience may come from paid, volunteer and/or lived experiences.

Additionally, candidates must illustrate on their resume (and through interviewing) examples in past roles where they have demonstrated the following competencies:

- Assess and predict future opportunities, challenges, and trends, and working 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.
- Anticipate, introduce and manage change in a large, complex organization.
- Provide clear vision and direction for senior leaders and others in the organization.
- Ensure disciplined execution of operational plans.
- Analyze and assess program results, as well as financial and social return on investment.
- Inspire others toward a challenging and exciting future vision.
- Build consensus and commitment with staff, volunteers, and partners.
- Establish innovation through internal and external collaboration.
- Support a not-for-profit governance Board's strategic leadership role in a charitable organization.
- Engage stakeholders across communities as partners and supporters.
- Mobilize people around shared purpose and impact.
- Model listening and learning, and encourage this across the organization.
- Develop a culture of inclusiveness and belonging which proactively supports diversity, equity, anti-racism, and anti-oppression.
- Encourage and help develop the right mindset and the right skill-set in staff and volunteers at all levels of an organization.



BOARD OF DIRECTORS

Officers of the Board for 2021 - 2022

Karmel Sakran | Chair

Karmel is the managing lawyer for the law firm of Green Germann Sakran (GGS Law), a law firm that has served Burlington and surrounding communities for almost 50 years. Karmel's primary area involves business and corporate planning, mergers & acquisitions and estate succession planning. A long-time resident of Burlington, Karmel graduated from the University of Windsor Law School and completed his Bar Admission Studies at Osgoode Hall and articulated with the Appeals division of the Attorney General of Ontario. Karmel's belief in giving back to his community and service include membership and Paul Harris Fellow with the Rotary Club of Burlington Central, Past Chair of the Halton Learning Foundation, past member of the Board of Governors for Joseph Brant Hospital, Past Chair of the Burlington United Way campaign in 2010-2011, and founding Board Member of The Carpenter Hospice. Karmel is a member of the CEO Performance Appraisal Committee.

Alyssa Lai | Vice-Chair

Alyssa works in corporate communications for The Co-operators where she manages internal communications strategies for the organization's key strategic priorities. As a cross-sectoral communications professional with a background in journalism and stage management, Alyssa has worked in non-profit, public and private sectors to lead end-to-end communications strategy and planning. She is a 2017 Civic Action Diverse City Fellow, one of the 25 rising leaders in the Greater Toronto and Hamilton Area selected for this year-long leadership program. Alyssa was recognized for her achievements through awards Top 40 Under Forty Business Achievement, McMaster University Hamilton Community Impact and YWCA Hamilton Woman of Distinction. Alyssa serves on the Audit / Endowment / Enterprise Risk Committee and the CEO Search Committee.

John Chisholm | Past Chair

John is a Partner with SB Partners LLP in Burlington. John helped to establish the Dr. Bob Kemp Hospice in Hamilton. He currently serves on the Joseph Brant Hospital Foundation - Gift Planning Advisor's Network and is a former member and Chair of the Board of the Burlington Economic Development Corporation. John was recently chaired the 2020 campaign cabinet for the United Way of Halton and Hamilton. John has served as Chair of the Audit / Enterprise Risk Management / Endowment Fund Committee, the Board Development Committee and CEO Performance Appraisal Committee.

Directors of the Board for 2021-2022

Gary Beveridge

Gary is a retired Tax Partner from KPMG. He is a Fellow Chartered Accountant (FCPA) with the Ontario Institute of Chartered Accountants, a Member of the Institute of Chartered Accountants of Ontario, has an Honours Bachelor of Commerce and an MBA from McMaster University. His involvement in the community includes: Former Chair for Good Shepherd Centres Inc., Former Chair of the Mohawk College Foundation, Former Chair of the Board of Governors for Mohawk College, Advisor for the Focus Consulting Group for the Degroote School of Business and Member of the McMaster Business Advisory Council. Gary has served as Chair of the Board Development Committee, CEO Performance Appraisal Committee and is the current Chair of the Audit, Enterprise Risk Management Committee.

Sue Dunlop

Sue Dunlop is Superintendent of Student Achievement for the Hamilton-Wentworth District School Board. She works with elementary and secondary schools and assists vice/principals to create the conditions for staff and student learning and achievement. Sue also has responsibility for Indigenous Education and Continuing and International Education. She has served as President of the Canadian Association of Elizabeth Fry Societies and as Chair of the Ontario Public Supervisory Officers Association Equity Committee. Sue is fluently bilingual in English and French and loves being active outside. In her professional life, Sue is committed to creating an equitable and inclusive educational system. Her current learning focus is Indigenous Rights, the Treaty partner relationship and Anti-Racism/Anti-Oppression work. Sue is a member of the Board Development Committee.

Craig Fraser

Craig is a lawyer and former Crown Counsel with the Ministry of the Attorney General in the Hamilton office. He is a graduate of the University of Windsor Law School and was called to the Ontario Bar in 1989. Craig has been an instructor and frequent lecturer in criminal law and trial advocacy to various police services, universities, medical professionals, and lawyers. Craig is a sessional instructor at the University of Toronto, teaching a course on mental disorders and the criminal justice system. He is also an adjunct lecturer at McMaster University in the Forensic Psychiatry Department. Craig is currently an appointed legal member of the Ontario Review Board. He was a standing member of several related committees including, the Human Services Justice Coordinating Committee and the Mental Health and Justice Advisory Committee. He is a past board member of the Children's Assessment and Treatment Centre. Craig and his family live in Burlington and he's a member and regular participant of the Ron Edwards Family YMCA. Craig is a member of the Board Development Committee.

Paul Gibel

Paul is a partner with Grant Thornton in Hamilton. His experience and responsibility is with owner-managed businesses as well as not for profit organizations. He is a graduate of Wilfrid Laurier University. Paul is past Chair of the Hamilton Community Foundation and is currently an advisor to the Impact Investing Advisory Committee with HCF. He is also a Past President of the Rotary Club of Hamilton and previously a member of the Hamilton Chamber of Commerce Board of Directors. Paul and his wife Sandra live in Flamborough and have 3 adult children. Paul is a member of the Audit / Endowment / Enterprise Risk Committee.



Carrie Morris

Carrie is the Associate Vice President of Technology Delivery for Canadian Tire Bank where she has been employed in a number of Leadership Roles over her 28 year career with Canadian Tire. While employed with Canadian Tire has lead various charitable campaigns within the organization including the United Way, Canadian Tire Jump Start Charities and Charitable Giving Committees. Carrie has sat on the Board of Directors for the Boys and Girls Club of Niagara and is a resident of Waterdown. Carrie serves on the Audit / Enterprise Risk Management / Endowment Fund Committee.

Michelle Nelles

For over 18 years, Michelle has been a strategic leader in the financial services marketplace. In her current role with Sun Life as Director of Digital Advisor Experience, Michelle leverages her passion for innovation, digital transformation, data and technology to transform their advisor site, the central pillar of their digital experience. Having held roles in sales, project management, operations and training, she contributes a diverse and holistic perspective when leading transformation programs and operationalizing strategic plans. Michelle actively supports children's charities that promote financial literacy and physical health. Michelle holds a degree in Biochemistry from the University of Toronto and lives in Waterdown with her husband and their 4 children. Michelle is a member of the Audit / Endowment / Enterprise Risk Committee.

Shelagh Paul

Shelagh is the Head of Global Communications at OMERS. In this role, she is responsible for the strategy and implementation of the Corporate, Internal and Investing communications programs that integrate to promote and protect the OMERS brand worldwide. Prior to joining OMERS, Shelagh worked for over 20 years in the Canadian property and casualty insurance industry at both The Dominion of Canada General Insurance Company and Travelers Canada where she held roles in Operational Planning and Corporate Projects, Business Performance, as well as Sales and Marketing. Shelagh holds a B.Sc. in Environmental Science and a Masters degree in Urban Planning, both from the University of Toronto. She also holds a Masters Certificate in Marketing Communications Leadership from the Schulich School of Business. Shelagh is married and has two sons. They reside in Burlington, Ontario. Shelagh is a member of the Board Development Committee.

ORGANIZATIONAL CHART - Senior Management

