

Executive Search

for a

President and CEO

Cambridge and North Dumfries Hydro Inc.



CAMBRIDGE AND NORTH DUMFRIES HYDRO INC.

Sartor & Company Inc. Executive Search Consultants
Brookfield Place—TD Canada Trust Tower 161 Bay Street, 27th Floor Toronto, Ontario, M5J 2S1
Tel: 416-464-6856 Fax: 416-572-2201

www.sartorandcompany.com

Background

Cambridge and North Dumfries Hydro Inc. is a Local Distribution Company. The company structure is an Ontario business corporation. The shareholders are the City of Cambridge and the Township of North Dumfries.

The Ontario Energy Board regulates its activities and defines performance standards. As a regulated utility Cambridge and North Dumfries Hydro Inc. does not make a profit from selling energy. Cambridge and North Dumfries Hydro Inc. simply passes through the costs without markup.

Cambridge and North Dumfries Hydro Inc. delivers hydro to over 50,000 customers in a 300 square kilometer service territory which covers the City of Cambridge and the Township of North Dumfries with a total operating budget of \$127 million.

The focus of its 93 professional staff is "we deliver".

The Position

Reporting to the Board of Directors, the primary focus of the **President and Chief Executive Officer** will be to set the strategic vision for the organization and will have overall accountability for providing effective leadership and direction to all aspects of the business.

The President and Chief Executive Officer will define, implement and drive the strategic business plan. On behalf of the Board, the President and Chief Executive Officer will be the face of the organization and will be accountable for the profile of Cambridge and North Dumfries Hydro Inc., determining and securing additional capital requirements and building a strong management team. As well, the President and Chief Executive Officer will ensure the assets of the company are safeguarded and optimized in the best interests of the stakeholders.

Candidate Profile

The President and Chief Executive Officer will be a strategic and innovative leader who will quickly earn credibility in the eyes of the Board and stakeholders and continue the evolution and growth of Cambridge and North Dumfries Hydro Inc. for long-term sustainability.

The President and Chief Executive Officer will bring a successful track record as a CEO, President, COO or Senior Executive in a regulated industry. The President and Chief Executive Officer will have an impeccable business record, strong interpersonal skills and must be a hands-on leader.

In addition:

- Demonstrate high levels of business acumen to drive the development and execution of strategic plans, meet business requirements and succession planning
- Proven ability to conceptualize what needs to be done, set directions and attain business objectives and goals.
- Exhibit drive and energy, along with a relentless approach to success.

- A leader who is 'not afraid to 'roll up his sleeves' and get into the details to achieve wins, opportunistic in terms of driving business results, pragmatic and realistic in approach.
- Collaborative leader, effective relationship-builder and strong team player.
- Foster an atmosphere of operational excellence in the deployment of both capital and people.
- Lead organizational and cultural development to improve the efficiency and effectiveness of operations, while maintaining transparency and strong relationships with staff, business partners and stakeholders
- Financial acuity and the ability to understand and communicate goals with a strong understanding of return on invested capital.
- A reputation for integrity, business savvy, common sense, sound judgment, team orientation, customer focus, decisiveness, detail-orientation, and effective change management.

Given

- Ethical; high level of integrity; team builder and continuously strives for excellence
- Strong sense of humour; humanistic and encouraging
- Strong community character; open and transparent; pragmatist
- Entrepreneurial sense and spirit

Key Duties and Responsibilities

- Strategic Planning and Policy and Procedure Development
- Regular review of strategic plan and work with the Board and staff to identify needs of the organizations
- Develop Business Plan, manage the end results and develop new business opportunities
- Involve of senior management and management staff in budgeting; review of monthly and annual results
- Co-ordinate efforts of Management Team with regular communication and review of goals and objectives
- Respond to the needs of Customers and Public with personal access for speaking engagements and press coverage; respond to customer issues as appropriate
- Ensure regulatory and tax affairs are handled to the maximum benefit of the shareholder
- Review of on-going regulatory rules and structure business situations to maximize results
- Ensure health and safety policies and procedures are imbedded throughout the organization through safety meetings, training and staff meetings
- Work with other utilities in the Region to deliver the programs necessary to ensure that the Conservation Demand Management (CDM) targets are achieved or exceeded
- Providing a positive, safe and progressive work environment through open communication with staff and union with fairness as an operational goal
- Ensure compliance with relevant legal requirements; monitoring of relevant legislation and regulations for changes and adherence
- Communicate information to Board and Staff through regular staff meetings, Board meetings with an operating style fostering open communications

Key Challenges

- The restructuring and changing business environment requires evaluation to ensure that Cambridge and North Dumfries Hydro Inc. responds in an appropriate pro-active manner
- On-going communication to employees that Cambridge North Dumfries Hydro Inc. is responding to change and those employees cannot continue with a 'status quo' attitude
- Reviewing existing methods and procedures to evaluate processes to determine required changes to make them more effective and customer friendly
- Developing strategies and business plans for long term success as the energy sector evolves
- Simultaneously dealing with multiple business situations including regulated monopoly, competitive goods and services, Conservation Demand Management and renewable generation
- Ensuring that opportunities within the regulatory environment are maximized at the earliest possible time

Qualifications

- Bachelor's degree in Business Administration, Finance, Engineering, Technology or recognized equivalent *with an MBA preferred*
- Minimum 10 to 15 years of senior leadership or management level experience.
- A commitment to leadership development, succession planning, employee empowerment and inspiring a shared vision.
- Excellent knowledge and understanding of regulated market, trends and demand for the reduction of all types of energy usage and carbon emission.
- Executive presence and the ability to build meaningful relationships with all levels of clientele, internal staff and management and external stakeholders.
- An innovative strategic thinker, results oriented with demonstrated ability to drive business growth through market based solutions
- Demonstrated ability to execute strategic plans and successfully implement change.
- Enhanced conflict resolution skills and the ability to handle difficult situations.
- Excellent communication skills and ability to communicate effectively with all levels of the organization.
- Proven organizational skills and the ability to manage multiple projects.
- Demonstrated experience in a unionized environment is an asset.
- Experience in a multi-service utility environment an asset.

To explore this opportunity further, please contact Larry Sartor at 416-464-6856 or email your resume in confidence to larry@sartorandcompany.com or contact Joe Zinner at 416-450-0112 or email your resume in confidence to joe@zinnerandcompany.com

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