

Job Title	Director, City Centre and Community Standards
Reports to	Chief of Staff
Department / Branch	Office of the City Manager
Job Number	1779
Jurisdiction	Out of scope

Core Job Purpose

Responsible for the leadership of the City Centre and Community Standards, which encompasses Bylaw Enforcement, Licensing and Parking Services and the City Centre, including each of strategic and program planning, financial management / budget and people leadership.

As a member of the City’s senior management team, leads and/or participates in corporate-wide policy, planning and special projects.

1.0 Key Accountabilities

This section of the job description provides a summary of the job’s core responsibilities. It may not include every task that is performed, and it does not provide an overview of “how” each duty is undertaken. Any additional duties undertaken within the scope of the job will be based on similar skills, effort, responsibility and working conditions. Employees are expected to perform all job tasks competently and with a focus on continuous improvement through the identification of opportunities. Through the City’s performance management system, employees will work with their direct supervisor to set specific goals and objectives.

1.1. Strategic and Operational Planning

- Works collaboratively with the City Manager, Chief of Staff and other Directors in developing both a strategic plan and an annual business plan for City Centre and Community Standards
- Leads the strategic planning and annual business planning processes for the Department, including the identification of community needs and issues
- Provides guidance and oversight of branch-specific annual, operational plans; ensures alignment with each of Department and City-wide strategy and development of clear business goals and related performance measures
- Oversees and directs the development of departmental programs and services including objectives, service level and performance targets
- Ensures departmental planning is aligned with City by-laws, and provides recommendations for changes to by-laws as necessary

1.2. Financial Management

- Provides input to the annual budget planning process for City Centre and Community Standards
- Leads the development of the area’s budget and oversight of branch-specific budget development
- Ensures that there is timely and accurate forecasting and on-going analysis of the budget and expenditures and, where necessary, ensures proactive mitigation strategies are development and implemented
- Ensures that financial management practices are aligned with City standards and practices, and where necessary ensures development of Department-specific financial management practices

1.3. Stakeholder Relationship Management

- Meets with council members to provide information, advice and guidance on issues relevant to the department
- Provides senior level advice and guidance to City's executive leadership team
- Meets with community agency leaders; serves as the city's spokesperson/representative in discussions, negotiations and consultations
- Consults with City partners in service planning and programming
- Meets with other levels of government to discuss / plan municipal level programs and services
- Provides leadership and intervention of program and service-related challenges / complaints related to high risk and/or high-profile departmental issues
- Where necessary, ensures services level agreements and/or partnership agreements are in place.

1.4. Human Resource Leadership

- Leads the development of an annual department-wide workforce planning with a focus on identification of the necessary human resources both in terms of capacity and competency
- Provides direct leadership, mentoring and coaching of the department's senior management team
- Conducts all-staff sessions
- Conducts performance planning for senior staff (goal setting, review and assessment) and ensures that performance process is complete for staff resources
- Monitors departmental culture and productivity, and intervenes when necessary
- Provides leadership for department's most complex and sensitive employee/labour relations issues; this includes participation in formal grievance and arbitration processes
- Ensures that managers and other people leaders understand and adhere to the City's numerous collective agreements
- Establish a strong safety culture by ensuring the implementation of corporate safety initiatives, promotion of safety at every opportunity, and making time and resources to ensure that safety is integrated into the workplace

1.5. Risk Management

- Ensures that department-specific policies, procedures and practices are developed, maintained and adhered to; ensures that all corporate policies are adhered to
- Ensures that the department has a risk management plan and that the plan is tracked, reported on, and when required, leads mitigation strategy
- Ensures program evaluation and review programs are in place to assess effectiveness and efficiency
- Ensure that Department specific legislation/bylaws are aligned with provincial and federal jurisdictions
- Regulates compliance with City bylaws

2. Knowledge

- Knowledge of senior leadership practices related to planning, policy development, financial management, program development /evaluation, performance and risk management and human resources

- Knowledge of issues, trends and challenges related to broad City-specific and broader municipal operations as well as specifically in relation to the department's core mandate of Bylaw Enforcement, Licensing and Parking as well as the City Centre; this includes knowledge of multiple policies, procedures, by-laws as well as other relevant legislation
- Knowledge requirements also include complex analytic tools and processes such as statistical modelling, business analytics and scenario planning
- As the senior leader of Bylaw Enforcement, Licensing and Parking and the City Centre, the knowledge requirements are deployed for purposes of solving complex and interrelated financial, programming and relationship management issues that require the development of new strategies or approaches
- Knowledge requirements must balance an understanding of on-going operational effectiveness with the provision of leading / best practices for both programming as well as management practices (people, process, technology, finance, etc.)

3. Communications and Interpersonal Skills

- The Director collaborates with other senior City leaders to resolve business challenges where differences of opinion are common, and interpersonal skills related to consensus building, persuasion / influence, compromise, political acumen are required.
- The Director serves as the City's most senior representative in developing, building and maintaining partnerships with Regina Downtown Business Improvement District, Regina Warehouse Business Improvement District, and Provincial Government for the development and delivery of programs and services related to the department's mandate.
- Leadership presence is required for dealing with Council members and other stakeholders.
- Overall, the role of a director requires a wide range of communication skills – formal presentation, negotiating, consensus building, inspiring / building trust with others – recognizing that the skills are often required in challenging, complex interactions with one and/or many people where differences of opinion, disagreement or dissatisfaction.
- Senior level change management skills include the recognition and abatement of resistance and the development of "followership" through provision of clarity of vision statements to build buy in and acceptance across diverse populations, both within the City and with a partners, customers, media and others.
- Given that the Director is often dealing with challenging situations – high profile, politically charged, high risk – communication and interpersonal skill requirements also include emotional intelligence such as empathy, attentiveness to nonverbal cues, managing emotions of self and others and building bonds/ trust with others.

4. Complexity and Problem Solving

- Problems, issues and challenges are typically strategic in nature and/or complex operational issues that require the consideration of multiple interests and data/information. It is often the case that the problem itself is unclear and requires considerable effort to define prior to solution development.
- While some problems / issues have short term solutions, it is more often the case that the issues have the potential for long term consequences are requiring leadership in analytics and scenario planning to develop options and assess implications before developing a preferred course of action.
- Problems / issues often stretch beyond the Department and through financial and other operational linkages require consideration of other City and partner programs, initiatives.

- Both creativity and innovation are required of this role for problem identification and solution development.
- Problem solving includes consideration of a wide range of inputs and stakeholders from within the City and external to the organization
- Long-term strategies focus on proactive department and enterprise-wide initiatives to support continuous improvement for the organization and community

5. Accountability and Decision Making

- Reporting to the Chief of Staff, the Director of City Centre and Community Standards has full autonomy and independence to make all day-to-day operational decisions, recognizing overarching City policy, direction and the will of Council.
- While approval related to departmental strategic planning is vetted at senior levels in the organization, the Director is expected to provide sound judgement and recommendations requiring minimal change.
- Direction is provided in the context of broad City-wide goals and objectives in the context of the City's mission, vision and mandate with the Director having responsibility for plan development, execution, and as required, risk mitigation.

6. Impact

- The Director role has a broad and pervasive impact on the overall corporation, in each of people, programs, and finances
- Accountabilities and decisions impact both the delivery of core City services as well as the internal operations of the City
- Decisions impact each of financial, productivity and citizen perception
- While approval related to the team's long-term planning is vetted at senior levels in the organization, the Director is expected to provide sound judgement and recommendations requiring minimal change
- Direction is provided in the context of broad City-wide goals and objectives in the context of the City's mission, vision and mandate with the Director having responsibility for plan development, execution, and as required, risk mitigation

7. People Leadership and Development

- The Director Leadership role focuses on leading other leaders through coaching, mentoring and formal performance management.
- As the senior Departmental leader, the Director is also responsible for ensuring that managers / supervisors are effective people leaders and ensuring that the Department's culture is positive, productive and healthy.
- The Director leads the Department's overall workforce planning process – reviewing capacity and planning for the future (identification of resource needs, training and development, promotion and succession planning).

8. Physical, Visual, Auditory and Concentration Demands (PVAC)

- While the role of a director is challenging, and includes attention to detail, visual, auditory and in concentration, there are no unusual PVAC demands associated with this role. Computer work, reading, listening at meetings, as well as limited driving to/from off-site locations is required.

9. Environmental Working Conditions

- The majority of the work is undertaken in City facilities. There is some requirement to conduct meetings offsite, typically in other office-like environments.

