



Candidate Brief for the position of Chief Executive Officer Windsor International Airport (YQG)

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Windsor International Airport (YQG)

A key transportation asset for the Windsor region, the Windsor International Airport (YQG) serves the 16th largest census metropolitan area in Canada and the Region of Essex County with a combined population of approximately 500,000 people. Situated at a major international crossing point between Canada and the United States, YQG is the only business and general aviation airport serving the surrounding communities of Essex and Kent County, with a population approaching 7.7 million - all within a 45 minute drive.

Owned by the City of Windsor and operated by Your Quick Gateway (Windsor) Inc. is a federal share corporation of the City of Windsor. In November 2007, the City approved a long-term management contract for the operations of the Airport to "Your Quick Gateway" (Windsor) Inc., under the direction of an independent Board of Directors.

Your Quick Gateway Inc. is governed by an experienced and skilled 10-member Board of Directors. Directors serve a term of four years and are eligible for reappointment without term limits by the Council of the City of Windsor.

For more information about Your Quick Gateway (Windsor) Inc., please see <http://www.yqg.ca>.



Opportunity

Reporting to an independent Board of Directors with a “dotted line” reporting relationship to the Chief Administrative Officer for the City of Windsor, the Chief Executive Officer (CEO) must have the commercial background to capitalize on the opportunities for growth, and have the operations experience to make sound decisions that will guarantee the safe and efficient daily operation of the airport. S/he will also possess the vision and drive to achieve the Airport’s mission, while ensuring accountability to the public. The ability to relate constructively with the Airport’s many stakeholders will be key to success. The new CEO will play a role in decisions that impact the future of the Airport and ultimately the Windsor region.

The CEO is responsible for achievement of the Airport’s Mission, at both a strategic and operational level - consistent with TPA Board-approved goals, plans, policies and directives. The CEO works collaboratively with stakeholders and corporate management to ensure airport operations are conducted safely and with integrity.

This is an important leadership position within the Windsor community, accountable for ensuring the implementation of the Airport’s business plan in a way that will meet both organizational and regional objectives. Effective management of his/her own time and resources through the setting of priorities and goals will be crucial for success in the role.

Currently there is a team of approximately 45 staff working with the CEO to deliver on YQG’s mandate.

Duties and Responsibilities

Strategic Planning & Development

- Review of key opportunities and challenges facing the long-range development of Windsor International Airport.

- Develop a plan for capital infrastructure and facilities to meet the needs of the airport facility.
- Within the context of the above, develop a short and long-term plan for YQG for approval by the Board.
- Ensure an organizational structure able to deliver the agreed long-term vision.
- Maintain professional, respectful relations with Union representatives and all employees.
- Ensure policies and procedures covering management, operations, environment, and health & safety required are established and maintained - and ensure compliance.

Safe & Secure Airport Operations

- Set the standards for an efficient, safe and secure airport environment serving both the public and staff.
- Establish security performance targets for all airport staff and tenants.
- Operate the airport in accordance with the Aeronautics Act, any other applicable legislation, and the Airport operating certificate.



- Establish and approve implementation of emergency response plans, safety and security plans/programs, airport operations and administrative policies, procedures and practices – in compliance with Federal, Provincial and Municipal laws and regulations.

Airport Commerce

- Responsible for the overall airport budget for the taking account of revenue, expenditure and capital development, consistent with an efficient airport operating model.
- Research, negotiate and assess the viability of commercial enterprises and business opportunities for the airport operations, including air service development to maximize revenue potential.
- Remain on the leading edge of aviation business practices to support Windsor and the surrounding area as a desirable place to do business.
- Ensure that the Airport contributes as a major economic engine for the local community – developing innovative options to enhance the Airport's reputation and market potential.

Community and Public Relations

- Promote the Airport through participation with the various Chambers, Economic Development Boards, Tourism Industry, Municipal Councils, Federal, Provincial and Community groups.
- Participate in trade shows, exhibits, industry conferences, news conferences and public relations activities designated to promote the Airport, subject to Board approval.
- Create an environment where businesses and economic stakeholders engage with YQG and each other to identify and realize the opportunities for growth afforded by YQG.
- Work with colleagues in the Southern Ontario network to maximize opportunities for growth and development.

General

- Manage the operations of YQG pursuant to direction and instructions provided by the Board, and pursuant to shareholder direction.
- Provide appropriate, timely and accurate reports on all aspects of the operation of YQG to the Board.
- Advise the Board of any changes or alterations for plans previously approved by the Board.



The Individual

The Airport Director must demonstrate the ability to develop business/strategic plans, airport operations plan, and possess financial/asset management and policy development skills needed to manage, coordinate and implement YQG goals and objectives. A strong economic development focus is essential.

Role Criteria

- Senior management experience, demonstrating the knowledge and understanding of corporate governance, strategic business, and operations management relevant to an airport facility. It is expected that the successful candidate will have 10 – 15 years leadership experience in positions of increasing responsibility.
- Post-secondary education with an area of focus in aviation operations and/or business. Education and knowledge in aviation and airport-related operations and regulatory compliance is highly desirable.
- Creative problem-solving skills able to present and recommend solutions to problems and policy changes.
- Business acumen - ability to understand and make effective business decisions to improve the overall performance.
- Fiscal management – ability to plan, direct, monitor, and control financial resources and information of the organization.
- Communication/interpersonal – ability to develop and maintain positive working relationships; resolving conflicts in a positive way; presenting ideas verbally and in writing in a clear and organized way.
- Personnel and relationship management – a genuine interest in fostering the long-term development and learning of others through mentorship, coaching and managing performance.
- Leadership – ability to motivate and influence staff through direct and indirect means in order to accomplish the objectives of the organization.
- Technical leadership – possesses a working knowledge of airport systems (such as airfield management, infrastructure development, electrical and mechanical, air navigation aids).
- Forward-thinking – ability to anticipate possible problems and consequences of situations and take appropriate action and be prepared for possible contingencies.
- Maintain direction – ability to develop, maintain, and communicate goals to ensure they align with the strategic direction of the organization.
- Client service – Identify and serve customers/clients - the public, colleagues, partners, co-workers, peers, officials, and other government organizations.
- Conflict resolution – ability to anticipate and prevent counter-productive confrontations while managing and resolving conflict and disagreements in a constructive manner.
- Teamwork – ability to work co-operatively within a diverse team environment to achieve both the goals of the team and the organization.
- Regulatory Compliance – understanding of areas of relevant legislation, regulation, policies and procedures.
- Ability to think creatively when exploring efficiency issues and growth opportunities.
- Ability to develop cooperative and collaborative cross-functional partnerships with executive peers, and external stakeholders, and to leverage mutually beneficial core competencies.



- Dynamic, with a high level of energy – a self-starter with strong initiative and drive.
- Strong executive presence: an articulate communicator who presents well in a boardroom setting, with union executives and in public presentation - as well as one-on-one, with a contagious energy and drive.
- Flexible and able to work under pressure.
- Unquestionable integrity, ethics, and standards.
- Comfortable working in a fast-paced, politically sensitive, public sector environment.



Steps in the Selection Process

Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your resume and any other relevant application material to the Odgers Berndtson Partner or Consultant named in this document or through the process described within our How to Apply section. Rest assured, all your personal information will be kept in the strictest confidence.

Preparation of a List of Candidates for the Committee's Review

Once we receive the resumes of those who express interest in the position, we compare them against the client's needs and also against the backgrounds of other candidates. We will let you know as soon as possible after the interview if we will be proceeding further, and will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision, including the compensation package required and your alignment with the organization and role.

Interview with Odgers Berndtson

If your skills and background are commensurate with the client criteria, we would reach out for an initial interview to further explore interest and fit on your part, as well as for Windsor International Airport (YQG).

After the Interview

We will let you know as soon as possible after the interview if we will be proceeding further, and we will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision, including the compensation package and your alignment with the organization.

The goal of gathering all of this information is to help you make an informed decision, as soon as possible, about the degree of your interest. In fairness to everyone, please do not go further if you think you are unlikely to accept the position should it be offered to you. If you have additional questions following our initial discussion, but your interest is tentative and you are still "exploring", please let us know. We can help you acquire the additional information you need.

Interview with the Selection Committee

If there is a desire on both our parts to proceed further, we will ask you and the other short-listed candidates to attend an interview with the Selection Committee. Our client plans to have at least one extensive interview with you on a scheduled day. A follow-up interview may be requested.

Steps Leading to an Offer

After you meet with the Windsor International Airport (YQG) Search Committee, we will advise you of their decision as soon as possible. If you are selected as a finalist candidate you may be asked back for another interview with the Committee. At this stage, the client will ask us to conduct reference checks and, possibly, a psychometric test. If you are the preferred candidate, and the client is satisfied with the information received, you will be made a verbal offer of employment, during which time the terms and conditions of the offer will be discussed with you.



Additional Information

How to Apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online at:

<http://www.odgersberndtson.com/en/careers/16045>

Your Personal Information

At Odgers Berndtson, we have 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. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out much more about how we process your personal data, a copy of our Privacy Policy is available for your review on our website.

By providing us with a copy of your resume and any subsequent personal information directly or from third

parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Equal Opportunity

Windsor International Airport (YQG) and Odgers Berndtson are committed to employment equity and diversity in the workplace and welcomes applications from women, racially visible individuals, people with disabilities, Indigenous peoples, and LGBTQ+ persons.

Our firm is committed to providing persons with disabilities with equal opportunities and standards of goods and services, and we are fully compliant with applicable provincial Disabilities Acts.

Contact details

For a conversation in confidence, please contact:

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Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson. We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognizing that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, we encourage you to contact our Chief Operating Officer, Deborah Lucas (deborah.lucas@odgersberndtson.com).





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