

Pictou County Partnership - Chief Executive Officer

The Chief Executive Officer is the senior leader and public face of Pictou County Partnership. The CEO is accountable to the Board of Directors for delivering measurable economic outcomes through exceptional team leadership, strong governance, deep community trust, and region wide systems alignment.

This role description is designed to serve as the foundation for onboarding, annual goal setting, quarterly check ins, performance reviews and daily execution of the role. It follows a scorecard style approach that defines what performance looks like through outcomes, competencies, and measures of success.

1. Position Summary

Title: Chief Executive Officer (CEO)

Reports to: Board of Directors

Direct reports: As determined by the operating model

Primary Purpose

The purpose of the CEO role is to lead the organization as a Regional Enterprise Network and economic systems integrator, stewarding the five-year strategic plan from 2026 to 2031 and annual business plans while building a high trust, high performance team and deep community confidence, grounded in principles of inclusion, accessibility, and equitable participation in the region's economic future.

The CEO operates in a dynamic economic, funding, and policy environment where provincial priorities, emerging sector opportunities, and evolving partnership models shape regional outcomes. Success in the role requires the ability to build and leverage strategic relationships with governments, municipalities, private sector partners, and funders to secure clear economic outcomes for Pictou County and sustainability for the Partnership.

2. CEO Mandate

Pictou County Partnership exists to strengthen the region's economic system by aligning partners, accelerating investment readiness, reducing duplication, and ensuring collective ownership of strategy and outcomes. The CEO is accountable for making that mandate real in practice through relationships, clarity, and execution.

This includes maintaining strong awareness of provincial and national economic priorities, positioning Pictou County businesses, communities, and sectors to participate in emerging opportunities, and ensuring that economic development approaches reflect the diversity of the region and create pathways for broader participation in economic opportunity.

Core focus areas

To keep the role grounded in what the region expects PCP to advance, the CEO ensures the organization maintains clear focus across these core areas while operating as a systems integrator:

1. Retention and growth of existing businesses
2. Workforce and talent pipeline strengthening
3. Navigating services, policies, regulations, and funding programs
4. Innovation and new investment
5. Promoting Pictou County to attract businesses, talent, and opportunities

3. Outcomes

The CEO is accountable for outcomes across five primary domains:

3.1 Strategy and measurable results

- ▶ The five year strategic plan (2026 to 2031) is executed with clear annual priorities, measurable targets, and visible progress.
- ▶ Annual business plans translate strategy into practical initiatives, timelines, owners, and reporting that stakeholders can understand.

3.2 Regional systems integration

- ▶ The regional economic ecosystem operates with stronger alignment, clearer partner roles, and less duplication.
- ▶ Partners describe PCP as a trusted convenor and integrator that strengthens the whole system.
- ▶ Regional strategies and initiatives reflect diverse community perspectives and support inclusive participation in economic opportunity.

3.3 Investment readiness and growth

- ▶ The region has an investment readiness engine that increases the volume and quality of investable opportunities aligned to priority sectors.
- ▶ Employers and investors experience a clear pathway and coordinated support across partners.

CEO Role Description

- ▶ Deliver net economic growth to the region through attraction of sustainable business and retention of existing key businesses.
- ▶ The region is positioned to participate in emerging provincial and national economic opportunities - including those related to sectors such as clean energy, defence, and advanced manufacturing - with local firms supported to scale into new supply chain opportunities.

3.4 Organizational health and leadership

- ▶ PCP has a healthy culture with high clarity, accountability, engagement, and talent retention.
- ▶ The team grows in capability through coaching, feedback, and development.

3.5 Governance, stewardship, and reputation

- ▶ The Board receives strong reporting, clear recommendations, regular engagement, and proactive risk management.
- ▶ The organization maintains financial integrity, compliance, and reputational strength.

4. Key Accountabilities

4.1 Strategic Stewardship

The CEO is accountable for stewarding the strategy from intent to outcomes.

Accountabilities

1. Lead execution and evolution of the five-year strategic plan 2026 to 2031 and annual business plans.
2. Establish an operating rhythm that enables focus and progress reporting, including quarterly priorities and clear performance indicators.
3. Use data and insight to identify opportunities, track progress, and adjust course as conditions change.
4. Ensure PCP's work remains system strengthening rather than duplicating partner delivery.

Primary outputs

- ▶ Annual business plan with measurable targets
- ▶ Quarterly priority plan and progress reporting
- ▶ Annual performance report that connects effort to outcomes

4.2 Regional systems integration and stakeholder alignment

The CEO leads through influence, convening, and clarity. PCP operates within a multi partner funding and governance environment including the Province of Nova Scotia, Pictou Landing First Nation, and the six municipalities in Pictou County. The CEO maintains a close working relationship with the Board Chair and engages regularly with the Liaison and Oversight Committee representing municipal and First Nation partners.

Accountabilities

1. Act as the region's economic systems integrator, aligning municipalities, Pictou Landing First Nation, province, and key partners around shared priorities.
2. Clarify who does what across the ecosystem and reduce duplication through agreements, shared plans, and practical coordination.
3. Convene and maintain senior level stakeholder relationships, including elected leaders, anchor employers, institutions, and community organizations.
4. Build and maintain strong strategic relationships with provincial departments, agencies, and economic partners to ensure Pictou County remains connected to policy direction, funding opportunities, and emerging economic priorities.
5. Leverage these relationships to position Pictou County companies, sectors, and communities to participate in new investment and supply chain opportunities.
6. Build collective ownership of strategy by ensuring partners can see themselves in the plan and in the outcomes.
7. Ensure engagement processes and partnership approaches reflect inclusive practices and incorporate diverse voices, including underrepresented communities.

Primary outputs

- ▶ Partner alignment map and role clarity model
- ▶ Convening cadence and agenda for priority partners
- ▶ Stakeholder confidence pulse and action plan

4.3 Investment readiness and sector opportunity development

The CEO leads a proactive investment readiness strategy rather than a reactive request-based model.

Accountabilities

1. Lead a proactive investment readiness strategy grounded in priority sectors and aligned with municipal and provincial partners.

2. Build an opportunity pipeline with clear stages from identification through readiness through investor engagement through landing, leading the team and stakeholders to engage prospects and attract suitable investment to the region.
3. Advance readiness tools and assets, including asset mapping, site and infrastructure readiness, workforce linkages, and clear investor pathways.
4. Maintain active senior level relationships with major employers and priority sector leaders, with regular direct engagement to understand barriers, identify opportunities, and mobilize the ecosystem response.
5. Maintain strong awareness of provincial economic strategies and emerging sector developments - including opportunities related to clean energy, defence, ocean industries, and advanced manufacturing - and ensure the region is positioned to participate where local strengths align.
6. Support the scaling of local firms into regional, national, and international supply chains associated with these emerging sectors.

Primary outputs

- ▶ Investment readiness framework and roadmap
- ▶ Opportunity pipeline dashboard with stages and next actions
- ▶ Sector narratives and investable opportunity briefs
- ▶ Partner coordinated investor pathway

4.4 Organizational leadership and culture

The CEO is accountable for setting clear organizational culture and leadership standard.

Accountabilities

1. Model and foster an organizational culture that increases clarity, accountability, capability and inclusion.
2. Set performance expectations, provide feedback, and develop talent through structured coaching and development plans.
3. Lead by example. Be the hardest worker in the room.
4. Ensure the organization has the right roles, capacity, and operating model to deliver on the mandate.
5. Maintain internal communication, psychological safety, and strong cross team collaboration.
6. Advance inclusive leadership practices, ensuring the organization reflects a commitment to equity, diversity, and accessibility in hiring, development, and team culture.

Primary outputs

- ▶ Team goals aligned to the annual plan
- ▶ Individual development plans for leaders and key roles
- ▶ Engagement and retention plan with measurable targets

4.5 Governance, finance, and operational excellence

The CEO works in partnership with the Board to maintain strong governance, financial stability and operational excellence.

Accountabilities

1. Provide the Board with timely reporting, decision ready recommendations, and clear visibility into progress and risks.
2. Steward budgets, financial controls, and funder reporting with rigour and transparency.
3. Implement risk management practices and ensure compliance with funding agreements and relevant legislation.
4. Strengthen long term organizational sustainability through funding stability and partner confidence.
5. Actively cultivate funding partnerships and align the organization with provincial and federal policy directions to ensure the Partnership remains well positioned within evolving funding models.

Primary outputs

- ▶ Quarterly Board package with scorecard reporting
- ▶ Annual audited financial statements and clean governance cycle
- ▶ Risk register with mitigation actions
- ▶ Funding relationship plan and stewardship approach

5. Decision Rights and Authority

CEO Decision Rights

1. Organization structure, staffing, performance management, and culture building decisions within approved budgets.
2. Day to day operational decisions required to deliver the annual plan.
3. Stakeholder engagement strategy and convening approach.
4. Recommendations on strategy updates, priorities, and resource allocation for Board approval.

Board Decision Rights

1. Approval of strategic plan and annual business plan.
2. Approval of annual budget and major financial commitments.
3. CEO performance evaluation and compensation.
4. Oversight of enterprise risk and governance policy.

6. Measures of success

The CEO will be evaluated annually across these categories with quarterly check ins.

1. Strategy execution and measurable outcomes
2. Ecosystem alignment and stakeholder confidence
3. Investment readiness and investment attraction progress
4. Organizational health and talent development
5. Governance quality and financial stewardship

7. Leadership philosophy and behavioural expectations

The CEO is expected to lead with:

1. Curiosity and humility, listening first and learning the system before prescribing solutions
2. Coaching and capability building, developing people not just driving outputs
3. Accountability and follow through, creating clear ownership and feedback loops
4. Collaboration and convening skill, building trust across diverse stakeholders
5. Ambition grounded in practical execution, moving from ideas to progress without overcomplication
6. Community rooted presence, showing up consistently with authenticity
7. The ability to navigate diverse stakeholder priorities with diplomacy and clarity while maintaining focus on long term regional prosperity
8. A commitment to inclusion and equity, ensuring diverse perspectives are valued and reflected in decision-making

8. Core Competencies

1. Ensures accountability and delivers results
2. Strategic thinking and systems orientation
3. Growth mindset and Business Development competencies
4. Stakeholder influence and relationship building
5. Community leadership and public presence
6. Team leadership and coaching acumen
7. Financial literacy and stewardship

CEO Role Description

8. Change leadership and adaptability
9. Communication that builds clarity and trust
10. Partnership building and conflict navigation
11. Integrity and values aligned judgement

9. Key Relationships

Internal: Board, leadership team, all staff

External: Municipal leaders, Pictou Landing First Nation leadership, provincial counterparts, anchor employers, investors, post-secondary institutions, chambers and business networks, community organizations, funders, media, provincial policy leaders, sector organizations, and supply chain partners connected to emerging strategic sectors.

10. Public representation and narrative

The CEO is accountable for ensuring the region's story is clear, credible, and compelling.

Accountabilities

1. Serve as the primary spokesperson for PCP and a visible ambassador for the region.
2. Ensure communications and marketing effectively tell the county's investment story and strengthen its brand as a place to live, work, invest, and build.
3. Communicate progress and outcomes transparently and consistently to build trust and shared ownership.

11. Connection to Place

The CEO is expected to be visible, accessible, and genuinely connected to the communities of Pictou County, and to build pride, ambition, and shared ownership of the region's future. It is a catalytic leadership role focused on alignment, measurable outcomes, and community grounded prosperity.

First 12 month priorities

This section strengthens onboarding and creates immediate focus.

1. Establish the operating rhythm for execution, including quarterly priorities, scorecard reporting, and partner aligned planning.
2. Build the investment readiness framework and launch an opportunity pipeline with agreed stages and metrics.
3. Formalize ecosystem alignment mechanisms with municipalities, Pictou Landing First Nation, province, and anchor partners.
4. Strengthen organizational health through role clarity, coaching culture, and measurable engagement and retention targets.
5. Refresh PCP's external narrative so stakeholders can clearly articulate the mandate, the value, and the progress.
6. Strengthen strategic relationships with provincial partners, sector leaders, and anchor employers to ensure the region is well positioned to respond to emerging investment and supply chain opportunities.