



TOWN OF COLLINGWOOD

STRATEGIC INITIATIVES STANDING COMMITTEE AGENDA

February 8, 2017

"Collingwood is a responsible, sustainable, and accessible community that leverages its core strengths: a vibrant downtown, a setting within the natural environment, and an extensive waterfront. This offers a healthy, affordable, and four-season lifestyle to all residents, businesses, and visitors."

A meeting of the Strategic Initiatives Standing Committee will be held February 8, 2017 in the Council Chambers, Town Hall, Collingwood commencing at **9:00 a.m.**

ORDER OF BUSINESS

1. CALL OF STANDING COMMITTEE TO ORDER

2. ADOPTION OF AGENDA

- **THAT** the content of the Strategic Initiatives Standing Committee Agenda for February 8, 2017 be adopted as presented.

3. DECLARATIONS OF PECUNIARY INTEREST

4. BUDGET DISCUSSIONS

During budget discussions, notice of motion is not required for motions pertaining to the 2017 Budget, and further, any decided matter can be reviewed without the requirement of the formal rules of procedure for reconsideration.

i. **Introduction, John Brown, CAO and Marjory Leonard, Treasurer**

ii. **Presentations**

iii. **Lunch Break (approx. noon)**

iv. **Directions**

v. **Request Input from the Public (Max. 10mins./person)**

vi. **Further budget review, questions, direction, etc...**

**In-camera may be required, for personal matters about an identifiable individual, including municipal or local board employees or security of the property of the municipality or a local board.*

4. STAFF REPORTS

HR2017-01 CAO Recruitment (p.3)

RECOMMENDING THAT the Strategic Initiatives Standing Committee support and refer the following Staff Report to the next regular meeting of Council:

Staff Recommendation: THAT Council approve the CAO recruitment process to be conducted by the Manager, Human Resources as outlined in this report.

5. OLD OR DEFERRED BUSINESS

6. OTHER BUSINESS

7. **PUBLIC DELEGATION(S)** (*maximum 5 minutes per delegation*)*

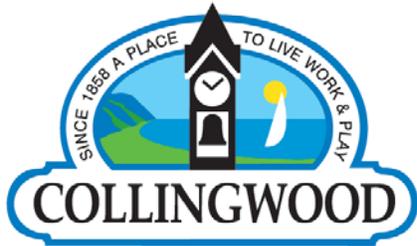
8. **IN-CAMERA**

THAT this Council proceeds in Camera in order to address a matter pertaining to:

- security of the property of the municipality or local board (a)

a) *IT Review*

9. **ADJOURNMENT**



STAFF REPORT #HR2017-01
Standing Committee 2/8/2017
Council 2/13/2017
Amendments: [yes or no]

Submitted to: Strategic Initiatives Committee
Submitted by: Melissa McCuaig, Human Resources Manager
Subject: CAO Recruitment Process

PURPOSE

The purpose of this report is to outline the proposed CAO recruitment process and expected timelines.

RECOMMENDATION

That Council approve the CAO recruitment process to be conducted by the Manager, Human Resources as outlined in this report.

AMENDMENTS

1. BACKGROUND

The current Chief Administrative Officer's (CAO) contract expires at the end of September 2017. The process to fill a CAO vacancy generally takes several months. As advised to Council in November 2016, this report outlines the recommended process and timeline.

2. INPUT FROM OTHER SOURCES

Process reviewed with and endorsed by Department Heads.

3. APPLICABLE POLICY OR LEGISLATION

4. ANALYSIS

The steps involved in the proposed recruitment and selection process:

1. HR to complete a consultation on responsibilities and competencies for the requirements of a CAO for Collingwood through meeting individually with Council members and Department Heads. From these meetings, HR will revise the job description if needed, circulate to Council, create the employment advertisement and circulate via various channels.

2. HR will undertake a detailed review of the applications received and short-list candidates based on the requirements outlined in the job description.
3. HR will research and review the short-listed candidates with the CAO and Department Heads to identify the most suitable candidates that will be invited for an initial interview with Department Heads, Mayor and Deputy Mayor.
4. HR will conduct reference checks on the initial interviewees and then consult with the CAO, Department Heads, Mayor and Deputy Mayor to determine which candidates will be recommended to All Council to interview.
5. Council will review the list of preferred candidates to determine which will be invited for a second interview.
6. HR will invite input from Council members in the preparation of interview questions.
7. Second round interviews will be conducted with Council, HR will consult with Council to determine which is their preferred candidate.

The process could be started in mid-February which would allow for an offer to be made to the preferred candidate by the end of July. This timeline includes ample time for the new CAO to start in late September and provides a brief transition period with the current incumbent.

Council has the option to engage the services of an external recruitment firm to seek out candidates that may not actively be looking for a new position. This would involve an RFP process and would require additional funds be included in the 2017 budget.

5. EFFECT ON TOWN FINANCES

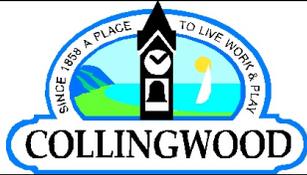
The 2017 operating budget has been prepared anticipating that the CAO recruitment and selection process would be completed in-house as outlined above. If Council decides that an external recruitment firm is to be engaged, additional funds will be required.

6. APPENDICES & OTHER RESOURCES

Appendix A	CAO job description
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SIGNATURES

Prepared by:		Department Head:
Melissa McCuaig, HR Manager		John Brown, CAO
Town of Collingwood		Town of Collingwood



POSITION DESCRIPTION

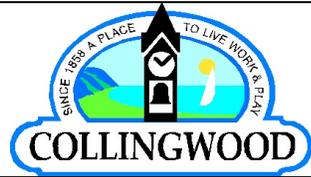
Position Title:	Chief Administrative Officer	Page:	1 of 3
Department:	1300	Effective:	
Division:	Administration	Revised:	
Reports To:	Mayor and Council	Status:	Full Time Non Union
Direct Reports:	Executive Management Team	Indirect Reports:	All Staff, Consultants.

POSITION PURPOSE

The Chief Administrative Officer (CAO) is responsible for the overall administration of municipal operations in accordance with the objectives, policies, and plans approved by the Council. He/she is responsible for directing, controlling, and coordinating the activities of the various town departments. Working with an Executive Management Team, the CAO ensures that the policies and programs of the Town are implemented and advises and informs Council of the operations and affairs of the Town. The CAO performs all the duties and exercises the powers and functions assigned by all applicable enactments or as assigned by Council.

DUTIES and RESPONSIBILITIES

1. Coordinate and direct the Executive Management Team (EMT) in the efficient administration of the municipality in accordance with the Corporate Strategic Plan and other policies and plans approved and established by Council.
2. Develop a process for maintaining long-term corporate development plans, including financial implications, and ensure that such plans are developed, approved, implemented and reviewed on a regular basis.
3. Chair Executive Management Team meetings in accordance with the EMT terms of reference established by Council.
4. Coordinate and direct the Department Heads in the preparation of plans and programs to be submitted to Council with suitable alternatives for the construction, maintenance, development and improvement of municipal properties, facilities and services.
5. Ensure planning and execution of the Corporation's economic development functions.
6. Coordinate and direct the implementation of the approved policies and programmes of Council and deal with any matter, including complaints from citizens arising there from, in accordance with the policies of Council, without further reference to Council subject to regularly reporting to Council upon actions taken.
7. Review regularly the municipality's organization and departmental structure, in conjunction with the EMT and recommend any changes that would improve the effectiveness, efficiency or economy of the structure.
8. Coordinate, primarily through the EMT, the compilation, consideration and presentation to Council of recommendations of Managers arising from departmental operations, and comment thereon as appropriate and, with the advice and assistance of the EMT, propose by-laws and resolutions to give



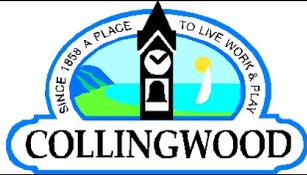
POSITION DESCRIPTION

- effect to such recommendations as are adopted by Council.
9. Direct the codification of the policies and procedures of Council and its Committees and Departments.
 10. Ensure that information and reports requested by Council or that could be of assistance to Council are obtained and submitted to Council in a timely fashion.
 11. Coordinate the presentation to Council, at least quarterly, of a report on the Corporation's operations, finances and works-in-progress together with any recommendations necessary for Council to achieve its objectives and any other matter that ought to be reported to Council.
 12. Direct and control all employees of the Corporation except such officials as are appointed by statute in respect to their duties and responsibilities and, in particular:
 - a) recommends to Council the appointment, employment, suspension or dismissal of Executive Management Team members; and,
 - b) directly, or designate the authority to, employ, suspend or dismiss all other employees within the employee establishment authorized by Council, in conjunction with the EMT in accordance with the provisions of collective bargaining agreements and/or other procedures approved by Council.
 13. Ensure that there is an ongoing program of annual evaluation of employee performance in all Departments and, with respect to EMT, evaluate their performance annually and report thereon to Council.
 14. Recommend to Council with respect to pay, fringe benefits and working conditions of all employees, using collective bargaining procedures where required, and coordinate and direct EMT in the efficient administration of the approved Council human resource agreements.
 15. Direct, with the assistance of the Treasurer, the preparation of and the presentation to Council of the annual estimates of expenditures and revenues and the 10 year forecast of capital expenditures, revenues and operating costs and the subsequent administration and oversight of the municipality's financial affairs according to the estimates as approved by Council.
 17. Represent the municipality in assigned matters involving the Federal and Provincial Governments, issues respecting the County of Simcoe, and other intergovernmental affairs.
 18. Attend all meetings of Council. Attend meetings of Committees of the Corporation, as required.
 19. Carry out such other duties and responsibilities assigned by Council or exercise any power from time to time lawfully granted by Council.

Leaders of people (including but limited to Directors, Managers, Supervisors, Lead Hands) are accountable for the health and safety and will be measured as part of performance evaluation process as per Town of Collingwood policies.

Work in compliance with the Highway Traffic Act, Occupational Health and Safety Act, WHMIS, applicable legislation, regulations, statutes, and departmental policies/procedures/practices and operational guidelines. Ensure that all necessary personal protective equipment (e.g. safety boots, hard hat, reflective vest, gloves, hearing protection, eye protection, etc.) are used and are maintained in good condition.

Perform other related duties, as assigned, that are in accordance with job responsibilities and/or necessary departmental or corporate objectives.



POSITION DESCRIPTION

EDUCATION, SKILLS and EXPERIENCE

1. Degree in an appropriate discipline, a Master's Degree preferred, together with a minimum of 10 years' experience working as a senior manager in a municipal government environment with experience dealing with union and non union employees.
2. Thorough working knowledge of relevant Acts/Regulations/Statutes, local government functions/responsibilities, and thorough knowledge of Council/Committee processes and protocol.
3. Ability to grasp organizational issues, leads diverse groups toward a common vision, is politically astute, and takes a participatory approach to management. Possess excellent interpersonal, administrative, communication, report-writing, organizational, time management, public relation and supervisory/management skills.
4. Thorough working knowledge of Microsoft Windows and Office applications.
5. Ability and willingness to travel within the community and out of town as required.

PHYSICAL DEMANDS and WORKING CONDITIONS

Physical demand requires no undue fatigue regarding sitting, standing and walking. Work is conducted in a standard office environment.

Normal hours of work are 35 hours per week, 8:30 a.m. to 4:30 p.m., Monday to Friday; with evening attendance required for Council along with occasional evening and/or weekend attendance required for Committee and other meetings.

CONTACTS

Incumbent communicates regularly with all levels of staff, elected officials, various governments/agencies, legal counsel, electoral candidates, consultants, community/special interest groups/agencies, ratepayers, developers, and the public.

REVIEW

Incumbent _____

Date _____

Mayor _____

Date _____