



**THE CORPORATION OF THE TOWN OF COLLINGWOOD**  
**(the "Town")**

**REQUEST FOR PROPOSALS**

For the Recruitment of a Chief Administrative Officer

For the Town of Collingwood

97 Hurontario Street

Collingwood, Ontario

**Request for Proposals No.: HR 2009-01**

**ISSUED: January 26 2009**

**DEADLINE FOR SUBMISSIONS: Friday, February 6, 2009 @ 3:00pm**

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# REQUEST FOR PROPOSAL

## 1. INTRODUCTION

### 1.1 Invitation to Proponents

This Request for Proposals (“RFP”) is an invitation to prospective Proponents who have the necessary qualifications and experience to provide an executive recruitment and search process for the position of Chief Administrative Officer for the Town of Collingwood.

### 1.2 Type of Contract for Services

The selected Proponent will be required to enter into an agreement (“Agreement”) with the Town for the provision of the Services in the form attached as Appendix A to this RFP.

### 1.3 Compliance with Applicable Laws

A condition of the Agreement is the requirement that the successful Proponent comply with all applicable laws of Ontario and Canada, including the Occupational Health and Safety Act (Ontario), the Ontario Human Rights Code, the Pay Equity Act (Ontario) and the privacy statutes applicable in the province of Ontario.

### 1.4 RFP Documentation

This RFP consists of the following documents:

Request for Proposal

Appendix A: Mandatory Requirement checklist

Appendix B: Form of Offer

Appendix C: Chief Administrative Officer Position Description

#### DEFINITIONS

Unless otherwise specified in this RFP, capitalized words and phrases have their prescribed meaning set out in the Agreement.

“**Agreement**” means the Agreement in form and content substantially similar to the Agreement provided in Appendix B of this RFP that the successful Proponent is required to enter into with the Town.

“**Annual**” means twelve months.

“**Days**” means Business Days unless the term calendar days, is specifically used.

**“Evaluation Team”** means the individuals who have been selected by the Town to evaluate the Proposals.

**“Executive Team”** is a representative group from the Town that will evaluate the oral presentation.

**“Must”** and **“Shall”** indicate a mandatory requirement that in the view of the Town must be substantially completed and complied with in order for a Proposal not to be rejected.

**“Prime Contractor”** means a single Proponent that proposes to assume full contractual and financial liability for their participation. A prime contractor may or may not have subcontractors.

**“Proponent”** means the respondent to this RFP.

**“Proposal”** means all the documentation submitted by the Proponent in response to the Request for Proposal, which has been accepted by the Town, in whole or in part. The terms ‘response’ and ‘submission’ are also used to mean Proposal.

**“Request for Proposal”** or **“RFP”** means the Request for Proposal issued by the Town for goods/or services and any addenda thereto.

**“Services”** mean the goods and services to be provided by the Supplier to the Town.

**“Should”** indicates a requirement that the Town would like the Proponent to address in its Proposal.

**“Subcontractor”** means any Person having a contract with the Supplier for the performance of a part or parts of the Services.

**“Supplier”** means the successful Proponent that has signed the Agreement.

**“Town Contact”** means the person designated by Town to be the contact person with during the procurement process.

## **2. THE SERVICES**

### **2.1 Background**

The Town of Collingwood is located on the southern shores of Georgian Bay in the heart of one of Ontario’s most attractive year-round recreation and tourist destinations. The municipality is a 90 minute drive to the north of the GTS and accessible from Highway 26 and County Road 124. The Town’s current employee level is 135 permanent employees and 75 seasonal employees.

## **2.2 Purpose and Objectives**

Due to the impending retirement of the current incumbent the Town of Collingwood is seeking an executive search firm to lead the recruitment process for a Chief Administrative Officer.

The role of the CAO is to supervise the administrative function of a municipality. A CAO works together with elected officials and members of the community to define and implement the strategic plan or vision for the future of the community by establishing goals and outlining strategies for achieving those goals. In this aspect the CAO is the professional advisor to Council in the development of policy. As senior municipal administrator, the CAO is required to work within the legislated mandate of the municipality and must be able to work professionally with federal and provincial government levels of government in addition to their municipal Councillors.

Council is the elected branch of municipal government, and its role is to represent the community at large and ensure that the wishes of the constituents are considered when developing a vision for the future direction of the community. The administration implements the resolutions and policies approved by Council and carries out the day to day business of the municipality.

This separation of policy-making and administration is based on the tenet that the main mandate of Council is setting policy direction for the community. In order that Councillors may effectively discharge their duties as policy-makers, it is necessary that a strong administrative leader is appointed to direct the day to day affairs of managing the administration and directing senior and junior staff in implementing the vision formulated by Council. This separation between the administrative and policy aspects of a municipal government ensures that any subsequent actions are in keeping with Council policies.

The CAO is responsible for all of municipal staff and is answerable to Council for the actions of municipal employees in the course of their employment. All aspects of managing staff are the responsibility of the CAO.

## **2.3 Description of Services**

The Town of Collingwood requires a executive search firm to lead the search process for a Chief Administrative Officer.

The Executive Search Firm shall have specialized experience in the field of Municipal recruitment and a demonstrated ability of success in senior management recruitment. The Consultant shall provide documentation that demonstrates experience relevant to the specification of this RFP, including knowledge of the Municipal working environment and the Town of Collingwood.

The Executive search firm will be required to performing the following tasks:

1. Determine a search strategy to identify and recruit candidates, including local strategies.
2. Develop a project timeline including a communication strategy
3. If requested provide 'bias free' recruitment training to Council.
4. Advertise the position following the HR Committees approval of content.
5. Undertake assessment of candidate applications; compile preliminary short list presentation to the HR Committee
6. Prepare interview questions and other assessment tools as required in consultation with the HR Committee and the Manager of Human Resources;
7. Conduct introductory interviews of candidates that meet the search criterion.
8. Prepare a written candidate assessment using additional information obtained through the introductory interview stage.
9. Recommend a short list of candidates to be interviewed by Council.
10. Conduct back ground, criminal and reference checks on one or more candidates.
11. Provide a written summary of reference checks.
12. As directed by Council and in consultation with the Manager of Human Resources negotiate a job offer with the selected candidate including - negotiate salary, other conditions of employment and starting date.
13. Notify unsuccessful candidates

**Consultants are asked to provide detailed information including the following:**

- Cover letter
- Introduction to the firm and team
- Explanation of recruitment approach, philosophy
- Explanation of the search to be performed
- Recruitment schedule (based on the completion dates provided)
- Resumes of key personnel
- Statement of qualifications
- The name, position and professional designation of the person assigned as the primary contact with Town staff.
- Proof of a minimum of \$2,000,000.00 Comprehensive, General Liability and Automobile Insurance.
- The resumes of all key staff that will be providing services to the Town.

- Compensation (broken down by phase) or fee structure
- A minimum of three references from a similar senior management recruitment initiative completed in the last three (3) years.

### **3. EVALUATION OF PROPOSALS**

The evaluation of Proposals will be conducted by the Town in two phases. A Proposal must meet the requirements of each phase in order to proceed to the next phase. Note that the evaluation of Proposals will be conducted on the basis of the members of the evaluation committee arriving at a consensus.

#### **3.1 Stages Of Proposal Evaluation**

The evaluation of Proposals will be conducted by the Town as follows:

**Stage I** will consist of a scoring/ranking of the eligible Proposals.

**Stage II** will consist of a review by the Town to determine which Proposals comply with all of the Mandatory Requirements. Proposals that do not comply with all of the Mandatory Requirements or do not provide adequate alternations will be disqualified.

**Final Selection** - The Proposal, representing best overall value to the Town, will be recommended for selection by the Evaluation Team arriving at a consensus.

In the event that the Town is unable to successfully execute an Agreement with the first-ranked Proponent in a timely manner, the Town may invite the next ranked Proponent to finalize an Agreement with the Town.

The Evaluation Team may, in addition to Town representatives, include external consultants and advisors.

#### **3.2 Stage I - Mandatory Requirements**

Each Proposal must include:

**3.2.1 Mandatory Requirements Checklist (Appendix A)**, completed by the Proponent according to the instructions contained in Appendix A.

**3.2.2 Form of Offer (Appendix B)**, completed by the Proponent according to the instructions contained in that form as well as those instructions set out below:

(i) Conflict of Interest:

Each Proponent must include in its Proposal confirmation that the Proponent does not and will not have any conflict of interest (actual or potential) in submitting its Proposal, or if selected, with its contractual

obligations under the Agreement. Where applicable, the Proponent must disclose in its Proposal, in the manner set out in the Form of Offer, information pertaining to any situation which may be a conflict of interest in submitting a Proposal or, if selected, with the contractual obligations of the Proponent under the Agreement. Furthermore, each Proponent must confirm that the Proponent neither has nor had access to any Confidential Information as defined in the Form of Offer.

The Proposal of any Proponent may be disqualified where that Proponent fails to provide confirmation of the foregoing or makes misrepresentations regarding any of the above. Further, the Town, in addition to any other remedies it may have in law or in equity, shall have the right to rescind any contract awarded to a Proponent if the Town, in its sole discretion, determines that the Proponent made a misrepresentation regarding any of the above.

(ii) Proof of Insurance

By signing the Form of Offer, each Proponent acknowledges its willingness, if selected, to provide proof of insurance coverage as required in the Form of Offer. If selected, the selected Proponent must provide proof of insurance coverage in the form of a valid certificate of insurance prior to the execution of the Agreement by the Town.

The Proponent will maintain and pay for **Comprehensive General Liability Insurance**, which coverage shall include premises and all operations liability to be performed by the Proponent, his/her employees, and/or agents. This insurance coverage shall be subject to limits of not less than Two Million Dollars (\$2,000,000.00) inclusive per occurrence for bodily injury, death and damage to property including loss of use thereof for any one occurrence.

Where applicable, the Proponent will carry **Standard Automobile and Non-Owned Automobile Liability Insurance** and shall protect against all liability arising out of the use of owned or leased vehicles, used by the Proponent, its employees or agents. The limits of liability for both owned and non-owned vehicles shall not be less than Two Million Dollars (\$2,000,000.00) per occurrence.

In addition, the Proponent will carry **Professional Liability Insurance** in the amount of not less than Two Million Dollars (\$2,000,000.00) per occurrence.

**3.2.3 Pricing Form**, completed by the Proponent:

- (i) rates shall be provided in Canadian Funds, inclusive of all applicable duties and taxes and excluding Goods and Services Tax;

- (ii) rates quoted by the Proponent are to include all labour and materials, overhead including but not limited to any fees or other charges required by law, and insurance;
- (iii) travel, meal and accommodation expenses shall be included in the rates quoted.

**4. TERMS AND CONDITIONS OF THE RFP PROCESS**

**4.1 General Information and Instructions**

**4.1.1 Timetable**

The following is the schedule for this RFP

Issue Date of RFP	January 26, 2009
<b>Proposal Submission Deadline</b>	<b>February 06, 2009@ 3:00pm</b>
Proponent's Oral Interviews (If required)	February 16, 2009
Council Approval	February 23, 2009
Period for which Proposals are Irrevocable after Proposal Submission Deadline	30 days
Works to be Completed (unless authorized)	April 17, 2009

**4.1.2 Proponents to Follow Instructions**

Proponents should structure their Proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a Proposal should reference the applicable section numbers of the RFP where that request is made.

**4.2 Communication After Issuance of RFP**

**4.2.1 Proponents to Review RFP**

Proponents shall promptly examine all of the documents comprising this RFP and

- (i) shall report any errors, omissions or ambiguities; and
- (ii) may direct questions or seek additional information

by fax on or before the Deadline for Questions by Proponents to the Town Contact. No such communications are to be directed to anyone other than the Town Contact. The

Town is under no obligation to provide additional information but may do so at its sole discretion.

The Town and its advisors do not make any representation, warranty or guarantee as to the accuracy of the information contained in the RFP or issued by way of addenda.

It is the Proponent's responsibility to avail itself of all the necessary information to prepare a Proposal in response to this RFP.

Questions related to this document and the Town's requirements should be directed to:

**Jennifer Pearson**  
Manager Human Resources  
Phone: (705) 445-1030 ext 3237  
E-mail: [jpearson@collingwood.ca](mailto:jpearson@collingwood.ca)

#### **4.2.2 All New Information to Proponents by way of Addenda**

This RFP may only be amended by an addendum in accordance with this section.

If the Town, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all Proponents by addenda. Each addendum shall form an integral part of this RFP.

Such addenda may contain important information including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the Town. In the space provided in the Form of Offer, Proponents shall confirm their receipt of all addenda by setting out the number of each addendum in the space provided in the Form of Offer.

#### **4.2.3 Post-Deadline Addenda and Extension of Proposal Submission Deadline**

If any addendum is issued within 48 hours of the submission deadline, the Town may at its discretion extend the Proposal Submission Deadline for a reasonable amount of time.

### **4.3 Submission Of Proposals**

#### **4.3.1 Proposals Submitted Only in Prescribed Manner**

Proposals must be submitted by the following method:

A Proponent must submit:

- (A) Five (5) original copies of its Proposal and Pricing in a sealed envelope or package with the Proponent's name and marked "RFP Submission – Services for the Recruitment of a Chief Administrative Officer".

The outside of the sealed Proposal package must be prominently marked with the RFP title and number (see RFP cover), with the full legal name and return address of the Proponent, with the Proposal Submission Deadline date and time.

Proposals must be submitted to the Town at the following address:

Ms. Sara Almas, Clerk  
The Town of Collingwood  
97 Hurontario St, P.O. Box 157  
Collingwood, ON L9Y 3Z5

The postal code is to help in identifying the building only. The onus remains solely with Proponents to instruct courier/ delivery personnel to deliver Proponents assume sole responsibility for late deliveries if these instructions are not strictly adhered to.

Proposals submitted in any other manner will be disqualified.

#### **4.3.2 Proposals Must Be Submitted On Time at Prescribed Location**

Proposals must be submitted at the location set out above on or before the Proposal Submission Deadline. Proposals submitted after the Proposal Submission Deadline will be disqualified. Late Proposals will be returned unopened to the Proponent.

#### **4.3.3 Amending or Withdrawing Proposals Prior to Proposal Submission Deadline**

At any time prior to the Proposal Submission Deadline, a Proponent may amend or withdraw a submitted Proposal. The right of a Proponent to amend or withdraw a Proposal includes amendments or withdrawals wholly initiated by the Proponent and amendments or withdrawals in response to subsequent information provided by the Town.

Any amendment should clearly indicate what part of the Proposal the amendment is intending to replace.

Any amendment or notice of withdrawal must be submitted in the same manner as prescribed in this RFP for the submission of Proposals. Any amendment or notice of withdrawal submitted by any other method will not be accepted.

#### **4.3.4 Proposal Irrevocable after Proposal Submission Deadline**

Proposals shall remain irrevocable in the form submitted by the Proponent for a period of 60 days from the Proposal Submission Deadline.

#### **4.3.5 Town May Seek Clarification and Incorporate Response into Proposal**

The Town reserves the right to seek clarification and supplementary information from Proponents after the Proposal Submission Deadline. Any response received by the

Town from a Proponent shall, if accepted by the Town, form an integral part of that Proponent's Proposal.

#### **4.3.6 RFP Incorporated into Proposal**

All of the provisions of this RFP are deemed to be accepted by each Proponent and incorporated into each Proponent's Proposal.

#### **4.3.7 Proposal Property of the Town**

Except where expressly set out to the contrary in this RFP, the Proposal and any accompanying documentation submitted by a Proponent shall become the property of the Town and shall not be returned.

### **4.4 Execution Of Agreement**

#### **4.4.1 Selection of Proponent**

The Town anticipates that a Proponent will be selected by Town within 30 days of the Proposal Submission Deadline. Notice of selection by Town to the selected Proponent will be in writing or email.

#### **4.4.2 Failure to Enter Agreement**

In addition to the Town's other remedies, if a selected Proponent fails to execute the Agreement or satisfy any other applicable condition within 15 days of notice of selection, the Town may, in its sole and absolute discretion and without incurring any liability, rescind the selection of that Proponent.

#### **4.4.3 Notification to Other Proponents of Award and Debriefing**

Once an Agreement is executed between the successful Proponent and the Town, the other Proponents will be notified by the Town in writing of the award of the Agreement to the successful Proponent. If requested in writing by a Proponent, the Town will provide a debriefing of the Town's evaluation of that Proponent's Proposal in accordance with the terms of the Town's Purchasing By-law.

### **4.5 Prohibited Communications & Confidential Information**

#### **4.5.1 Prohibited Proponent Communications**

Any attempt on the part of any Proponent or any of its employees, agents, contractors or representatives to contact any person other than the Town Contact with respect to this RFP, will be grounds for disqualification. For clarification and without limiting the generality of the foregoing, no attempt will be made to contact any member of Town's Evaluation Team, Executive Team, elected officials or any expert or other adviser assisting the Town's Evaluation Team, or any staff of Town.

In such event, and without any liability, the Town may, in its sole and absolute discretion, in addition to any other remedies available at law, disqualify the Proposal submitted by the Proponent.

#### **4.5.2 Proponent Not to Communicate with Media**

A Proponent may not at any time directly or indirectly communicate with the media in relation to this RFP or any contract awarded pursuant to this RFP without first obtaining the written permission of the Town Contact.

#### **4.5.3 Confidential Information of the Town**

All information provided by or obtained from the Town in any form in connection with this RFP either before or after the issuance of this RFP:

- (i) is the sole property of the Town and must be treated as confidential;
- (ii) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent Agreement;
- (iii) must not be disclosed without prior written authorization from the Town; and

shall be returned by the Proponents to the Town immediately upon the request of the Town.

#### **4.5.4 Town Subject to the Municipal Freedom of Information and Protection of Privacy Act**

Information provided by a Proponent may be released in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* R.S.O. 1990, c.F.31, as amended. A Proponent should identify any information in its Proposal or any accompanying documentation for which confidentiality is to be maintained by the Town.

#### **4.6 Rights of the Town**

In addition to any other express rights or any other rights which may be implied in the circumstances, the Town reserves the right to:

- (i) make public the names of any or all Proponents;
- (ii) request written clarification or the submission of supplementary written information from any Proponent;
- (iii) waive formalities and accept Proposals which substantially comply with the requirements of this RFP;
- (iv) verify with any Proponent or with a third party any information set out in a Proposal;

- (v) check references other than those provided by any Proponent;
- (vi) disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information;
- (vii) disqualify any Proponent or the Proposal of any Proponent who has engaged in conduct prohibited by this RFP;
- (viii) make changes, including substantial changes, to this RFP provided that those changes are issued by way of addenda in the manner set out in this RFP;
- (ix) accept or reject a Proposal if only one Proposal is submitted;
- (x) select any Proponent other than the Proponent whose Proposal reflects the lowest cost to the Town;
- (xi) cancel this RFP process at any stage;
- (xii) cancel this RFP process at any stage and issue a new RFP for the same or similar services;
- (xiii) accept any Proposal in whole or in part, provided that doing so complies with the Town's Purchasing By-law and other applicable laws;
- (xiv) discuss with any Proponent different or additional terms to those contemplated in this RFP or in any Proponent's Proposal;
- (xv) reject any or all Proposals in its absolute discretion;

and the Town shall not be liable for any expenses, costs, losses or any direct or indirect damages incurred or suffered by any Proponent or any third party resulting from the Town exercising any of its express rights under this RFP or exercising any rights which may be implied in the circumstances.

By submitting a Proposal, the Proponent authorizes the collection by the Town of the information set out under (iv) and (v) in the manner contemplated in those subparagraphs.

#### **4.7 Governing Law of RFP Process**

This RFP process shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

## APPENDIX A

### MANDATORY REQUIREMENTS CHECKLIST

**This Appendix is part of Phase 1 of the evaluation of your proposal. Please ensure that it is completed and included in your Proposal.**

**Instructions:**

This Appendix includes Mandatory Requirements which the Proponent must address.

All responses must be identified by the Mandatory Requirement number designated in this Appendix.

The Proponent must indicate by placing a check mark (√) and initialling in the appropriate column (Comply or Yes/No) beside each Mandatory Requirement to indicate compliance or non-compliance.

The Proponent must indicate in the table below the relevant section and page number(s) in its Proposal where the information relevant to each Mandatory Requirement can be found.

The Proponent must provide evidence for each Mandatory where evidence is requested.

The Mandatory Requirements should be addressed as follows: 1) “Yes” indicates compliance and 2) “No” indicates non-compliance. **Note:** Responding “No” to any mandatory requirement will make the Proposal non-compliant and may be disqualified from further evaluation.

Mandatory Requirements		Comply Yes/No	Section/Page # in Proposal
Item	Description		
M 1	All items requested in Section 2.3, Description of Services		
M 2	Insurance Provided (As identified in form offer)		
M 3	References Provided		
M 4	A Pricing form with cost breakdown by phase proposed.		

**APPENDIX B**

**FORM OF OFFER**

**TO: THE CORPORATION OF THE TOWN OF COLLINGWOOD**

**RE: IN THE MATTER OF** our proposal dated \_\_\_\_\_, 2009 to which this Form of Offer forms an integral part (the "Proposal") prepared by \_\_\_\_\_ (the "Proponent"), and submitted in response to a request for proposals issued by The Corporation of the Town of Collingwood dated \_\_\_\_\_, as amended, regarding the Recruitment of a Chief Administrative Officer for the Town of Collingwood. I am duly authorized by the Proponent to execute this Form of Offer. I solemnly declare and promise as follows:

**Proposal Validity and Security**

All statements, specifications, data, confirmations, and information that have been set out in the Proposal are complete and accurate in all material respects.

I consent pursuant to subsection 17(3) of the *Municipal Freedom of Information and Protection of Privacy Act* R.S.O. 1990, c.F.31, as amended, to the disclosure, on a confidential basis, of the Proposal by the Town to the Evaluation Team and the Town's other advisers retained for the purpose of evaluating or participating in the evaluation of the Proposal.

I have received and reviewed the RFP, together with any and all addenda thereto. I have received and reviewed the Agreement and agree to be bound by its terms.

**Mandatory Requirements Checklist**

I enclose herewith as part of our Proposal responses to all submission requirements, as set out below:

<b>Document</b>	<b>Yes</b>	<b>Page</b>
<b>Appendix A Mandatory Requirements Checklist</b>		
<b>Appendix B Form of Offer</b>		

**References**

I have included the number and type of references required by the RFP and consent to having the Town perform checks with those references and with any other relevant references.

**Bid Irrevocable**

I understand that the terms of the Proposal will remain irrevocable within 60 days of the Proposal Submission Deadline.

**Conflict of Interest**

I hereby confirm that there is not now, nor was there in the past any actual or potential Conflict of Interest (the definition for which is set out in the definition provision of the RFP) relating to the preparation of our Proposal nor do I foresee any actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

**Proof of Insurance**

By signing this Form of Offer, I acknowledge the Proponent’s willingness, if successful on this RFP, to provide insurance on the terms set out below, and our Proposal includes the cost of such insurance and their fee estimate:

The Proponent will maintain and pay for **Comprehensive General Liability Insurance**, which coverage shall include premises and all operations liability to be performed by the Proponent, his/her employees, and/or agents. This insurance coverage shall be subject to limits of not less than Two Million Dollars (\$2,000,000.00) inclusive per occurrence for bodily injury, death and damage to property including loss of use thereof for any one occurrence.

Where applicable, the Proponent will carry **Standard Automobile and Non-Owned Automobile Liability Insurance** and shall protect against all liability arising out of the use of owned or leased vehicles, used by the Proponent, its employees or agents. The limits of liability for both owned and non-owned vehicles shall not be less than Two Million Dollars (\$2,000,000.00) per occurrence.

In addition, the Proponent will carry **Professional Liability Insurance** in the amount of not less than Two Million Dollars (\$2,000,000.00) per occurrence.

**Execution of Agreement**

I understand that in the event that our Proposal is selected by the Town, I agree to sign the Agreement presented to the Proponent by the Town.

\_\_\_\_\_  
Signature of Witness:

\_\_\_\_\_  
Signature of Proponent Representative:

\_\_\_\_\_  
Name of Witness:

\_\_\_\_\_  
Name and Title:

\_\_\_\_\_  
Date of Signature:

I have authority to bind the Proponent

## Appendix C

### CORPORATION OF THE TOWN OF COLLINGWOOD JOB DESCRIPTION

**POSITION TITLE:** CHIEF ADMINISTRATIVE OFFICER

**REPORTS TO:** Mayor and Council

**SUPERVISES:** DIRECTLY: Director, Planning, Building and Economic Development Services  
Director, Library, Arts and Culture Services  
Director, Leisure Services  
Manager, Human Resources  
Treasurer  
Clerk  
Fire Chief

INDIRECTLY: All Staff, consultants

**Review:** January 2009

**Salary Range:** \$117, 934 - \$143, 297 (Band 20 – 2008 Rates)

#### **POSITION SUMMARY**

The Chief Administrative Office is the senior appointed official of the municipality providing organizational leadership to municipal staff.

This position is responsible to Council for administration and coordination of the delivery of services to the municipality's residents and businesses in a manner that will ensure the sustainable utilization of human, financial and physical resource of the municipality.

Responsible for providing vision and leadership to members of the senior management team and overall management of the administration and operations of the Town; establishment with Council the strategic direction for the Town; consolidation and review of the annual business plans and budgets (operating and capital) prepared by the Departments; leadership of the business plan and budget approval process with Town Council; monitor the performance of Departments against business plans/budgets; review of variance reports and initiation of corrective action where necessary; review and approval of new or revised policies and procedures, corporate-wide and Departmental; provision of problem-solving/decision making advice to the members of the Senior Management Team; recruitment/selection related to Senior Management positions.

#### **DUTIES and RESPONSIBILITIES**

Under the general direction of the Mayor and subject to the policies established by resolution or by-law of Council, the Chief Administrative Officer is responsible for:

1. The sustainable utilization of the municipality's human, financial and physical resources including:
  - Making or authorizing expenditures, and entering into contracts on behalf of the municipality.
  - Co-ordination of the preparation of operating and capital budgets and business plans consistent with the direction provided by Council.
  - Monitoring the delivery of municipal services through the various department heads to

- ensure that Council's approved business plans and budget.
  - Establishing departments of the municipal administration.
  - Monitoring the administration of human resources to ensure that all departments conform to approve Council staffing levels, hiring practices, training and other policies.
  - Directing or conducting collective bargaining with employee unions, and determining the salaries, wages and emoluments to be paid to municipal officers and employees, including payment pursuant to a classification system.
  - Recommending to Council the appointment, suspension or dismissal of department heads to Council. Providing assistance and direction to department heads in the hiring, suspension or dismissal of all other employees. In the case of organized employees such action shall be in accordance with procedures laid down in the relevant collective bargaining agreements.
  - Monitoring purchasing and tendering procedures to ensure that the policies of Council are followed.
  - Providing recommendations for changes to the organizational structure that will improve efficiency and/or improve service delivery to the public for consideration by Council.
2. With regard to ensuring that Council's initiatives and policies are executed and implemented in a timely manner the CAO is responsible for:
    - Meeting with senior management collectively on a regular basis to review the policy directions of Council and assigning responsibility for implementation and execution.
    - Developing appropriate communications procedures to ensure that all members of staff are informed regarding policies and directions of Council.
    - Monitoring the implementation and execution of the Strategic Plan and Sustainable Community Plan and all other Council policies by the responsible departments.
    - Ensuring that all municipal by-laws are enforced.
    - Providing periodic reports to Council on the status of programs, initiatives and the financial condition of the municipality.
  3. As an advisor to Council in the development of public policy the CAO will be responsible for:
    - Providing direction in the preparation of agendas for Council and Committee meetings.
    - Developing and maintaining liaison with officials, groups, agencies, and government departments as is necessary to secure information and advice that will assist Council and promote the interests of the municipality.
    - Maintaining a thorough working knowledge of Provincial Legislation and Regulations that affect policy decisions of Council.
    - Ensuring that council receives staff reports on agenda items that provide a background, technical analysis, sustainable analysis and a recommendation sufficient for Council to make an informed decision.
    - Providing advice to the Mayor and Council on agenda items during Council and Committee meetings.
    - Ensuring that sound public relations are maintained by communicating information on the actions and decisions of Council to the general public through the media.
    - Discharge such other duties as Council may assign from time to time.

## **EDUCATION, SKILLS and EXPERIENCE**

1. 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 organized labour.
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, lead diverse groups toward a common vision, and is politically astute. Possess excellent interpersonal, administrative, communication, report-writing, organizational, time management, public relation and supervisory/management skills.
4. Proven administrative and managerial abilities in directing and overseeing the activities of several

- departments with wide ranging and diverse public responsibilities.
5. Demonstrated participatory management and leadership skills in a team oriented environment. Excellent interpersonal and communication skills in dealing with Council, staff, the public and other government officials and agencies.
  6. Sound knowledge of fundamental and advanced business management principles and best practises.
  7. A thorough knowledge of the local community's strengths, opportunities and challenges, and an in-depth understanding of the culture of the area.
  8. Thorough working knowledge of Microsoft Windows and Office applications.
  9. Valid Class 'G' Driver's license in good standing.

***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 all weekly Council meetings 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** \_\_\_\_\_

**Manager Human Resources** \_\_\_\_\_ **Date** \_\_\_\_\_