

**THE TOWNSHIP OF NORTH HURON
SPECIAL COUNCIL MEETING**



Date: Monday, May 29, 2017
Time: 6:30 p.m.
Location: HELD IN THE TOWNSHIP COUNCIL CHAMBERS

	Pages
1. CALL TO ORDER	
2. CONFIRMATION OF THE AGENDA	
<i>THAT the Council of the Township of North Huron accept the Agenda for the May 29, 2017 Special Council Meeting; as presented.</i>	
3. DISCLOSURE OF PECUNIARY INTEREST	
4. REPORTS	
4.1 CAO Recruitment Report	2
<i>THAT the Council of the Township of North Huron hereby accepts the report of the CAO for information purposes;</i>	
<i>AND FURTHER THAT Council awards the quotation for CAO Recruitment Services to _____</i>	
5. CONFIRMATORY BY-LAW	
5.1 By-law No. 45-2017, being a By-law of the Township of North Huron to confirm general previous actions of the Council of the Township of North Huron.	56
<i>THAT By-law 45-2017; being a by-law to confirm general previous actions of the Council of the Township of North Huron; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk and be engrossed in the By-law book.</i>	
6. ADJOURNMENT	
<i>THAT the Council of the Township of North Huron agree that there being no further business before Council; the meeting be hereby adjourned at ... pm.</i>	



TOWNSHIP OF NORTH HURON

REPORT

Item No.

REPORT TO: Reeve Vincent and Members of Council
PREPARED BY: Sharon Chambers
DATE: 29/05/2017
SUBJECT: CAO Recruitment – Selection of Consultant
ATTACHMENTS: Ward & Uptigrove Proposal
N.G. Bellchamber and Associates Proposal
Ravenhill Proposal

RECOMMENDATION:

THAT the Council of the Township of North Huron hereby accepts the report of the CAO for information purposes;

AND FURTHER THAT Council awards the quotation for CAO Recruitment Services to _____

EXECUTIVE SUMMARY

On May 15th, Council directed the CAO to request informal quotations from three consultants for the recruitment of a new CAO. In order to expedite the hiring of a new CAO, Council opted to request three quotations from consultants to assist with the hiring process.

Quotations were requested from the following three consultants;

- Ward and Uptigrove Consulting and Human Resources, Listowel
- N.G. Bellchamber & Associates, Ltd., London
- Ravenhill Group Inc.

DISCUSSION

Council indicated that they wished to evaluate proposals for CAO recruitment services, based not only on price, but also wanted to ensure that the process would attract a qualified and experienced candidate, within an appropriate timeline. The three proposals are summarized as follows;

Ward & Uptigrove

- Cost \$15,420, plus HST. Does not include job ads.
- Timeline 26 weeks

N.G. Bellchamber & Associates

- Cost \$22,650, plus HST – includes jobs ads.
- Timeline 60 days, plus notice period for successful candidate

Ravenhill Group Inc.

- Cost \$18,000, plus HST – does not include job ads.
- Timeline 17 weeks

FINANCIAL IMPACT

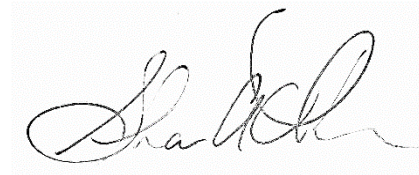
The cost of recruitment will come from the working reserves, CAO wages underspent in 2014.

FUTURE CONSIDERATIONS

n/a

RELATIONSHIP TO STRATEGIC PLAN

Goal 4 - Our administration is fiscally responsible and strives for operational excellence

A handwritten signature in black ink, appearing to read 'Sharon Chambers', is centered within a light gray rectangular box.

Sharon Chambers, CAO

TOWNSHIP OF NORTH HURON

TO: Sharon Chambers, CAO
FROM: Carrie Sharpin, Ward & Uptigrove Consulting & Human Resources (W&U)
RE: Proposal for Recruitment Services - CAO
Date: May 19, 2017

Dear Sharon,

Thank you for the invitation to provide a quote for recruitment services for the executive position of Chief Administrative Officer (CAO) for the Township of North Huron. We have enclosed a project Work Plan at **SCHEDULE A**, including timing and cost estimates for the work outlined. This Work Plan is comprehensive and may include steps that may be deemed unnecessary or may be work that can be performed by staff at North Huron; however, it includes all W&U's recommended steps to ensuring that North Huron selects the right candidate for this very important role.

We have estimated the total project cost, including disbursements will be **\$15,420, plus HST**. If successful, W&U will begin the project by finalizing the work plan with key stakeholder to ensure that deliverables are identified and achieved.

We have estimated a total of six visits to the Township of North Huron. Costs for additional employment testing (DISC is complimentary) and job advertisements have not been included in the fees. All additional fees will be approved in advance. W&U bills for time worked on a monthly basis, up to the quoted amounts. HST is added to all fees and disbursements.

Our Work Plan assumes a high level of involvement of the Recruitment Team, approving key decisions and strategies. The Recruitment Team will consist of members of Council as approved and appointed.

The phases in the Project Work Plan are generally chronological (complete one phase before moving forward to the next); however unplanned for events may require us to move back to an earlier phase. For example: a candidate withdraws his/her application requiring us to go back to the applicant pool for further screening.

The Phases of this project are:

1. Initial Planning
2. Job Definition
3. Marketing
4. Resume Collection
5. Applicant Screening
6. First Interviews
7. Second Interviews
8. Final Interviews
9. Verification
10. Hiring Choice
11. Onboarding

W&U's overall approach to executive recruitment is to help an organization find the best fit. There are many factors to consider when establishing overall fit: organizational culture, leadership needs, strategic direction, capabilities, values, skills, competencies, experiences, qualifications and much more. A key part of our Work Plan includes an organizational analysis/discovery process including both Council and Senior (other key) staff to accurately identify North Huron's current and future contexts and needs.

W&U takes confidentiality and professionalism in recruitment very seriously. We will ensure that all involved parties understand their obligations to maintain the confidentiality and dignity of candidates. Failure to protect the confidentiality of candidates is not only unethical, but can harm the Township's reputation for professionalism. Our Code of Conduct is at **SCHEDULE C**; this document is a guide for our business, in addition to our professional designations.

Company Profile

Ward & Uptigrove (W&U) is a professional services firm based in Listowel, Ontario, with approximately 65 team members comprised of professional accounting staff, tax specialists, certified financial planners, human resource professionals, certified computer consultants, bookkeepers and administrative staff. The HR division was founded in 2000 with a single consultant. We have grown to seven staff and developed a strong niche working with municipal clients.

W&U believes in helping municipalities realize their human resources' full potential. People can make the difference in any organization. Municipalities face unique challenges in an ever-changing environment. Our services harness the power of your people to accomplish your goals.

Experience and References

Municipal references and previous work performed will be made available upon request.



Project Team

W&U currently has three Senior Consultants: Team Lead Ben Cornell CPA CHRL, Carrie Sharpin CHRL, and Lindsay Hunsberger CHRL. The Senior Consultant's role is to assume overall accountability for the project; finalize the scope of work to be performed, monitor project progress and address roadblocks to ensure deadlines are met. The Senior Consultant will be the main point of contact for this project.

The Senior Consultant will be assigned considering three key factors: current workload, timing of this project and particular preferences of the client. For the purposes of effective project management, we ensure that each Senior Consultant's workload does not exceed five active clients/projects at any time. Additional work will not be assigned until such time as workload allows it.

An Intermediate HR Professional will be assigned to the Senior Consultant for the duration of this project and their role will include coordinating team building and education sessions, preparing questionnaires, conducting references, scheduling interviews, and collecting and organizing documentation.

It is not anticipated that we would sub-contract any work to any outside contractors for this project; however we may need to access our legal advisor or the Municipality's as we prepare an Employment Agreement.

We have included at **SCHEDULE D** our team biographies which outlines our experience in the field of Human Resources.

Conclusion

The CAO position is the liaison between Council and Staff; key advisor to Council and implementer of Council direction; leader of the staff team. A strong leader is critical to success in moving a municipal organization towards its goals.

W&U has extensive experience coordinating recruitment services for executive positions in public and private sector organization. Our goal is to assist our clients to find the right candidate for the position based on current and future needs and strategies of the organization.

Thank you for the opportunity to be considered for this project.

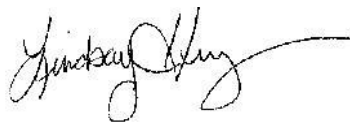
WARD & UPTIGROVE CONSULTING & HUMAN RESOURCES INC.



Carrie Sharpin, CHRL

Ben Cornell

Ben Cornell CPA CHRL



Lindsay Hunsberger, BBA CHRL

Schedules

SCHEDULE A: PROJECT WORK PLAN

SCHEDULE B: DISC FLYER

SCHEDULE C: CODE OF CONDUCT

SCHEDULE D: TEAM BIOGRAPHIES

SCHEDULE A
PROJECT WORK PLAN - CAO RECRUITMENT SERVICES

Task Name	Detail	Planned Start Date	Planned End Date	Assigned To	W&U Time Estimate	Total Cost
Initial Planning						\$ 725.00
Initial meeting with Recruitment Team	Finalize process document and timing. On-site.	Week 1	Week 1	W&U / Recruitment Team	3	
Provide Recruitment 101 Education Session	Educate Recruitment Team regarding privacy, discrimination and confidentiality best practices in recruitment for Municipalities. On-site. Tips and ethics and Council protocols for confidential and professional executive recruitment.	Week 1	Week 1	W&U	0	
Prepare Project Charter	Finalize work plan with timelines and accountabilities.	Week 2	Week 2	W&U	2	
Recruitment Team approval of Work Plan and Charter		Week 2	Week 3	Recruitment Team	0	
Job Definition						\$ 2,195.00
Organizational Analysis -Senior/Key Staff	Conduct competencies exercise with Senior Staff. Short and long-term considerations. Organizational needs, leadership needs, etc. qualifications, competencies, and experiences. On-site.	Week 4	Week 4	W&U / Senior Staff	6	
Organizational Analysis -Council	Conduct competencies exercise. Strategic Vision and Leadership discovery exercise. Short and long-term considerations. Qualifications, competencies, and experience. On-site.	Week 4	Week 4	W&U / Council	6	
Review and Finalize Compensation Package	Address any issues with current market, if applicable. Use Sunshine List.	Week 4	Week 4	W&U	1	
Finalize and document Overall Hiring Criteria	Qualifications, competencies, designations, experiences, etc.	Week 5	Week 5	Recruitment Team/W&U	2	
Finalize Job Description	Review and revise Job Description based on current context and future needs of the Township.	Week 5	Week 5	W&U	2	
Recruitment Team approval	Approval of Job Description, ad and competencies/hiring criteria	Week 6	Week 6	Recruitment Team	0	

SCHEDULE A
PROJECT WORK PLAN - CAO RECRUITMENT SERVICES

Task Name	Detail	Planned Start Date	Planned End Date	Assigned To	W&U Time Estimate	Total Cost
Marketing						\$ 1,435.00
Prepare Job Advertisement	Use Executive Job Ad Format	Week 6	Week 6	W&U	2	
Research marketing options	Municipal websites, LinkedIn and other national online formats. Local marketing as appropriate.	Week 6	Week 6	W&U	2	
Finalize the Marketing Plan	Confirm costs and timelines	Week 6	Week 7	W&U	1	
Recruitment Team approval	Approval of the marketing budget and advertisement	Week 7	Week 7	Recruitment Team	0	
Actual Posting Process	Running ads	Week 7	Week 7	W&U	3	
Prepare and design Executive Marketing package	Including Municipal history, strategic direction, other organization information, short and long job ad. Available on Township website and via email to serious applicants.	Week 8	Week 8	W&U	5	
Communication Plan with all Staff	Coordinate communication with staff to ensure adequate information is available to staff.	Week 7	Week 8	Staff	0	
Resume Collection						\$ 600.00
Collect/Sort/File incoming resumes		Week 8	Week 11	W&U	2	
Respond to applicant Inquiries	Respond to applicant inquiries on behalf of the Township	Week 8	Week 11	W&U	2	
Send acknowledgement Email	Automatic reply to confirm receipt of email to all applicants	Week 8	Week 11	W&U	1	
Prepare Applicant Tracking Spreadsheet	Track all applicants	Week 8	Week 8	W&U	1	

SCHEDULE A
PROJECT WORK PLAN - CAO RECRUITMENT SERVICES

Task Name	Detail	Planned Start Date	Planned End Date	Assigned To	W&U Time Estimate	Total Cost
Applicant Screening						\$ 2,675.00
Initial Screening of resumes based on measurable Hiring Criteria	See above in Job Definition. Establish a short list, excluding definite "no's".	Week 12	Week 12	W&U	4	
Review shortlist candidates with Recruitment Team	Confidential review with Recruitment Team.	Week 12	Week 13	W&U / Recruitment Team	1	
Shortlist for phone screening	Identify most qualified candidates using hiring criteria.	Week 12	Week 13	W&U	1	
Recruitment Team Approval	Max of 10 candidates.	Week 13	Week 13	W&U / Recruitment Team	1	
Prepare Phone Interview Guide		Week 13	Week 13	W&U	1	
Schedule Phone Interviews		Week 13	Week 13	W&U	0	
Phone Screenings	Enter all responses on spreadsheet for easy comparison.	Week 13	Week 14	W&U	10	
Debrief Recruitment Team- Shortlist for first interviews	Facilitate choice of short list (max of 5 candidates). Use matrix to assess and determine shortlist for first interviews.	Week 14	Week 14	W&U / Recruitment Team	1	
Contact Screened out Applicants	Only those we will not pursue further	Week 14	Week 14	W&U	1	
Recruitment Team approve finalists for First Interviews.	Ideally 5 candidates or less.	Week 14	Week 14	Recruitment Team	0	

SCHEDULE A
PROJECT WORK PLAN - CAO RECRUITMENT SERVICES

Task Name	Detail	Planned Start Date	Planned End Date	Assigned To	W&U Time Estimate	Total Cost
First Interviews						\$ 1,895.00
Develop first Interview Guide	Including format of first interviews to ensure consistency across the Council.	Week 15	Week 15	W&U	2	
Schedule first Interviews	Determine best location to facilitate considering confidentiality. W&U location is available.	Week 15	Week 16	W&U	1	
Send Executive Marketing package to shortlisted applicants		Week 15	Week 15	W&U	1	
Conduct Recruitment Team education session	Interview how to's and what not to ask.	Week 16	Week 16	W&U / Recruitment Team	1	
Facilitate first Interviews	Five interviews all in one day.	Week 16	Week 16	W&U / Recruitment Team	7	
Debrief and Shortlist for next steps	Use matrix and weighting to establish best overall candidates. Shortlist max of 3 candidates.	Week 16	Week 16	W&U / Recruitment Team	1	
Acknowledge screened out applicants		Week 16	Week 16	W&U	1	
Second Interviews						\$ 1,405.00
Develop second Interview Guide	Including specific scenario questions or a presentation/report exercise. Scenarios provided by Staff/Council.	Week 17	Week 17	W&U / Recruitment Team / Senior Staff	3	
Recruitment Team approve interview questions and process		Week 17	Week 17	Recruitment Team	0	
Schedule and facilitate second interviews	Determine best location to facilitate confidential interviews in North Huron.	Week 18	Week 18	W&U	6	
Debrief and Facilitate Shortlist decision	Use matrix and weighting to establish best overall candidates. Identify preferred two candidates.	Week 19	Week 19	W&U / Recruitment Team	1	

SCHEDULE A
PROJECT WORK PLAN - CAO RECRUITMENT SERVICES

Task Name	Detail	Planned Start Date	Planned End Date	Assigned To	W&U Time Estimate	Total Cost
Final Interviews - All Council/SMT						\$ 825.00
Develop final Interview Guide	Including specific scenario questions or a presentation/report exercise. Scenarios provided by Council.	Week 20	Week 20	W&U / Recruitment Team	2	
Recruitment Team approve interview questions and process	Identify candidate specific questions if necessary.	Week 20	Week 20	Recruitment Team	0	
Schedule and facilitate final interviews	Determine best location to facilitate confidential interviews in North Huron. Separate meeting with senior management.	Week 21	Week 21	W&U / Council/SMT	3	
Debrief and Facilitate Final Candidate Selection	Identify preferred candidate.	Week 21	Week 21	W&U / Recruitment Team	1	
Verification						\$ 500.00
Contact Applicant(s) for IDs	Final candidate only	Week 22	Week 22	W&U	1	
Background Check	Criminal, credential, credit and driving records.	Week 22	Week 22	W&U	1	
References	Reference Checking Tool	Week 22	Week 22	W&U	2	
Employment Testing	DISC Behavioural Assessment and other testing.	Week 22	Week 22	W&U	1	
Hiring Choice						\$ 1,015.00
Transition Plan	Prepare recommendations for transition. Use Job description as starting point.	Week 23	Week 23	Recruitment Team	0	
Development Plan recommendations	Prepare notes on final candidate for Council and to prepare recommended development plan.	Week 23	Week 23	W&U	1	
Prepare Employment Offer		Week 23	Week 23	W&U	2	
Recruitment Team approve employment offer		Week 23	Week 23	Recruitment Team	0	
Mediate and facilitate negotiation or Agreement		Week 23	Week 23	W&U	3	
Finalize Employment Agreement		Week 23	Week 24	W&U	1	
Acknowledge unsuccessful candidates		Week 24	Week 24	W&U	1	

SCHEDULE A
PROJECT WORK PLAN - CAO RECRUITMENT SERVICES

Task Name	Detail	Planned Start Date	Planned End Date	Assigned To	W&U Time Estimate	Total Cost
Onboarding						\$ 1,450.00
Draft orientation plan with newly hired CAO/Clerk and Council		Week 25	Week 25	W&U/Recruitment Team	2	
Draft Press Release		Week 25	Week 26	Council	0	
Draft internal Communication		Week 25	Week 26	Council	0	
Office, Tools, Equipment		Before Start Date	Before Start Date	Administration staff	0	
Performance Feedback Facilitation	Assist Council to provide feedback to the new CAO/Clerk.	TBD	TBD	W&U	5	
New Hire/ Client Check-in (three months and six months)		TBD	TBD	W&U	3	
Additional Estimates						\$ 700.00
Travel Time	Six Trips Assumed - split costs between W&U and North Huron (\$150 / trip)				4	
Job Advertisements	Cost of job advertisements will be billed above and beyond proposal amounts as per the approved advertising plan					
Employment Testing	DISC Behavioural Assessments are complimentary. W&U can utilize other employment test providers for an additional fee.					
Employment Lawyer	As needed, additional fees will apply					
						\$ 15,420.00

TTI Success Insights - Behaviours (DISC)

What is DISC?

DISC measures observable behaviour and emotions. Behaviours are considered to be the "how" of your life and are apparent in the things you do and how you act. DISC is the language of people watching, or observing behaviour and emotions. Behavioural characteristics are categorized into four dimensions of normal behaviour which are referred to as DISC:

D - Dominance
I - Influence
S - Steadiness
C - Compliance

DISC is not an indicator or measurement of a person's Values or Intelligence. It is also not a measurement of an individual's Skills and Experience or Education and Training.

DISC Assessments

There are many assessments provided by TTI Ltd. Ward & Uptigrove Consulting & Human Resources often uses the TTI Success Insights Management-Staff Version. This version of the DISC assessment creates a personalized report that delivers valuable and unique information about the respondent's behaviour including:

- Value to the Organization
- Do's and Don'ts for Communicating
- Communication tips
- Ideal Environment
- Perceptions
- Natural vs. Adapted Style
- Keys to Managing and Motivating
- Areas for Improvement

Value of DISC

Awareness of the DISC language and using DISC reports help you become more aware of your behaviour, the behaviour of those around you, understand why conflict occurs between people, identify how stress affects you and those around you, manage change, and provide ways to adapt your behaviour and understand why adapting is useful. The DISC reports and specifically the Management-Staff report is an ideal tool for:

- Recruitment and Selection
- New Employee Orientation and Performance Plans
- Retention Strategies for Key Employees
- Coaching, Mentoring and Leadership Development
- Improving Communication
- Conflict Resolution

Ward & Uptigrove Consulting and Human Resources Services

W&U is an Independent Distributor of TTI products. We have various products and tools to assist our clients with team building, recruitment and selection, communication and conflict management training and outplacement services. We take a customized approach to the needs of each client.

Ward & Uptigrove Consulting & Human Resources qualified and experienced HR Professionals can provide you with solutions to your various HR needs.

Target Training International Ltd.





SCHEDULE C

Code of Conduct for all HR practice staff

Ward and Uptigrove HR staff commit to follow guiding principles of professional conduct as developed by Human Resources Professionals Association (HRPA) of Canada in providing HR services to our clients. These guiding principles are as follows:

1. Competence

We will maintain our competencies (knowledge, experience, abilities and skill) to provide a high level of honest, diligent and responsive services to our clients.

Specifically we commit to:

- Seek additional professional assistance for assignments beyond our competencies.
- Provide best practice advice and tools with objectivity, integrity and due care.
- Meet deadlines.
- Maintain appropriate professional liability insurance.
- Comply with all regulations and rules of HRPA.
- Maintain an internal system of quality control to ensure all our services are of the highest quality and well documented.
- Follow all Ward and Uptigrove professional policies and rules.

2. Legal Compliance

We will adhere to all employment law statutes and regulations applicable to the practice of HR management.

Specifically we commit to:

- Act honestly and legally at all times.
- Take appropriate steps to stop or correct illegal conduct.
- Avoid retaliation against any employees that exercise their legal rights.
- Encourage our clients to comply with all employment law statutes and regulations.

3. Dignity and Respect

We will follow the basic principles of human rights in the workplace including equity, dignity, courtesy, trust and respect.

Specifically we commit to:

- Ensure that practices used in recruitment or any other assignments, are non- discriminatory and do not violate any prohibited ground as noted in the Ontario Human Rights Code.
- Treat all recruitment candidates, client employees and other contacts with respect and confidentiality.

4. Acting in the best interests of our clients

We will always act in the best interests of our clients.

Specifically we commit to:

- Disclose to our clients any potential conflicts of interest.
- Act in good faith towards all parties at all times.
- Mediate or facilitate in an unbiased manner.
- Encourage our clients to balance the interests of their organization and their employees.

5. Confidentiality

We will hold in strict confidence all confidential information acquired in the course of providing client services, unless required by law or harmful circumstances, to divulge.

Specifically we commit to:

- Store confidential electronic or hard copy information in a secure manner to avoid unapproved access.
- Share confidential information only with those who have a legitimate and legal need to know.
- Ensure we have appropriate approval to share any confidential information.
- When recruiting, ensure we have approval from the candidate, to contact all references.
- Refrain from using confidential information for personal gain or discriminatory behaviour.
- Sign a confidentiality agreement annually.

6. Conflict of Interest and Ethical Behaviour

We will avoid or disclose any potential conflict of interest that might influence or be perceived to influence our personal behaviour, judgement or independence.

Specifically we commit to:

- Ignore third party influences which could harm our professional obligations to our client.
- Act professionally at all times.
- Prevent personal interests from influencing our behaviour.
- Refuse gifts that will cloud our independence.
- Identify situations where a competing client interest could develop and assign projects within our practice to ensure independence and the best interest of each client is maintained.
- Decline or delay client projects where the best interest of our clients cannot be maintained.
- Refuse to provide HR advice to employees of our clients.
- Avoid enticing any employee of a client to leave for another position we are recruiting for.
- Avoid non-arms length relationships within our practice.
- Sign a conflict of interest declaration annually.

7. Personal and Professional Development

We will maintain competencies such that we are able to provide quality service to all of our clients.

Specifically we commit to:

- Comply with the HRPAs rules of mandatory recertification program.
- Complete personal development programs and events central to our business services.
- Stay current on all employment related statutory requirements and best practices.

SCHEDULE D - TEAM BIOGRAPHIES

Ben Cornell CPA, CA, CHRL BenC@w-u.on.ca

Human Resources Practice Team Lead

Ben graduated from the University of Waterloo with an Honours BA in Economics and Accounting. He became a Chartered Accountant in 1978 while working at a national accounting firm. He earned his Human Resources Management Certificate in 2004 from the Conestoga College and achieved his CHRL designation in 2006. Ben worked in industry as a CFO from 1980 to 1998. He joined Ward & Uptigrove in 1999 as an associate in the business services group. In 2000 Ben started up our human resources (HR) consulting practice. He brings many years of providing business and HR solutions to both private sector and municipal clients.

Carrie Sharpin CHRL CarrieS@w-u.on.ca

Senior Human Resources Professional

Carrie attained her Business Administration Diploma through Wilfrid Laurier University while working full-time in 2001 and her HR Certificate in 2008 through Conestoga College. She joined Ward & Uptigrove in 2005. In 2010, she earned her Certified Human Resources Leader (CHRL) designation through the Human Resources Professionals Association. Carrie brings 20 years of private sector business and human resources experience to her position with Ward & Uptigrove. She provides human resources solutions to small businesses and public sector organizations.

Lindsay Hunsberger CHRL, BBA, CPP LindsayH@w-u.on.ca

Senior Human Resources Professional

Lindsay graduated with a Bachelor of Business Administration degree from Wilfrid Laurier University with a concentration in Human Resources. She earned her Payroll Compliance Practitioner (PCP) designation from the Canadian Payroll Association in January of 2012 and earned her Certified Human Resource Leader (CHRL) designation in 2015. Lindsay joined Ward & Uptigrove Consulting & Human Resources in November 2010. Since joining the W&U team Lindsay has worked with small businesses and public sector organizations to achieve their organizational goals providing human resources solutions.

Emily MacRobbie CHRL EmilyM@w-u.on.ca

Intermediate Human Resources Professional

Emily started with Ward and Uptigrove HR Consulting Inc. in 2016 as an Intermediate HR Consultant providing various client services. After graduating from Brock University with a Bachelor of Arts Degree in Sociology, Emily went on to complete a post graduate diploma in Human Resources Management from Conestoga College. Emily brings experience from both the health care and automotive manufacturing sectors in areas such as Employee Relations, Recruitment and Selection, WSIB Claims Management and Benefits Administration.

Jocelyn Meekins CHRL JocelynM@w-u.on.ca

Intermediate Human Resources Professional

Jocelyn attended the University of Waterloo and completed her Human Resources Management Post-Graduate Program with George Brown College. Jocelyn achieved her CHRL designation with the Human Resources Professional Association and brings excellent HR experience in the automotive sector as well as experience providing HR services to public sector organizations. Jocelyn joined W&U in October 2016.

Lindsay McDonald CHRP LindsayM@w-u.on.ca

Intermediate Human Resources Professional

Lindsay earned her General Business Diploma from Fanshawe College in 2007 and her Human Resources Certificate from Conestoga College in 2011. In 2014 Lindsay received her Certified Human Resources Professional (CHRP) designation. Lindsay began her career working in Human Resources in the engineering industry and later worked within a school board office. Lindsay joined Ward & Uptigrove Consulting & Human Resources in March 2014.

Tonya Wilson TonyaW@w-u.on.ca

Human Resources Assistant

Tonya graduated from Conestoga College in General Business in 2010, after she continued her education to specialize in Human Resources where she attended Confederation College to take the Human Resources Management post graduate program in 2011. Tonya continues to take ongoing professional development to keep up with the latest trends and changes within the Human Resources field. After graduation she started her career working in the construction industry where she gained valuable hands on human resource experience. Tonya joined Ward & Uptigrove Consulting & Human Resources in February 2014.

Proposal for Recruitment Services

Municipality of North Huron

Attention: Sharon Chambers CAO

May 18, 2017

Submitted by:

**Nigel Bellchamber
N.G. Bellchamber & Associates Ltd.
35 Ambleside Drive
London, ON
N6G 4M3
519-671-1189
bellchamber@sympatico.ca**

**To: Mayor Neil Vincent and Council
Township of North Huron**

**From: Nigel Bellchamber
N.G. Bellchamber & Associates Ltd.
Local Government Consultants**

Subject: CAO Recruitment Proposal for the Municipality of North Huron

Thank you for the opportunity to present a proposal for the recruitment of a new Chief Administrative Officer for the Municipality, as a result of the forthcoming departure of the incumbent CAO. Having helped recruit her to North Huron, I was somewhat disappointed that she had decided to leave, but also pleased to see her advance in her career.

Attached is the CAO recruitment process that I follow as appendix A. I have found that it works quite well, with the occasional modification to meet local circumstances and the nuances of positions. It contains more detail than this covering memorandum with respect to certain parts of the process, but the steps are essentially the same.

An essential part of your search process, in my opinion, is the front end research and the interviews with Councillors and with staff that report directly to the CAO, plus other key positions within the municipality. No two communities are alike in all respects, and a thorough understanding of both the community and the municipal corporation is required for a recruitment to be as successful as it can be. Although I performed this step for North Huron about 30 months ago, circumstances change, so I still think it is worthwhile.

I like to refer to the process as determining the right “fit”. It is very important. Fit with the nature of the work, fit with the Council, fit with the members of the Senior Management Team as a whole, fit with other direct reports, and fit with the community and its culture are all critical for success in the job.

I always interview each member of Council and relevant staff, individually, and review other reports and significant public documents before recommending a candidate profile and specific search strategy. In this case, if Council wishes, I would consider beginning the recruitment process before the interviews rather than dispensing with them as a whole.

The advertising venues are customarily the AMCTO, MWXTRA, and OMAA electronic advertising methods. The local papers are also essential in order to get word of mouth to interested applicants with a connection to the community that might otherwise not hear, as the preferred candidate may not be currently employed in the municipal sector in Ontario or Canada.

This front end work also allows me to determine not only the values, skills and behaviours that Council and the senior staff are seeking, but also the key projects that need to be addressed within the probationary period in order to gauge acceptable performance measures for a new appointee and which would form part of an employment agreement.

As I mentioned, a suitable candidate coming from outside the municipal sector should not be ruled out. However, the myriad of transparency and accountability provisions within which municipalities operate can add difficulty to the transition for someone without local government experience of some kind.

A schedule and estimate of cost is appended to this memorandum.

Having been a Deputy CAO and a CAO, and a Past President; and subsequently the part time General Manager for the Ontario Municipal Administrators' Association for eleven years, I think I have an excellent appreciation for municipal administration as well as the role of the CAO today, and numerous contacts within the profession. And, in my consulting practice, I have demonstrated an ability to assist many Councils with finding CAOs and Senior Staff that "fit" as well as designing organizational structures and processes that work well. In fact, I am proud that every appointee where I have assisted Council for over a decade has successfully completed his or her probationary period.

If you have any questions on this proposal I can be reached at 519-671-1189 or by email.

Nigel Bellchamber

N.G. Bellchamber & Associates Ltd.
35 Ambleside Drive
London, ON
N6G 4M3

bellchamber@sympatico.ca

Appendix A

N. G. Bellchamber & Associates Ltd

Chief Administrative Officer Recruitment Process

My usual process in assisting a Council with recruiting a new CAO proceeds with a number of steps as follows:

Step 1. Preparatory Research and Recommendations

Undertake a desk review of the municipality using sources such as Financial Statements, Statistics Canada, Municipal Website, Municipal Strategic Plan, news stories online, and recent Reports, Minutes and Agendas. Learn what potential candidates might also learn and be prepared to address any concerns they may raise.

Meet with the Head and each member of Council, and with senior staff reporting to the CAO to build the candidate profile.

Meet with the Council as a whole to outline the key qualifications and strengths that have been identified. Also interview the former or incumbent CAO if appropriate.

Advise Council on the appropriateness of its current compensation for the position and note if changes may be necessary to recruit a suitable candidate.

Recommend a strategy for advertising and for direct contact with key potential candidates, and propose a schedule for advertising, receipt of applications by the consultant, short listing process, interviewing, and finally negotiations leading to a likely start date for the successful candidate.

Step 2. Advertising, Calling and Shortlisting

Draft and place the advertisements, call potential candidates, receive applications, follow up with promising applicants and shortlist a group to be recommended for interviews. It is important that applications be addressed to me so that I can immediately upon receipt contact promising applicants.

Next I will meet with the Recruitment Committee to review all of the applicants and outline why short listed members are recommended for interviews, and why others are not. I would

add to the shortlist any that elected officials believe should be interviewed and delete others as they determine.

Confidentiality is critical throughout this process.

The best potential CAO candidates will likely be currently employed and not keen on having their current employers know they are seeking another job. As well, internal candidates may not come forward if they think their names will be broadcast if they are unsuccessful.

Any internal candidate that applies would normally be granted a place in the first interview group automatically.

And finally, staff who are junior to or who report to the CAO should not be involved in the hiring of their “boss” as a general principle. I have frequently been delegated the Clerk’s duties for the Committee and Council meetings and am thoroughly familiar with required procedures.

Step 3. The First Interview and Results

Develop the interview schedule with short listed applicants, prepare standard questions for Council or Committee interviewers, lead the interview process for consistency, review the candidates’ performance, and help develop a small second interview group if necessary from among the short listed interviewees following the initial interviews. Follow up with on line testing/profiling as required.

Step 4. Second Interviews

Repeat the process above for second interviews. Assist Council or Committee with selection of their preferred candidate(s). If the interviewing has been done by Committee, arrange for a meeting between the preferred candidate(s) and the entire Council when negotiations have been conducted by the consultant within parameters established by Council or Committee. References will have been checked by me. Also, the results of online psychological testing/profiling may be a significant factor at this point in the process.

Step 5. The Employment Agreement

Present to Council an employment agreement with the candidate to Council following his/her interview with the Council. The agreement would include such items as compensation, moving expenses, start date, holidays, education allowance, a performance evaluation process, probationary period, and severance terms for example. The municipal solicitor’s advice is usually sought on this document’s form. It is important that this agreement not be

distributed before Council has made it's "first" choice. Council can still change their position, but it is better not to have perceptions coloured by the agreement terms before the interview(s) in my experience.

General Comments and Principal Consultant Background

It is better to use a Committee rather than the entire Council, particularly if the Council has more than five members. A Committee in that case should include the Head and Deputy Head if there is one, and one other Councillor.

Municipal staff are often not present at the meetings as they are largely conducted in camera and if the Clerk, or Deputy Clerk, is not included at a meeting the Consultant is delegated the authority to take minutes by the Clerk.

Some of the municipalities I have conducted similar CAO search processes for include the Municipality of Huron East, the Town of Prescott, the Town of Haldimand, the County of Huron, the Town of the Blue Mountains, the Municipalities of Kincardine, Central Huron, Bluewater, Pelee Island, Lambton Shores, Wellington North, Guelph/Eramosa, Frontenac Islands, and in 2015 the Townships of North Huron, Black River-Matheson, Guelph Eramosa again (CAO took a new job), the Town of St. Marys and the Town of Mono. The mayors of each of the above would, I am sure, be happy to provide a reference and a selection is listed on the next sheet...

Myself, I have been a municipal CAO and Clerk (Counties of Middlesex and Huron) and Treasurer (City of London) and worked in local government for over 30 years for municipalities with populations ranging from 50,000 to 320,000. My consulting practice is fifteen years old and involves training, recruiting, dispute resolution, and strategic planning, primarily for municipal councils. I also contracted as the General Manager of the Ontario Municipal Administrators' Association (CAOs' organization) for 11 years and am the Past Member, Vice Chair and Chair the Canadian Public Sector Accounting Standards Board. As Chair of its Local Government Tangible Capital Assets Task force before joining the Board I submitted the report that led to the establishment of full accrual accounting for local governments across Canada which started most municipalities on the road to asset management.

Besides assisting numerous municipal governments I have undertaken projects for the Province of Ontario and have trained extensively for AMO since 2003.

I am also a principal in the firm Amberley Gavel Ltd which does staff training, closed meeting complaint investigations for over one hundred municipalities and serves as Integrity Commissioner for several.

I estimate the time from date of appointment of the consultant to Council announcement of new CAO to be approximately 60 days, but Council should always assume that the successful candidate will currently be employed and need to provide 30 days' notice to his or her employer.

I would be happy to answer any questions regarding any of the above.

Nigel Bellchamber

N.G. Bellchamber & Associates Ltd.

bellchamber@sympatico.ca

519-671-1189

**Nigel Bellchamber
N.G. Bellchamber & Associates Ltd
Selected CAO Recruitment References**

<u>Municipality</u>	<u>Head of Council</u>	<u>Contact Info</u>
Kapuskasing	Mayor Al Spacek	705-335-2341
Lambton Shores	Mayor Bill Weber	519-649-6885
Guelph Eramosa	Mayor Chris White	519- 856-9951
Town of Mono	Mayor Laura Ryan`	519-941-3599
Wellington North	Mayor Andy Lennox	519-831-9612
St. Marys	Mayor Al Strathdee	519-284-2340

Estimate of Fees and Expenses North Huron CAO Recruitment 2017

Meet with members of Council and senior staff for development of profile.	1.0 days
Preparation and placement of advertisements	0.25 days
Receipt of applications, follow up with candidates, “cold calls” to prospects, review and analysis of applications	2.5 days
Meet with Recruitment Committee re shortlist	0.5 days
Plan and lead interviews with final shortlisted candidates	1.5 days
Reference checks, preliminary negotiations, arrange testing	1.0 days
Second Interviews and meet with full Council	1.0 days
Complete negotiations, prepare press release, report to Council	0.25 days
Guarantee of second candidate if selected candidate decides to leave within 6 months	N/C
Total	8.0 days
Estimated travel costs	\$ 300.00
Estimated advertising	\$ 1,600.00
Testing of Candidates	\$ 750.00
Fees 8.0 days @ \$2500.00	\$20,000.00
Total estimated cost before HST	\$ 22,650.00



CHIEF ADMINISTRATIVE OFFICER Executive Recruitment Services

“

Prepared: May 17, 2017



Company: Ravenhill Group Inc.

Key Contacts: D. Bruce Malcolm, Managing Partner

Email: bruce@ravenhillgroup.com

Deputy Team Lead: Dan Hughes

Email: dan@ravenhillgroup.com

HO Address: First Canadian Place 100 King Street W. Ste. 5600, Toronto ON M5X 1C9

Phone: 647—880-8594, 1-888-447-5910 ext. 727

Email: info@ravenhillgroup.com, **Web site:** www.ravenhillgroup.com

Be careful not to hire the best salesman, unless, of course, you actually want to hire a salesman” dbm 50



May 17, 2017

Reeve Neil Vincent
Township of North Huron
274 Josephine Street
Wingham, Ontario, N0G 2W0

Dear Reeve Vincent

Re: North Huron's CAO Search Needs

Through information we have been able to gather, we believe, that as you look at the future, it will be important for the Township of North Huron to focus on hiring a CAO who fully embraces the North Huron Mission Statement which reads in part ...

“We will leverage the breadth of services and amenities that we have developed over the years to spur significant residential and economic development...”

Given its reputation the Township must find ways to maintain and improve excellent customer service. Considered by many, especially its residents, to be a very desirable place to live North Huron must have an objective of hiring a TOP TALENT CAO...

WHO is first and foremost a person of integrity, who is accountable to you.
WHO does their job with the Township's best interests in mind, not their own.
WHO sees them self as a guardian of public funds and
WHO accept that their job is a public service supported by tax payer dollars.

To achieve this goal and to keep and maintain that high regard, a Chief Administrative Officer must be hired who is the right 'FIT' for the Township and who is a good match for the municipal corporate 'DNA' able to embrace the ideas encapsulated in Township's Vision that:

“... North Huron will continue to develop as a regional commercial and service centre that includes manufacturing, agriculture, tourism, recreation, culture, and heritage appreciation...”

To avoid attracting the unhappy unemployed candidates – the Township needs to acquire the services of a powerful, connected municipal recruiter who knows and understands the municipal market in Ontario and across Canada - one whose main thrust is not advertising, but instead authentic Head-hunting. A recruiter who can find “passive” candidates ... those are the people who are not just looking for a job, yet who can be persuaded to move the Township of North Huron. RAVENHILL GROUP INC. is such a recruiter.



WHAT YOU CAN EXPECT FROM A AUTHENTIC SEARCH

First, it is an important fact that when you use authentic executive search to hire an individual who is a good ‘FIT’ for North Huron, you will have successfully found the ‘right’ CAO to replace Sharon Chambers who has recently announced she is moving on. Someone who can finish the work of bringing the Township to top form.

Second, when you sign a new Chief Administrative Officer through Ravenhill Group you will be appointing an Administrator who has been selected and professionally screened for his or her ability to find gaps and prioritize solutions, quickly and efficiently. The CAO you hire will be chosen by your Selection Team from a ‘short-list’ of candidates handpicked by you ... a CAO, who can shepherd the completion of projects effectively.

Ultimately, by hiring a TOP TALENT CAO ... who has been professionally vetted and sourced, significant dollars can be saved by North Huron in decision making, planning and the delivery of services. Remember, reduced expenses can mean lower taxes!

Third, you will be getting exactly what you need – a skilled and talented person with proven track record for working on a variety of municipal assignments ... with knowledge in everything from planning/economic development and public works/roads to corporate service/finance and Law and safety/emergency services. So, when your new CAO applies those proven skills and talents to key areas within the Township of North Huron you will know that you are “getting what you paid for”.

North Huron needs to find the ‘RIGHT’ CAO so working with Ravenhill Group Inc. will mean, having the ‘BEST’ person in the job sooner rather than later ... WE GUARANTEE IT. Ultimately, this will bring significant cost savings to the Township and its taxpayers and, in due course, improved satisfaction with the way you as Reeve and your Council are running North Huron.

This section deals with the benefits to the Township when your new CAO is the right ‘FIT’

6 QUICK FACTS THAT MAKE THIS SEARCH CHALLENGING

- Municipal staff are in great demand in municipalities throughout Ontario and across Canada.
- 1000 Canadians turns 65 every day and will for the next 13 years.
- According to OMERS research age 57 is the average retirement age for municipal employees.
- Advertising alone attracts unhappy or unemployed people ...often both.
- **89%** of Hiring Failures are the result of poor cultural fit.
- In the absence of an **extraordinary selection plan** North Huron could very easily attract the person “who made the last municipality miserable”.



RAVENHILL GROUP'S SOLUTION

To ensure that North Huron gets the 'right' person for the job, we would encourage you to retain Ravenhill Group Inc. to perform your search. The number one thing that sets us apart is our knowledge of

This section deals with the unique solutions that Ravenhill Group offers in the search for your new CAO

TOP TALENT inside and outside of municipal government – this is combined with our proven ability to identify/recruit outstanding PASSIVE CANDIDATES- people NOT looking for a job.

MUNICIPAL EXPERTISE: We know that finding the 'right' person entails a whole lot more than putting an ad in a newspaper or a posting on a web site... because if that's all it took you'd do it yourself! Statistically, 10% of all working people would consider a job change if one were presented – but they are not looking. **This 10% is where we work.**

WE KNOW WHERE TO LOOK FOR TOP TALENT... not a mystery after more than a decade specializing in municipal search. We have filled roles from CAO and Director of Human

WITH US IT'S PERSONAL

The number one thing that sets us apart from every other recruiter is our PERSONAL connection to Canada's TOP Administrators, CAOs and City Managers – We know hundreds of them on a first name basis... and they know us and trust us.

Resources to Manager of Traffic Engineering and Director of Planning to Fire Chief. ...men and women who were NOT looking for a job who have been persuaded to go and live and work and raise their families in our client's community. We regularly go to the places where your next CAO is likely to come from. For the past 11 years we have been major sponsors and exhibitors at many local and national municipal annual conferences such as, AMO, ROMA, CAMA, FCM, and UBCM **investing literally tens of thousands of dollars annually on your behalf**

THE MUNICIPAL RECRUITING REPORT ...another way we keep in touch with the municipal market is through our monthly newsletter ... it boasts 5000+ subscribers. For the past **9 years**, on the first day of every month, it has gotten into the hands of the very men and women who you want to reach with your message that North Huron needs a new CAO.

WE GO A STEP FURTHER ... You need to avoid "the advertisers" ... pretend search firms who don't really know the people in the municipal market and whose primary recruiting efforts are most often centred on job postings and advertising – something you could quite easily do yourselves.



'FIT' - THE SINGLE MOST IMPORTANT FACTOR IN RECRUITING ... Once we find a



candidate with a great background, a strong resume and a significant education we move to the single most important step in the search process ... establishing 'FIT'. Let's face it, the Township could go to a lot of time, trouble and expense to hire a person with exceptional credentials only to have that person fail miserably - WHY? ... Simply

because they were not a 'FIT' for North Huron.

THIS IS NO TIME FOR MISTAKES ... For too long, municipal leadership has totally underestimated the importance of the 'FIT' as a factor in hiring. Statistically, 89% * of hiring mistakes are due to poor corporate cultural fit*. Every search we perform includes a proprietary customized *ASK Selection™* Questionnaire. It is used to screen candidates and has proven effective when determining a potential match for organizations like North Huron. Questionnaire examines, screens, scores candidate's attitudes, skills and knowledge. * Forbes Magazine

Part 1 OUR APPROACH AND WORK PLAN ... Our approach is to appoint a Project Manager for each assignment. That individual is responsible for ensuring that each aspect of the search is completed on time and to your satisfaction. The Township of North Huron 'Project Manager' will be Bruce Malcolm, Managing Partner working with Dan Hughes Deputy Team Lead, supported by the Ravenhill team.

WORK PLAN

**We recommend a seven (7)
Step search process as follows:**

- 1. Position Analysis**
- 2. Recruitment Process**
- 3. Resume Review**
- 4. Candidate Screening**
- 5. Background Investigations**
- 6. Interview Process**
- 7. Negotiation and Follow-up**



A.S.K.™ Recruiting Tools:

A suite of tools that adds an extra dimension to the recruiting process. There are 5 of them built around the acronym A.S.K.™ 'Attitude', 'Skills' and 'Knowledge'

- Tool #1 ... Recruiting*
- Tool #2 ... Selection*
- Tool #3 ... Interviewing*
- Tool #4 ... Psychometric Testing*
- Tool #5 ... Reference Checking*



1 POSTION ANALYSIS

We know that to understand in detail exactly what North Huron is looking for will take extensive pre-search talks with the North Huron Selection Team. Prior to launching your search we will meet with appropriate council members, management and staff to establish the *Ideal Candidate Criteria* for each position. We are aware of the Township's need for a CAO who can: Cut Costs □ Follow Council's Priorities □ Reduce Spending □ Provide Greater Customer Service Focus □ Implement Council's Plans Quickly and Thoughtfully □ Bring about Positive Change. In addition, from the outset considerable time will be spent determining the 'FIT' needed through a discussion of KEY Attitudes, Skill and Knowledge needed for each role.

"To the man who only has a hammer, everything he encounters begins to look like a nail"

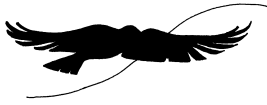
Abraham Maslow

Tool #1 Recruiting: The recruiting part of the process is designed to identify and target selected individuals who match the Township of North Huron *Ideal Candidate Criteria* for key municipal



positions. We are a Canada wide search company that is *exclusively* dedicated to municipal recruiting. Our staff has firsthand knowledge of work in the Township Administration, Front-line Emergency Services, Planning and a host of other municipal positions. This is clearly to North Huron' advantage since we have a strong understanding of what it takes to work in the key areas that pertain to the Township. In addition, because we specialize, we know literally thousands of municipal

employees across Canada, at every level of municipal work and many of them on a first name basis. As recruiters, we rely on our networking and research capabilities to create a candidate long-list of as many as 6 potential first round candidates for each position. Although, in our opinion, advertising is a relatively poor source of TOP TALENT, we will, when asked nevertheless draft, for your approval, high quality advertisements – as well as other promotional material that projects the high standards of the Township of North Huron.



Tool #2 Selection: *The A.S.K.™ Selection Questionnaire* is custom-designed for each search. It is an assessment process that eliminates the dangers of ‘gut level’ decision-making when hiring. We will custom design questions for candidates for CAO, based on specific information we get from you. The A.S.K.™ methodology is the centre piece of our selection process. Among others things A.S.K.™ is used to establish the very important aspect of corporate culture ‘FIT’. Our expert knowledge of municipal administration, front-line emergency services and Planning as well as many other municipal disciplines, will be very valuable to you in the selection of the ‘right’ candidates.

You will receive copies of each candidate’s written work, plus a FULL ANALYSIS of their responses prepared by our expert staff as well as a ranking of the candidates according to their strengths and weaknesses in the three key municipal management areas of **Attitudes, Skills and Knowledge**. At Ravenhill we have concluded that the ‘right’ questions asked in the ‘right’ way will elicit answers enabling our clients to gain valuable insight into our TOP TALENT candidates and help to determine who will be best for North Huron. This value added tool goes well beyond the typical search company practice.

Tool #3 Interviewing: *A.S.K.™ Interviewer Advantage*. We most often act as facilitator. We have found that it is easier for panel members to concentrate on a candidate’s answers if they are not thinking about asking the next question. We will write customized questions designed to help the North Huron Selection Committee to identify the ‘right’ person for CAO.

In addition, we will brief the Selection Committee prior to the interviews and develop a strategy to ensure that our interview process will work best for them. Our clients confirm that our non-traditional approach to behaviorally based interview questions works extremely well. Questions are drawn from our expert knowledge of municipal administration, Front-line Emergency Services, Planning and other municipal positions, questions that get to the heart of the job performance. Questions will provoke answers that demonstrate just how well a candidate will be able to work with you as Reeve and Council ... continue past successful policies and strategies and introduce new ideas. Clients appreciate our scoring tool making evaluation easier.



Tool #4 Psychometric Testing: *A.S.K.™* **psychometric evaluation** is an aptitude test designed for management leadership. We are trained to interpret the results. We will provide constructive feedback to both the Township of North Huron Selection Committee and the candidate. *A.S.K.™* is normative psychometric profiling that identifies strengths and weaknesses in areas like: dealing with others, motivational likes, and motivating others. It also identifies leadership style and approaches to goal setting as well as giving and getting feedback, decision making and communications. All these are key areas for the North Huron Selection Committee to clearly understand before they hire for any key municipal positions.

The test will answer questions such as what is this person's natural approach to following instructions, cost cutting, dealing with staff, customer service attitude, communication style and problem solving ability. All are vital answers to ensure that Township of North Huron gets the 'right' person for any key municipal position ...someone who is a good 'FIT'. The test results will help you as Reeve and Council get the most from your new CAO.

Tool #5 Reference Checking: *A.S.K.™* **360 Reference Checking** ... Our Recruiting, Selection, Screening and Psychometric testing will clearly establish what a candidate is *capable* of doing. Since past performance is often the best indicator of future performance, checking references will establish what a candidate has done. It allows us to speak with past supervisors, coworkers and employees in order to determine what the candidate has done, and likely will do. The important things that make them well suited for the role in North Huron.

A.S.K.™ **360** refers to references from someone the candidate has worked for, someone they have worked with and someone who has worked for the candidate. Our Recruiting, Selection, Screening and Psychometric testing will clearly establish what a candidate is capable of doing. Among other things reference checking will quickly provide Township of North Huron with evidence that the chosen candidate has provable success with a past employer, is skillful, innovative and has a track record for working well with a municipal council, management, staff, and the public.



3. RESUME REVIEW

We look at credentials, size of the organization, and number of staff supervised, budget and a number of other key criteria. Many of the resumes we receive for a position are unsolicited. Quite often they come to us as a result of word of mouth or a posting. Other times resumes are sent to us from people we have contacted about the opportunity. No matter what the source we offer this pledge: We are ***Ethical Head Hunters™*** which means that we are actively searching for the best people, always keeping in mind that we are representing the Township of North Huron. We do our best to answer every enquiry politely and honestly believing that treating others as we want to be treated is the best way to work. Our goal at every stage of the process is to deal fairly, respectfully and honestly with everyone. Confidentiality is the hallmark of every search.

4. CANDIDATE SCREENING

During screening we are continually reviewing all candidates, evaluating their education, technical knowledge, experience, accomplishments, management style and personal traits. Essentially, through this screening process we disqualify some and qualify others. As we do when reviewing resumes we are always careful to treat everyone respectfully. While our primary goal is to find the 'right' candidate for CAO , it is important that we protect both the Township of North Huron and Ravenhill reputations.

We will be responsible for screening all applications received. Your office will be asked to forward any enquiries they receive to us. This initial screening will be conducted by telephone and/or interactive video with the prospective candidate. We will conduct informal interviews with people who may know about the candidate's background and level of expertise by telephone. Where feasible, we will also conduct personal interviews with top candidates.

5. BACKGROUND INVESTIGATIONS

As part of our process in evaluating top candidates we speak directly to our contacts in Municipality Administration, and other areas of municipal administration - individuals who know firsthand about the candidates' past or present job performance. This is not a formal reference check but more of a casual background check. These checks and evaluations are combined to provide frank and objective appraisals of top candidates. We also verify past employment difficulties, if any, including due diligence on any legal action filed against current or former employers ... quite often items that show up in a Google search.



As part of our evaluation process, we verify undergraduate and graduate degrees. We arrange for credit checks, criminal background checks, and, as an additional option, arrange for psychometric testing of ALL finalist candidates. We will recommend a formal background investigation process (usually involving a professional investigator) to the Selection Committee who will make a final decision based on information we supply.

6. INTERVIEW PROCESS

We will recommended a list of finalists for the position. We prepare a written summary on each. The information will cover, but will not be limited to each candidate's: 1) present position, 2) total years' experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals. Included will be the candidates resume and completed **A.S.K. Assessment™** plus '**A.SK.™ Report**'. (Including score).

Our Long-List Report is delivered to the Selection Committee for review – our goal here is to assist North Huron to determine the best candidates in a long-list to short-list evaluation. We make a recommendation on a group of four to six finalists. The Selection Committee will make the final decision about which and how many candidates will be interviewed based on their conclusions and our recommendations. With your input we ultimately coordinate the interview schedule.

We will keep the Selection Committee closely informed and involved in decisions concerning the search process at all times. This made easier through our interactive Gantt chart (see page 11). It will be updated and sent to you at regular intervals throughout the search.

7. NEGOTIATION AND FOLLOW-UP

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, for spouses, receptions, etc. We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because ours is a fixed fee and not one based on salary. In addition we will work with the North Huron's legal advisors to prepare an acceptable contract.

MEDIA We will properly handle any and all media relations and prepare a press release. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Township and that any public statement should come directly from you.



NOTIFICATION We will maintain confidentiality of candidate information, to the degree possible, under Ontario law. Finally, we suggest that it is appropriate for the Selection Committee to directly notify all unsuccessful interviewed candidates regarding the final result. If preferred we will notify them.

REVIEW SESSION Once any of the new staff has been on board for 30 days or so, we will, if asked, conduct a Review Session with the Selection Committee and with your new CAO

Part 2 ESTIMATED TIME-FRAME

The attached Gantt chart illustrates Ravenhill Group's proposed schedule and timeframe for your CAO search. This will allow you to see at a glance:

- What the various activities are
- When each activity begins and ends
- How long each activity is scheduled to last
- Where activities overlap with other activities, and by how much
- The start and end date of the whole project

Each activity is represented by a bar; the position and length of the bar reflects the start date, duration and end date of the activity. It illustrates both the critical tasks and the timing of the search in a step-by-step illustration from the day the contract is awarded until the day the successful 'right' candidate begins work at the Township of North Huron. In the attached 'typical chart we have estimated 96 days for your search.

LEFT OUT OF THE LOOP ... We have discovered that too often municipal clients are left 'out of the loop' in terms of project status. Few things can be as frustrating as making a major investment in one's organization only to be left in the dark.

The illustration that we have provided here is 'hard copy' version of the Gantt chart. In it you can see the various components of the search as well as the members of our organization who are assigned plus the amount of time allotted to complete the critical tasks.

REGULAR STATUS UPDATES In this day and age when, more than ever before, stakeholders in your municipality have a 'high need to know' As part of our commitment to you, throughout your search, we will regularly supply you with an on-going update ... an electronic version of the chart will be emailed to you at regular intervals throughout the search.

CAO Search 96 Days from Award to offer acceptance of Successful Candidate

	SCHEDULE & TIME-FRAME	Start Date	End Date	Assigned To	Duration	% Complete
1	North Huron CAO Search	05/24/17	09/29/17	bruce@ravenhillgroup.com	93d	
2	Award of Contract	05/24/17	05/24/17		1d	0%
3	Initial Meetings/Interviews	05/25/17	06/01/17	Bruce	6d	
4	Send "Getting Started " Memo	05/25/17	05/26/17	Lesley	2d	
5	Hold discussion with Sel. Comm/others	05/29/17	05/30/17	Bruce	2d	
6	Send Corp Cult (CCQ) Questionnaires	05/29/17	06/01/17	Lyndie	4d	
7	Research Outline Plan and Target Lists	05/29/17	07/19/17	Dan	38d	
8	Develop Ads-post on appropriate web sites	05/31/17	06/07/17	Team	6d	
9	Prepare "Benefits of North Huron" package	05/31/17	06/07/17	Team	6d	
10	Identify target municipalities/leaders	05/29/17	07/19/17	Bruce	38d	
11	Develop external communications and selected target lists of contacts	05/31/17	07/19/17	Dan	36d	
12	Identify key selling points for opportunity to attract 'right' candidate	05/31/17	06/15/17	Bruce/Team	12d	
13	Prepare brochure to promote opportunity	05/31/17	06/21/17	Team	16d	
14	Benchmark meeting with to clarify search	06/07/17	06/28/17	Dan	16d	
15	Review/Target Recruiting/Networking	05/31/17	07/19/17		36d	
16	Review Corporate Culture Questionnaires/Official Job Description Develop Candidate Questionnaires	06/07/17	06/14/17	Team	6d	
17	Source candidate- direct, referrals,staff suggestions	05/31/17	07/19/17	Team	36d	
18	Preliminary Candidate Interviews/soft References	07/19/17	08/21/17	bruce@ravenhillgroup.com	24d	
19	Candidates complete A.S.K. Selection Questionnaire	07/19/17	07/26/17	Lyndie	6d	
20	A.S.K. Questionnaires scored/ranked	07/25/17	07/28/17	Lyndie	4d	
21	Screen, interview, evaluate Candidates for 'FIT'	07/24/17	08/07/17	Lyndie	11d	
22	Develop 'long-list' do prelim Ref Checks	08/14/17	08/21/17	Team	6d	
23	Present 'long-list to client/communicate with candidates	08/07/17	08/14/17	Bruce	6d	
24	Discuss job vs person with Selection Team matching skills to job issues/needs	08/07/17	08/07/17	Bruce/Dan	1d	
25	Choose 'ideal candidate' benchmarks		07/28/17	Bruce/Team		
26	On-going communication with all candidates	08/07/17	08/14/17	Team	6d	
27	Client Interviews	08/07/17	09/21/17	Team	34d	
28	Finalize short-list with Selection Team	08/07/17	08/15/17	Bruce/Dan	7d	
29	Schedule full day of interviews	08/14/17	08/18/17	Bruce/Team	5d	
30	Review	08/14/17	08/18/17	Bruce	5d	
31	Psychometric testing 'short-listed' candidates	08/21/17	08/28/17	Lyndie	6d	
32	Schedule 2nd Interviews	08/25/17	08/31/17	Team	5d	
33	maintain communication/avoid mistrust/misunderstanding ensure municipality's positive reputation is reinforced	08/14/17	09/20/17	Team	28d	
34	Schedule Final interview	08/28/17	09/04/17	Bruce	6d	
35	North Huron selects'right' person	09/08/17	09/20/17	Bruce	9d	
36	A.S.K. 360 Reference Checks	09/08/17	09/20/17	Lesley	9d	
37	Police/background checks	09/04/17	09/11/17	Lesley	6d	
38	North Huron confirms 'right' person	09/08/17	09/08/17	Bruce	1d	
39	Ravenhill presents offer assists negotiations	09/08/17	09/14/17	Dan	5d	
40	Right' candidate for the Township of North Huron unique Team, Corporate Culture accepts position	09/15/17	09/21/17	Bruce	5d	
41	Successful Candidate on-board	09/25/17	09/29/17		5d	



APPENDIX 1 OUR THREE SERVICE GUARANTEES

Ravenhill Group's Performance Guarantee

We will provide a minimum of 4 short-listed candidates within 60 business days.

This section explains our 3 guarantees ... it's another thing that sets Ravenhill apart. You need this kind of unique difference for your search.

Ravenhill Group's Replacement Guarantee

Because our unique ASK™ Full Search Process™ is so successful, we can, and do, guarantee that we will help you select the 'right person', not just the 'best person available' for your managerial vacancy. Our replacement guarantee extends *for a full year* ... 365 days from the date of employment of the successful candidate. If, during that time, a candidate leaves the employ of the Township of North Huron (other than for downsizing or layoff), Ravenhill Group will find a suitable replacement candidate at no cost to the Township. *

Ravenhill Group's Unique Hands-off Guarantee

We guarantee that, when the Township of North Huron engages us for a recruiting assignment, we will not, under any circumstances, attempt to recruit from the Township, for our future assignments, unless you make it clear that we are no longer your recruiter of choice. We pledge to work with you and not against you.

*Expenses incurred while fulfilling the guarantee will be submitted for reimbursement



APPENDIX 2 PROJECT COSTS

Core Pricing Ravenhill Group Inc. is retained on a fee-for-service arrangement that reflects the level and the specific difficulty of each search assignment. We agree to perform your searches for a fee of Eighteen Thousand Dollars \$18,000.00

Fee Structure 1/3 upon our commencement of the search, 1/3 at 30 days and ... the balance when a workable job offer is extended by North Huron and accepted by the successful candidate.

Expenses All out of pocket expenses associated with the search, including any required travel, courier services and local meeting expenses will be billed throughout the search. Additional major expenses, such as Township-mandated advertising or candidate travel, will be invoiced at cost, and will be submitted for prior approval. All fees and expenses are payable upon receipt, as billed during the assignment.

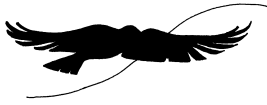
Optional Pricing

We will draft professional advertising for your approval. We propose that the search be posted on the appropriate professional web sites. We most often recommend that searches be posted on CAMA Job Scene, which automatically includes a posting on the CivicJobs.ca web site. This provides a Canada-wide public audience at a cost of \$250.00. We usually recommend the use of Municipal World on-line posting at a cost of \$450.00.

Brochure We also create a professional brochure to share with candidates that highlights the Township of North Huron and the opportunity. This becomes part of a larger package “The Advantages of North Huron”.

We will write and produce professional advertising that will be submitted for approval. An example of the type of posting we produce can be found at <http://ravenhillgroup.com/town-of-innisfil-ontario/>

This section explains Ravenhill Group's fees. We are a retained search firm. North Huron can be confident of our best advice because we are offering a 'flat fee' arrangement for this search.



SIGNATURE PAGE

The Township agrees that all current leads, including any internal candidates and sources will be turned over to Ravenhill Group at the beginning of the search process. The Township also agrees and that all future contacts and referrals, regarding this assignment, will be forwarded to Ravenhill Group as they come in.

Professional Liability Insurance

We carry \$2,000,000.00 Professional liability Insurance through Staffguard Insurance, Policy# BSP0014156, and if awarded this search, will provide a certificate naming the Township of North Huron.

Early Termination

This agreement can be terminated for cause by either party with 30 days prior written notice. If this agreement is terminated for any reason by the Township of North Huron, 50% of the remaining fee will be due and payable.

Time Commitment

Managing Partner, Bruce Malcolm and Deputy Team Lead Dan Hughes have the quality time to devote to your searches to ensure excellent results for the Township of North Huron.

RAVENHILL GROUP Inc.
D. Bruce Malcolm

Approved

Date

Township of North Huron

Date



APPENDIX 3: HISTORY AND RAVENHILL GROUP INC. STAFF BIOS

A Brief History

Ravenhill Group was founded in 2002 by Bruce Malcolm. It has grown to include offices in Ontario, Alberta, BC and Nova Scotia, with five consultants, two partnering Associates, and four Researchers.

Since 2006, Ravenhill Group has specialized *only* in municipal recruiting, focusing on recruiting Directors, Commissioners, and Chief Administrative Officers for municipal government. We have performed a myriad of successful searches from coast to coast over the past 10 years.

Ravenhill is owned 100% by Mr. Bruce Malcolm. It has no ties to any group, individual or product that could compromise our complete independence and ability to serve you without bias.

OUR PHILOSOPHY

If anything truly defines Ravenhill Group, it is the value we attach to meeting the needs of our clients in the growing demand for top talent administrative municipal leaders. It is the value achieved when we meet those needs through genuine one-to-one recruiting. This is achieved when we bring the very best passive candidates face-to-face with career opportunities they were previously unaware of ... because they simply weren't thinking of a job change.

MORE ABOUT US

We network extensively and attend as many municipal conferences as we can every year. This put us in close contact with key players across Canada. It has allowed us to get to know thousands and work with hundreds of the brightest and best municipal managers' coast to coast at a "grass roots" level. We know thousands of leaders from Canada's 3572 municipalities, from the smallest to the largest towns and cities from sea to sea ... and they know us.



PRINCIPALS

Managing Partner D. Bruce Malcolm:

“... No client has ever asked me to find them an ‘ordinary’ CAO” dbm50

Bruce is the consummate people person and professional networker. Over the past decade, he has



built a solid reputation as an ethical Executive Search Consultant who specializes in municipal recruiting. Bruce has developed and sold several successful businesses. In a career that has been highlighted by service to others, his focus has always been on finding the ‘right person’ for the job, whether for one of his many clients or for one of his own businesses.

Bruce created the **A.S.K. Selection™** process a tool to help clients better ensure fit when hiring. The A.S.K.™ Selection Assessment process seeks to eliminate the dangers of gut-level decision-making when hiring.

For most of his working life, Bruce has been involved with the development of ‘human capital’. A known Talent Management expert, Bruce recognized early in his career that, as author Jim Collins wrote, “... *getting the right people on the bus, the wrong people off the bus is the key to success*”

Some Areas of Expertise

- Has recruited hundreds of successful senior managers, many of whom work in the municipal sector.
- Over the years, assignments have covered senior management positions including: CAO, Township Manager, Town Manager, Commissioner, Director of Corporate Services, Director of Finance, Director of Engineering, Director of Planning, Director of HR, Manager of Recreation, Manager Water Wastewater, Manager Roads, to name a few.
- Has developed and implemented valuable selection tools, including pre-screening and interview processes tools.
- Employment negotiator on behalf of the Selection Committee.
- Works with municipal staff/councils to get the most out of their coworkers.

Ravenhill Group Inc.



Board Experience in Canada

- Numerous not-for-profits, including church and mission boards.

Resume

Bruce began his recruiting career in the 1970s with Prudential Assurance Company, recruiting, training and mentoring junior executives. He followed this with five years in his own business in southwestern Ontario and Dallas Texas. Bruce returned to Canada in 1984 to head up Executive Recruiting at Keith Bagg & Associates. He launched Ravenhill in 2002. Until 2006, Ravenhill recruited for a variety of senior roles such as Director of Sales, Director of IT, Executive Director not-for-profit, CFO, to name a few, and in 2006, began to specialize in municipal recruiting.

Education and Qualifications

- Bus. Law, Economics, Psychology, University of Toronto 1973
- OSC and Studies in Securities - 1975.
- Business School of HK 2002
- Xerox Selling Skills I, II & III

Awards and Recognition

- Doctor of Commercial Science, London Institute of Applied Research, London England 1973



R. Daniel Hughes, CPC, deputy Team Lead



Dan works with every facet of municipal administration with a particular specialty in the fire service. He has performed many searches from CAO and Finance, to Roads and Public Works. Dan holds a CPC designation – a Life Coach Training and Certification through Fowler Wainwright International Academy of Professional Coaching. He is in his element volunteering. Whether for charity or sports, he can be found rolling up his sleeves to get involved. For six consecutive years, he was London, Ontario Chairman of the Terry Fox

Run – a committee that raised hundreds of thousands of dollars for the charity.

Among his friends and associates, Dan is known for his unflagging energy and boundless enthusiasm. It is said about him that, “If you want to get something done ... give it to Dan to handle.”

Education and Qualifications

Prudential NMS Graduate Montreal 1974

Certificate in Management Studies LIMAC Institute Hartford Connecticut 1975

Diploma in Talent Management KSM School of Recruiting, Boston Mass.1993

Diploma Coaching for Excellence CPC Wainwright International 2009



Deputy Team Leader Farrell O'Malley



Farrell has a Degree from the University of Alberta in Recreation Administration, along with over 18 years in municipal administration, with more than 10 years as CAO, plus 11 years as a senior manager in the recreation field. He has managed annual budgets to \$9.6-million, and a staff of over 170 full and part-time employees. Farrell has served as a Board Member for the Minister of Municipal Affairs Municipal Excellence Awards Committee, Director with LGAA.

Education

Bachelor of Arts in Recreation

1996 University of Alberta, Edmonton

Bachelor of Arts in Recreation Administration

1994 Red Deer College- Red Deer Alberta

Local Government Administration Program

University of Alberta, Edmonton

Professional Development

- Public Information Officer Training
- Dealing with Media
- Aligning Council and Administration
- Risk Management



Police Chief, Fire Chief, EMS Chief Specialist,
Jim Drennan B.A., M.Sc., Ph.D. C. Crim



Jim joined Ravenhill Group in 2014 to lend his very credible experience to our **Front-Line Emergency Services** initiatives. Former Dean, School of Justice and Business Studies, Fleming College. Jim worked with Police Service of Northern Ireland, was Director of the Ontario Provincial Police Academy. In addition, he has served with the Royal Canadian Mounted Police, the Halton Regional Police and as Bureau Commander with the Ontario Provincial Police and worked with the FBI 'International Counter Terrorism Leadership Program'.

Jim was the Chief Administrative Officer of Canada's largest police association and union, the 8,000 member Ontario Provincial Police Association, involved in all aspects of labour relations and collective bargaining. He is a founding Co-Chair and Member of the Canadian Police Sector Council in Ottawa.

Jim holds diplomas in Municipal Government and Leadership, Crime and Deviance, Law Enforcement and Administration, Labour Relations, General Police Studies. He also holds degrees in Criminology, a Master's Degree in Education and a Doctorate in Criminal Justice. He is the author of the book 'Police Leadership and Labour Relations and numerous other published articles. Jim Drennan has been recognized for his contributions to public policing globally and was awarded the Queen's Medal.

JAMES DRENNAN – CONTRIBUTION TO POLICE LEADERSHIP DEVELOPMENT

- 1) Standing member with the 'Rank Determination Board' of the OPP. This board is responsible for investigations, selections and recommendations to the Commissioner for all municipal police executive 'Deputy Chiefs and Chiefs of Police' when a municipal police service was amalgamated into the OPP process involved investigations, interviews and qualification examination of municipal Chiefs and Deputy Chiefs to serve at a comparable rank in the OPP.
- 2) As a frequent guest lecturer at the FBI Academy in Quantico, Virginia, Keynote Speaker Canadian Association of Chiefs of Police and International Chiefs of Police. Expertise in Police Management and Leadership Development.



Director of Research Sheila Rogers



Sheila is an experienced search professional with many years of experience in candidate sourcing and research. Sheila's educational background includes Masters level training in Library and Information Studies, from McGill, as well as Marketing and a Bachelor of Arts in English from the University of Saskatchewan.

She has a track record of and execution for domestic and international searches at the C-suite, V-suite, management and senior professional levels in multiple sectors. This includes municipal government, energy, manufacturing, engineering, advanced technology, industrial construction and mining. This background is supplemented by a research, data management, and communications background, which is based on approximately 15 years of experience in managing research projects, telephone interviewing, and labour market studies within government, not-for-profits, post-secondary institutions, agriculture, manufacturing, legal services and the financial services sectors.

Education:

Bachelor of Arts (English) Honours

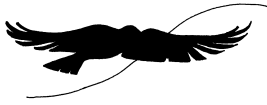
University of Saskatchewan 1993

Masters of Library and Information Studies

McGill University 1995

Marketing SAIT 2008

Ravenhill Group Inc.



STAFF



Lyndie Sneath, A.S.K Consultant *Fluent in both of Canada's official languages Lyndie works with her staff to manage the evaluation and selection process of municipal management professionals for our clients.

Lyndie's specialized training in the *A.S.K. Selection Process™* and education (University of Toronto, 1972, Languages) together with her business career experience combine to make her a valuable team member at Ravenhill.



Lesley Prestwich, Manager of Research, Educated at St Lawrence College (ECE, 1998). Lesley brings many years of investigative experience to the company and our clients. Lesley and her staff use the tried and true methods she learned while working with Forzani Group and TDL Inc., and as a medical database developer. She and her staff have been able to perform reference checks utilizing the 'Ravenhill 360o Referencing™' tool with an effectiveness that goes well beyond the scope of a typical HR Department.



Jon Hayhurst has been a recruiter/researcher for seventeen years. Prior to joining The Ravenhill Group, he ran his own practice and was also a recruiter for small to large search firms. Jon's expertise is in identifying talented, motivated, passive candidates and aligning their career goals with progressive organizations. Before starting a career in recruiting he was an Account Manager in the automotive industry and attended McMaster University.



APPENDIX 4 **OUR PROVEN REPUTATION**



"I liked that we had a large number of candidates to choose from. The township really benefited from Ravenhill's understanding and evaluation of the strengths and weaknesses of each candidate they presented..."

Mayor Ian McLeod

"... I approached Ravenhill Group because I knew they recruited exclusively in the Municipal sector. Ravenhill helped me by finding me candidates that would not have surfaced if I had just run an ad on line with the various associations ... I was able to get a Commissioner that hit the ground running."



e CAO



"...We didn't simply select a candidate for the sake of filling an important position ... the candidate 'FIT' the organization and the organization was the right 'FIT' for the candidate. Ravenhill got it right".

Bernie Morton, CAO

"We approached Ravenhill Group because of their reputation for recruiting the 'right person' for the job. No time was wasted on the wrong people. I found the whole experience was very professional ... done well from start to finish."

**Bill McGimpsey,
Deputy Mayor**



"The successful outcome of our search resulted in Ravenhill Group bringing in the right person at the right time. It was exactly the result we had hoped for".

Murray Clarke, CAO



EXPERIENCE AND EXPERTISE

Searches completed by Ravenhill Group over the past 48months:

- City Manager - Moose Jaw, SK
- CAO - City of Merritt BC
- CAO - Cypress County, AB
- CAO - Birch Hills County, AB
- CAO - Picture Butte, AB
- CAO - Hanna, AB
- CAO - High Level, AB
- CAO - Grande Cache, AB
- CAO - Three Hills, AB
- CAO - Provost, AB
- CAO - Seguin Township, ON
- Mgr. PW Seguin Twp. ON
- CAO - North Stormont, ON
- CAO - Loyalist Township, ON
- CAO - County of Frontenac, ON
- CAO - South Glengarry, ON
- CAO - North Dundas, ON
- CAO - Ramara, ON
- CAO - Dufferin County, ON
- CAO - South Glengarry, ON
- CAO MacDougall, ON
- CAO Town of Didsbury AB
- CAO Grey Highlands, ON
- Dir. PW Moosonee, ON
- Comm. Ops St Catharines, ON
- Fire Chief Loyalist TWP ON
- Dir. HR City Wetaskiwin, AB
- HR Manager Richmond BC
- Dir. Corp/Ser. Drumheller, AB
- Dir. Corp. Services Hinton, AB
- Dir. Finance Three Hills, AB
- Dir. Finance Hawkesbury, ON
- Dir. Recreation Kindersley, SK
- Dir. Comm. Serv. Hinton, AB
- Dir. Cult/Rec. Opportunity, AB
- Mgr. Engineering Hinton, AB
- Dir. PW Foothills, AB
- Dir. PW Cardston County, AB
- Dir. PW Georgian Bluffs, ON
- Dir. PW Bowden, AB
- Dir. Roadway Ops Regina SK
- Fire Chief, Innisfil, ON
- Fire Chief Owen Sound, ON
- Dir. Finance Inuvik NT
- Traff/ Eng. Grande Prairie AB.
- Dir. Plan Dist. West Van BC
- Mgr. Perm/ Dist. West Van BC
- Dir. Eng. & PW Moose Jaw, SK
- Dir. P.W. Wawa ON.
- Sup. of Roads West Van BC
- Mgr. By-law Enf. Richmond BC
- Dir PW Trail BC
- City Manager - Estevan, SK
- CAO - Fort Saskatchewan, AB



REFERENCES

Municipality of Grey Highlands, ON (Population 10,000)

Deputy Mayor Stewart Halliday 519-378-5398

Search for Chief Administrative Officer

deputymayorhalliday@greyhighlands.ca

Township of South Glengarry, ON (Population 13,000)

Mayor Ian McLeod 613-347-1166

Search for Chief Administrative Officer

ian.mcleod@genivar.com

Township of North Stormont, ON (Population 6700)

Mayor Dennis Fife, (613) 932-1515

Search for Chief Administrative Officer

fifeag@plantpioneer.com

Loyalist Township ON. (Population 16,000)

Mayor Bill Lowry, (613)-386-7351,

Search for: Chief Administrative Officer

bill.lowry@loyalist.ca



APPENDIX 5: ROI

THERE IS NO OTHER EXECUTIVE SEARCH FIRM **THAT CAN MAKE THESE CLAIMS**

- **A Single focus truly national recruitment firm with extensive municipal search expertise**
 - ✓ Ravenhill is the only firm that exclusively specializes in municipal recruiting - offices in Vancouver, Calgary Toronto and Halifax
- **Extensive and exclusive connection to municipal professionals across Canada**
 - ✓ Major sponsor of the 500 member Canadian Association of Municipal Administrators (CAMA) For 11 years we have been interacting with the very people you want to recruit from... many on a first name basis.
 - ✓ Long-term exhibitors at ROMA, AMO, AUMA, AAMDC, LGAA
 - ✓ Other Major municipal conferences, coast to coast such as UBCM
- **We go a step further**
 - ✓ Purpose to find the 'best' person for the job
 - ✓ Specialize in recruiting 'passive' candidates
 - ✓ We ENSURE cultural 'FIT' through the **A.S.KTM** Selection Process
- **Your Search is no mystery for us**
 - ✓ After more than a decade of work in the municipal market place
 - ✓ We go to the places where your next CAO is likely to come from
 - ✓ We provide a professional brochure to effectively present every opportunity.
 - Examples at <http://www.ravenhillgroup-opportunities.com>
 - ✓ We develop professional job postings but don't rely on advertising or web postings.

We publish the Municipal Recruiting Report ... a monthly newsletter that goes to more than 5000 municipal professionals across the country.

***Recruiting municipal professionals isn't just one thing we do, it's the only thing we do—
across Canada, every day.***

THE TOWNSHIP OF NORTH HURON

BY-LAW NO. 45-2017

A By-law of the Township of North Huron To confirm generally previous actions of the Council of the Township of North Huron

THEREFORE the Council of the Corporation of the Township of North Huron enacts as follows:

1. The actions of the Council of the Corporation of the Township of North Huron at its meeting on May 29, 2017, be confirmed.
2. Execution by the Reeve and the Clerk of all Deeds, Instruments, and other Documents necessary to give effect to any such Resolution, Motion or other action and the affixing of the Corporate Seal, to any such Deed, Instruments, or other Documents is hereby authorized and confirmed.
3. This By-law shall come into force and takes effect on the date of its final passing.

READ A FIRST AND SECOND TIME this 29th day of May, 2017.

READ A THIRD TIME AND FINALLY PASSED this 29th day of May, 2017.

Neil Vincent, Reeve

SEAL

Kathy Adams, Clerk