



# AGENDA

Corporation of the Town of Kirkland Lake  
Special Meeting of Council  
Council Chambers  
February 23, 2021  
5:00 p.m.

1. **Call to Order and Moment of Silence**

2. **Approval of the Agenda**

***BE IT RESOLVED THAT*** the Agenda for the Special Meeting of Council held on February 23, 2021 beginning at 5:00 p.m. be approved as circulated to all Members of Council.

3. **Declaration of Pecuniary Interest**

4. **Reports of Municipal Officers and Communications**

4.1 **Regulations for Meetings in Person – Verbal**  
**Bonnie Sackrider, Director of Community Services**

***BE IT RESOLVED THAT*** the verbal discussion on Regulations for Meetings in Person be received.

4.2 **Team Northern Throttle 2021 Snow Drag Race Events**  
**Richard Charbonneau, Acting Director of Development Services**

***BE IT RESOLVED THAT*** Memo Number 2020-Dev-009M entitled “**Team Northern Throttle 2021 Snow Drag Race Events**” be received,

***THAT*** the Team Northern Throttle Snow Drag Race Events and use of the Goodfish snow storage in 2021 be rescheduled from January 15<sup>th</sup> to 17<sup>th</sup> and March 5<sup>th</sup> to 7<sup>th</sup> to February 26<sup>th</sup> to 28<sup>th</sup> and March 19<sup>th</sup> to 21<sup>st</sup> inclusively, and

***THAT*** Council for the Corporation of the Town of Kirkland Lake authorizes the Director of Development Services to amend the winter event dates as needed if further pandemic restrictions arise in 2021 without having to return to Council for approval.

4.3 **Chief Administrative Officer Selection Options**  
**Kassandra Young, Human Resources Supervisor**

***BE IT RESOLVED THAT*** Report Number 2021-HR-004 entitled “**Chief Administrative Officer Selection Options**” be received,

***THAT*** considerations for obtaining a permanent Chief Administrative Officer be referred to a future meeting of Council at the call of the Mayor, and

***THAT** Council move into a Closed Session to discuss interim Chief Administrative Officer solutions further pursuant to Section 239(2) for labour relations and personal matters involving identifiable individuals.*

5. **Closed Session**

6. **Matters from Closed Session**

7. **Confirmation By-Law**

By-law 21-016                      Being a by-law to confirm the proceedings of Council at its meeting held February 23, 2021

***BE IT RESOLVED THAT** the following by-law be read a first, second, and third time, numbered, passed, signed by the Mayor and the Clerk, and the Seal of the Corporation be affixed thereto;*

***By-law Number 21-016, being a by-law to confirm the proceedings of Council at its meeting held February 23, 2021.***

8. **Adjournment**

***BE IT RESOLVED THAT** Council adjourn the February 23, 2021 Special Meeting of Council.*



# MEMO TO COUNCIL

Meeting Date: 2/23/2021

Memo Number: 2021-Dev-009M

Presented by: Richard Charbonneau

Department: Development Services

## MEMO TITLE

Team Northern Throttle 2021 Snow Drag Race Events

## RECOMMENDATION(S)

**BE IT RESOLVED THAT** Memo Number 2020-Dev-009M entitled “**Team Northern Throttle 2021 Snow Drag Race Events**” be received,

**THAT** the Team Northern Throttle Snow Drag Race Events and use of the Goodfish snow storage in 2021 be rescheduled from January 15<sup>th</sup> to 17<sup>th</sup> and March 5<sup>th</sup> to 7<sup>th</sup> to February 26<sup>th</sup> to 28<sup>th</sup> and March 19<sup>th</sup> to 21<sup>st</sup> inclusively, and

**THAT** Council for the Corporation of the Town of Kirkland Lake authorizes the Director of Development Services to amend the winter event dates as needed if further pandemic restrictions arise in 2021 without having to return to Council for approval.

## BACKGROUND

On December 1<sup>st</sup>, 2020, Council approved the Team Northern Throttle request to host two snow drag race events during the winter of 2021 one in January and the other in March to be held at the Goodfish snow storage.

Unfortunately, due to the ongoing COVID-19 pandemic concerns and the ever-changing emergency orders regarding same, the snow drag race event in January 2021 was cancelled in hopes of being rescheduled at a latter date.

Team Northern Throttle is requesting Council consider approving the rescheduling of the January and March events, being February 26<sup>th</sup> to 28<sup>th</sup> inclusively and March 19<sup>th</sup> to 21<sup>st</sup> inclusively.

## **R A T I O N A L E**

Team Northern Throttle typically hosts two snow drag races at the Kirkland Lake snow storage location on Goodfish Road and one drag race at the Kirkland Lake Airport on an annual basis. These events bring tourists from various areas to Kirkland Lake for three weekends a year.

Should Emergency Orders related to the COVID-19 pandemic be issued again that affect the newly proposed dates, staff wish for Council to authorize the Director of Development Services ability to reschedule without needing Council approval as turnaround times may be tight. This authority of approval is only for the winter events if unforeseen circumstances arise related to the pandemic.

## **A T T A C H M E N T S**

Attachment 1 – Email request from Team Northern Throttle

Good afternoon,

We would like to request moving the snow drag dates to February 27th and March 20th due to the extension of the lock down.

If you need any documentation, please let me know!

Thanks,

Blair Preston



# KIRKLAND LAKE

THE RIGHT ENVIRONMENT

## REPORT TO COUNCIL

Meeting Date: 23/02/2021

Report Number: 2021-HR-004

Presented by: Cassandra Young

Department: Corporate Services

### REPORT TITLE

Chief Administrative Officer Selection Options

### RECOMMENDATION(S)

**BE IT RESOLVED THAT** Report Number 2021-HR-004 entitled “**Chief Administrative Officer Selection Options**” be received,

**THAT** considerations for obtaining a permanent Chief Administrative Officer be referred to a future meeting of Council at the call of the Mayor, and

**THAT** Council move into a Closed Session to discuss interim Chief Administrative Officer solutions further pursuant to Section 239(2) for labour relations and personal matters involving identifiable individuals.

### BACKGROUND

In the winter of 2020 the Town’s permanent Chief Administrative Officer (CAO), Richard McGee departed from his position at the Municipality.

On January 21, 2021, Council passed a motion that divide the necessary roles of a CAO between the Clerk and the Director of Corporate Services until a permanent solution has been decided.

At the February 16, 2021 Regular Meeting of Council, the Director of Corporate Services notified Council of his resignation from the Corporation.

### RATIONALE

The purpose of this report is to provide Council with an overview of both short-term and long-term options to consider for the hiring of a new CAO, or similar, for the Town of Kirkland Lake.

Council should be aware that there are potential challenges that may accompany the undertaking of a CAO recruitment at this time and may affect or dilute the talent pool of interested candidates. These challenges include the heightened instability caused by COVID-19 and the competing market where other municipalities are currently recruiting for CAOs.

### **Short-Term Options for Consideration**

#### **Option #1 - Re-delegate the CAO Duties**

Council may choose to divide the necessary roles of a CAO between the Clerk and another member of the Senior Management team until a permanent solution has been decided.

Benefits:

- Maintains stability across the organization (including the ability to make agile change);
- Ensures continuous momentum of achieving the defined Strategic Priorities;
- Council has the ability to undertake a recruitment at anytime;
- Inexpensive option.

Drawbacks:

- Requires Senior Management to take on additional duties which may take away from current Director position;
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#### **Option #2 - Appointing an acting CAO**

Council may also choose to have senior management of the municipality rotate through the acting CAO role.

Benefits:

- Maintains stability across the organization (including the ability to make agile change);
- Council has the ability to undertake a recruitment at anytime;
- Inexpensive option;

Drawbacks:

- Current senior staff are not interested in becoming an acting CAO;
- May impact candidate pool/ attraction for other senior level recruitments.

### **Option #3 - Appointing an interim CAO**

Council may also choose to appoint an external CAO.

Benefits:

- Allows Council to select an external candidate;
- Interim CAOs can bring a fresh perspective;
- Interim CAOs can bring an unbiased perspective to the recruitment process.

Drawbacks:

- May be seen as a “care taker” with less of a vision for the organization;
- Could be less familiar with the organization and culture;
- Less agile in decision making.

### **Long-Term Options for Consideration**

#### **Option #1 – Utilize an External Search Firm**

An executive search firm is a recruitment company that specialises in sourcing high quality candidates for executive roles. They differ from contingency search firms in both their approach to candidate sourcing and how closely they work with the client.

Benefits:

- Specialized experience and knowledge in hiring senior executives;
- Recruitment of candidates could be done through strategies beyond job postings and advertising, such as referrals, direct contact, company database of past recruitments;
- Expert experience in leading the recruitment and hiring process including, providing specialized interview questions, thorough employment screening and contract negotiations;
- Firms work with Council to confirm the CAO profile, position competencies and search strategy;
- Providing a recruitment guarantee that the successful candidate will remain in the position for a period of at least 1 year, depending on the firm.

Drawbacks:

- The cost for the service of an external search firm is significant;
- There would be a significant time delay since we would need to run an RFP process to select a recruitment firm prior to engaging the services of an external search firm.

## **Option #2 – Conducting the Recruitment Process Internally**

If the recruitment was to be conducted through the Human Resources Department, the process for conducting the recruitment process internally would be;

1. Create a job posting based on the job description and required education and skills would be developed for the position.
2. The job posing would be advertised in several different media outlets and professional associations to attract quality candidates.

Benefits:

- The cost would be less than the cost to engage an external search firm;
- Human Resources, in conjunction with Town Council, have knowledge and understanding of the corporate culture and the specific knowledge, skills and experience required for the CAO position that will be used in reviewing applications and developing a short list of candidates to interview;
- It would save some time since selecting a recruitment firm would not be required.

Drawbacks:

- This may limit the number of applications as some top-level executive may prefer a recruitment process through an external search firm or they may not see the job posting;
- There are costs associated with posting positions on media outlets and professional associations;
- Limited internal resources for conducting the process internally in conjunction with other human resources department responsibilities which include other labour relations and employee relations matters, health and safety and other recruitment files.

## **Option # 3 – Hiring an external HR Consultant**

The hiring of the CAO would be conducted through the Towns Human Resources Department as noted in Option # 2 but rather than dealing directly with the Human Resources Supervisor a consultant would be hired to assist Council directly. The consultant could be a HR Consultant or a subject matter expert consultant, such as a former CAO.

Benefits:

- Cost would be slightly less than the cost to engage an external search firm since most of the recruitment process would be administered by the internal Human Resources Department;

- Having a dedicated consultant may reduce the time Council will spend on the recruitment and recruitment related work.

Drawbacks:

- Uncertainty of the cost of a consultant. At this point no quotes have been obtained.

#### **Option #4 – Do Not Hire a CAO**

There is no requirement under the Municipal Act to Hire a CAO. Council could consider the merits of a non-traditional municipal structure without a CAO.

Benefits:

- The cost of recruitment and the cost of the CAO's salary would be saved.

Drawbacks:

- Additional work required by Council as they may be drawn into operation issues over time and lose time and work capacity that may be dedicated to setting priorities and setting strategic direction;
- Staff may become disengaged without a CAO to provide day to day direction and overall guidance to implement Council's vision and strategic direction;
- May require restructuring reporting relationships for departments that currently report to the CAO position and place additional responsibilities on Directors that may have limited resources to handle additional responsibilities.

### **FINANCIAL CONSIDERATIONS**

There are no direct financial implications associated with the approval of any of the short-term and long-term presented options. However, some of the options would require financial investments in order to proceed. For instance, cost estimates of securing an external search firm range from \$40,000 - \$60,000, as it will depend on the scope of work and the selection of the external search firm through the Request for Proposal procurement process. Generally, the costs of hiring an executive search firm are typically 20 – 30% of the base salary of the position.

The costs associated with running the recruitment through the Town's Human Resources Department would include the costs associated with posting the position in several different locations including: newspapers, on websites and with professional associations.

The costs associated with running the recruitment through the Town's Human Resources Department with the use of a HR Consultant would be the cost of advertising and the cost of the Consultant work.

## ATTACHMENTS

Attachment 1 – Needs Assessment

# Needs Assessment



Staff/Council	Great leader attributes	Gaps to Address/Needed Skills	5 year focus	Most important background/department	Valuable non-municipal experience	Other thoughts
Staff	Wisdom, Integrity, Skill and the ability to lead through adversity with class to achieve positive outcomes.	Employee attraction, satisfaction and retention strategies.	Urban Development, Downtown Rejuvenation, Infrastructure upgrades, increased positivity through public engagement/open houses.	Economic Development, Treasury and Political governance.	public speaking, upper management governance, civil engineering	Perhaps preference could be given to candidates from Northern Ontario.
Councillor	Effective communication, patience, positive outlook, ability to facilitate team work, problem solver, be adaptable and be an agent of change.	Extensive knowledge of the Municipal Act and Municipal politics. Effective communication which is lacking presently. Lack of collaboration needs to be addressed.	Expand the tax base, encourage new business and support small business. Promote community spirit and pride.	Very strong in communication, ability to bring people together and very strong in finance and economic development.	They should have an appreciate of rural/small town way of life. They should be approachable and should have an effervescent outlook.	The CAO should be able to anticipate problems and be willing to tackle the problem.
Councillor	Being a leader means getting to know your team: what makes everyone on the team an asset? A great leader adapts to their surrounding environments and has the ability of empower the team he or she works with to succeed as a group. Leadership means having the ability of make the hard choices and stand behind them. Its being able to earn the respect of the team you work with. It's having the ability of communicate a clear vision for the town and what serves the best interest of our community. Ultimately the leadership ability of an individual will be measured by her or his ability to get the work done.	We need leadership and teamwork at the top. If we can't fix this right away, the rest is pointless.	Creating the "right work environment". The level of distrust between council and staff can no longer be sustain. As a council, its up to us, the leaders, to put our feelings a side and see what asset we have within our staff. The onus is on us, not staff. We pay highly qualified and dedicated individuals to do a job. Until that level of confidence is reestablished, it will be very hard to have a working relationship between council and staff that will be conducive and productive.	Miracle worker comes to mind. This individual must be able to the detoxify the work environment that is the upper level of administration created by this council. The bridge needs to be rebuilt between council and staff	Must be able to communicate well, understand realities and challenges facing Kirkland Lake. They must be able shape, motivate, and empower town staff to work on and for the vision council has of our community. They must be able to inspire staff and council to trust in their approach, lead by example, and be both respectful and honest.	We need to focus on leadership and guidance. It needs to be made a priority if we are going to be able to accomplish any meaningful governance in the next year and half.
Staff	integrity, honesty, fairness, transparency, true leadership with coaching and mentorship, humility. Must be a good communicator and must not micro-manage and interfere. The CAO must allow the directors to do the jobs they were hired for.	the town has hired external applicants - people from outside the district don't always understand our uniqueness and challenges. Would it be better to hire someone from within who could learn and grow into the position vs bringing in another CAO with experience, previously with each new CAO they bring their own experiences and what they have implemented in other places - this doesn't always work and hasn't worked, so the entire municipality and all the team members have to take steps backward and even start over from the perspective of the new CAO. It would be great if the new CAO would allow the team to sustain the actions that have been and assist to move this forward. Nothing ever gets finished. We keep getting reviews and reports, we begin and then there is stagnation and very little direction when the CAO leaves	recruitment of CAO, and other director positions - determining why people are leaving their positions and correcting those issues. Systems and processes, streamlining of those systems across the municipality. Team building for directors, council. CAO and Mayor.  IT systems and equipment needs urgent attention Payroll and finance systems need urgent attention	municipal politics - they don't need to be an expert or be experienced in all departments - those hired to be the director of each department need to be the experts- The CAO needs to be experienced in managing high level employees/directors as they are his/her employees. as well, the CAO needs to work closely with Mayor and council	Coaching, Mentoring, conflict resolution, team building, education, previous leadership experience	
Councillor	Shares knowledge and information freely with all members of the team. Supports team members, coaching them to achieve better results. Remains focused at high level, while encouraging team members to explore new ideas, innovate and think outside the box. Remains in contact with all team members, with brief 'sessions' to ensure everyone is heading in the same direction. Is able to embrace personalities and focus team strengths to achieve the common goal.	The ability to get staff buy in to new focus brought on by recent reports, such as Asset Management 2013 - 2022, KPMG, POMAX and most recently, Strategic Plan and Service Delivery Reviews. What we were doing was not working. We need to refocus, rebuild and rebrand.	Fire Hall / Public Works Garage Financing. Building Reserves; tax stabilization, winter road maintenance, long term financial forecasting. Refocus on basic services to decrease liabilities, both health and safety as well as legal / asset.	Finance.	Finance.	I am strongly for decreasing the role of CAO within the town of Kirkland Lake. There have been issues with this role well before 2014. Directors have shown great leadership in their respective fields and within their departments. We have a strong HR department that should be able to handle human resources issues, including and legal responsibilities. We are a small municipality and need to redefine what we need at the helm of operations. That is why a high level needs assessment should have been done, as advised by legal counsel.

Staff/Council	Great leader attributes	Gaps to Address/Needed Skills	5 year focus	Most important background/department	Valuable non-municipal experience	Other thoughts
Councillor	Experienced in municipal law Good organizational skill Very very thick skin Politically connected provincially and federally Good financial understanding Willing to locate in Kirkland lake	Understanding of cyclical economies Dealing with this council	Solidifying our management team, recruitment and retention Succession planning Strategic plan implementation Rationalizing services	Financial	Economic development	
Staff	integrity empower others collaborate outstanding work ethic exceptional communication skills versed in change management adaptable active participant in community respected experience in performance management experience in continuous improvement	specific skills required extensive knowledge of municipal act, OHS Act experience with legislation HR experience with unions Extensive knowledge of ESA Experience in risk management Politically astute Passion for KL	Implementation of reccs from SDR Succession planning for resignations and upcoming retirements What to do with TKL Facilities Taxes	Finance and HR	strategies to address declining civility	
Staff	Respect, communication, knowledge, trust, open to new ideas, treats everyone equally, jumps in for the hard decisions	There are huge gaps with internal procedures or if there is a procedure it is very outdated and not efficient. Need someone who can help create and implement new processes and programs	Streamlining internal procedures - need a strong base before more special projects! Improving / implementing new IT systems Facility management Winter maintenance	Public Works	Legal Leadership training project management	The CAO is a very important position that needs to be in place for TKL. Regardless what the title is - there needs to be a point of contact between departments to have 1 person in charge of making the final call on operational decisions and bringing departments together so that they are not working in silos. Directors need support too. As the CAO is Council's only employee, Council must trust this individual for the chain of command to be maintained and effective.



**THE CORPORATION OF THE TOWN OF KIRKLAND LAKE**

**BY-LAW NUMBER 21-016**

**BEING A BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL AT ITS  
SPECIAL MEETING HELD FEBRUARY 23, 2021**

**WHEREAS** Subsection 5(1) of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

**AND WHEREAS** Subsection 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law;

**AND WHEREAS** it is deemed expedient that the proceedings of the Council of the Town of Kirkland Lake at this meeting be confirmed and adopted by by-law;

**NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION OF THE TOWN OF KIRKLAND LAKE ENACTS AS FOLLOWS:**

- 1 **THAT** the actions of the Council of the Town of Kirkland Lake in respect of each motion passed and other actions taken by the Council of the Town of Kirkland Lake at this meeting are hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
- 2 **THAT** the Mayor and Councillors of the Town of Kirkland Lake are hereby authorized and directed to do all things necessary to give effect to the actions of the Council of the Town of Kirkland Lake referred to in the preceding section.
- 3 **THAT** the Mayor and the Clerk are hereby authorized to execute all documents necessary on behalf of the Council and to affix thereto the corporate seal of the Town of Kirkland Lake.
- 4 **THAT** this by-law comes into force upon adoption by Council of the Town of Kirkland Lake.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 23<sup>rd</sup> DAY OF FEBRUARY, 2021.**

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Pat Kiely, Mayor

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Meagan Elliott, Clerk