

AGENDA

Corporation of the Town of Moosonee

Special Meeting #02-2026
February 4th, 2026
4:30pm Council Chambers

This territory is the customary and traditional lands of the Omushkegowuk People since time immemorial. We acknowledge this sacred land on which the Town of Moosonee operates, within the lands protected by the James Bay Treaty – Treaty no.9. We are grateful to have the opportunity to make decisions at this table that will impact our community. *Meegwetch*

1. CALL TO ORDER

2. REVIEW OF AGENDA

3. DISCLOSURE OF PECUNIARY INTEREST

4. REPORTS AND MEMOS

→ Proposal on Recruitment Firms- Victoria Hillier-Hutchison, CAO- Motion

→ Briefing Note for Purchase of Staff Housing Complex- Victoria Hillier-Hutchison,
CAO-Motion

→ Review of Airport Management contract- - Victoria Hillier-Hutchison, CAO

5. ADJOURNMENT



EXECUTIVE RECRUITMENT SERVICES – CHIEF ADMINISTRATIVE OFFICER & TREASURER

TOWN OF MOOSONEE



JANUARY 26, 2026



www.phelpsgroup.ca
www.fr.phelpsgroup.ca



TORONTO, MONTREAL, THUNDER BAY, EDMONTON, CALGARY



Introduction

Phelps is honoured to offer our services to support the Town of Moosonee in the recruitment of its next Chief Administrative Officer (CAO) and Treasurer. We bring extensive experience leading senior municipal executive searches across Ontario, including complex, high-profile mandates in northern, remote, and Indigenous-partnered communities. Our approach is grounded in a rigorous, equity-centred process, a strong understanding of municipal governance and legislative frameworks, and a deep appreciation of Moosonee's role as a gateway community in Ontario's Far North.

Proven experience placing CAOs and Clerk/Treasurers across Ontario

Phelps has a strong and established track record recruiting CAOs, Treasurers, and senior executive leaders for municipalities of varying size, geography, and governance complexity. We are currently leading the Chief Administrative Officer search for the Region of Waterloo. Our recent CAO search experience also includes the City of Iqaluit, City of Peterborough, Town of Newmarket, Town of Niagara-on-the-Lake, and the Township of Georgian Bluffs, reflecting our ability to support both urban and rural municipalities, including those operating in northern and remote environments.

Fast-tracked Treasurer recruitment capability

Recognizing the operational importance and statutory responsibilities of the Treasurer role, Phelps is able to fast-track the Treasurer search and, where required, have a qualified candidate in place as early as three to four weeks from project launch. This accelerated approach is supported by our active candidate networks, pre-qualified pools of municipal professionals, and our ability to run parallel assessment and reference processes without compromising rigor, confidentiality, or quality.

Experience working with Indigenous communities and northern municipalities

Moosonee is a unique community, situated on the Moose River near James Bay and serving as a critical service and transportation hub for surrounding Cree and northern communities. Phelps has meaningful experience working with Indigenous-partnered organizations, councils, and police services, and we bring cultural awareness, respect for Indigenous governance, and an understanding of reconciliation-informed leadership into our executive search practice. We seek leaders who demonstrate humility, relationship-building skills, and the ability to work collaboratively across municipal and Indigenous governance systems.

Sincerely,

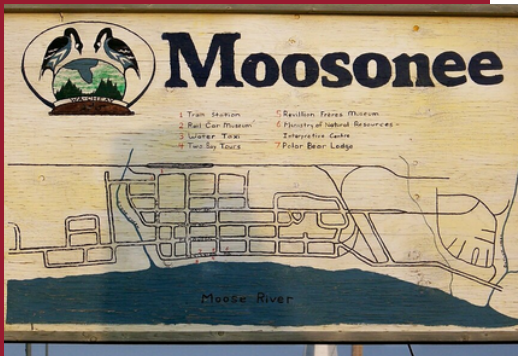


Heather Phelps
Managing Partner



FIRM OVERVIEW

Established in 1986, Phelps is a leading Canadian human capital partner for organizations across all sectors and disciplines. Headquartered in downtown Toronto, and with offices in Montreal, Calgary, Edmonton, and Thunder Bay, Phelps is a firm that serves clients across Canada.



With nearly 40 years in recruitment expertise and many long-standing relationships across the broader public & private sectors, **we are renowned for seeking and identifying relational leaders who are innovative, agile, and adaptable, leading organizations through an inclusive leadership philosophy.** As a bilingual firm, we deliver executive search and advisory services in both English and French, ensuring inclusive and accessible support for Canada's diverse workforce.

We are members in good standing of the Association of Executive Search Consultants (AESC) – an internationally recognized association that serves as the voice of executive search professionals and leadership consultants, and we adhere to the Association's strict Code of Professional Conduct. We are the Ontario representatives of Panorama Global Search Partners, an international alliance of like-minded executive search firms with whom we collaborate to deliver unparalleled service.

We excel as ambassadors for your organization

Each candidate who progresses to the Short List stage will have been met personally by your designated Senior Partner and consulting team, following a variety of in-depth interactions to establish skill sets and fit. Our firm is known as a candidate-friendly search organization, which reflects positively on the clients we represent. We communicate to all individuals involved in a search in a prompt and courteous fashion, providing useful feedback even if they are not the successful candidate.

Phelps Human Capital Programs and Services

As a full-service human capital firm, we provide search, assessment, coaching, onboarding, and orientation programs ensuring candidates hit the ground running with high energy and strong contributions to their roles. We provide succession management, talent and leadership development and career transition services to leading public, broader public, and private organizations. We are known for our agility and proactive process in rapidly changing environments as Sector.

RELEVANT SEARCH EXPERIENCE

Phelps has spent four decades placing senior leaders across the municipal sector, earning a strong reputation for thorough, disciplined, and trusted executive search. Our experience leading CAO and Treasurer recruitments reflects a deep understanding of municipal governance, statutory roles, and the leadership capabilities required for effective local government administration.

Our recent municipal searches have consistently applied a rigorous, structured approach to executive recruitment, resulting in well-aligned appointments that support organizational stability and long-term success.

Recent CAO relevant searches:

- City of Iqaluit – Chief Administrative Officer
- City of Peterborough – Chief Administrative Officer
- Region of Waterloo – Chief Administrative Officer
- Town of Newmarket – Chief Administrative Officer
- Town of Niagara-on-the-Lake – Chief Administrative Officer
- Township of Georgian Bluffs – Chief Administrative Officer

Recent Treasurer relevant searches:

- City of Guelph – Chief Financial Officer / General Manager, Finance
- City of Kawartha Lakes – City Clerk
- City of Markham – Director, Financial Services
- City of Toronto – Chief Financial Officer
- City of Toronto – Deputy City Clerk
- Halifax Regional Municipality – Director, Finance and Information Communications Technology
- Niagara Region – Commissioner of Finance and Treasury
- Town of Newmarket – Director of Financial Services
- York Region – Commissioner of Finance and Treasury

Northern & Indigenous Public-Sector Organizations

- Fort William First Nation – Chief Financial Officer
- Qulliq Energy Corporation – Chief Financial Officer
- Nunavut Housing Corporation – Chief Financial Officer / Vice-President
- Nunavut Tunngavik Incorporated – Chief Financial Officer
- Nunavut Arctic College – Bursar and Chief Financial Officer

RELEVANT SEARCH EXPERIENCE

Phelps has relevant experience supporting organizations that work closely with Indigenous communities, bringing a respectful, relationship-based approach to executive search that recognizes the importance of culture, history, and local governance context.

Our work emphasizes identifying leaders who demonstrate cultural humility, strong listening skills, and the ability to build trust through collaboration and transparency.

We incorporate reconciliation-informed principles and community awareness into our search processes to ensure leadership outcomes that are aligned with Indigenous partnership and long-term community wellbeing.

Alberta Indigenous Opportunities Corporation

Dilico Anishinabek Family Care

Fort William First Nation

Government of Nunavut - We have placed over 40 leadership roles for the Government of Nunavut ranging from Directors through to Deputy Ministers.

Government of Yukon

James Bay Secondary & Moosonee District School

Boards (85–97% of students self-identifying as Indigenous)

Nawiingnokiima Forest Management Corporation

Nogdawindamin Family & Community Services

Nishnawbe Aski Nation

Nunavut Development Corporation

Qulliq Energy Corporation

Legal Services Board of Nunavut

Nunavut Housing Corporation

Nunavut Tunngavik Incorporated

Qikiqtani Inuit Association

Sahtu Renewable Resources Board

Blanche River Hospital

Dryden Regional Health Centre

Englehart and District Hospital and the Kirkland and District Hospital

Geraldton District Hospital

Health Science North

MICs Group of Health Services

North Bay Regional Health Centre

North of Superior Counselling Programs

North West Community Care Access Centre

Northern Ontario School of Medicine

Riverside Health Care

Thunder Bay District Health Unit

Phelps

COMMITMENT TO EQUITY

At Phelps, we are deeply committed to fostering an organizational culture rooted in inclusivity, equity, and respect. We recognize that our strength lies in the diverse lived experiences, backgrounds, talents, and perspectives of our employees, clients, and candidates. We stand firmly against all forms of racism and discrimination and we specifically uphold the rights and dignities of Indigenous peoples and other equity-deserving groups.

As a *bilingual firm* with offices in *Toronto, Montreal, Calgary, Edmonton, and Thunder Bay*, we serve clients across Canada in both English and French, ensuring inclusive access to our services and outreach.

Phelps actively promotes diverse, equitable, and inclusive employment practices through the following strategies:

- **Inclusive Outreach and Recruitment:** We apply bias-free, anti-discriminatory practices throughout our search process. This includes targeted outreach to equity-deserving communities and partnerships with programs that support the employment of Indigenous peoples, racialized groups, persons with disabilities, 2SLGBTQIA+ individuals, and newcomers to Canada.
- **Hiring and Advancement:** We prioritize the recruitment of relational leaders who reflect the communities they serve. Our strategies include identifying candidates from underrepresented groups, and supporting their career journey through inclusive leadership development.
- **Monitoring and Accountability:** We implement tracking and reporting mechanisms to monitor the representation and retention of equity deserving individuals which includes voluntary self-identification forms. We do regular audits of candidate pools, hiring outcomes, and client feedback to ensure continuous improvement, and we have longstanding relationships with over 200 equity deserving associations.
- **Training and Education:** The Phelps team and clients receive tailored training on unconscious bias, cultural competency, and inclusive hiring practices. We emphasize the importance of respecting cultural differences and the unique contributions of diverse candidates.
- **Transparency and Continuous Learning:** We commit to maintaining transparency in our progress and holding ourselves accountable for the changes we aim to achieve. Our work is ongoing, and we dedicate ourselves to open dialogue, continuous learning, and reconciliation, especially in support of Indigenous leadership and perspectives.

As leaders in the executive search sector, we are uniquely positioned to influence organizational diversity and inclusion, not merely as metrics, but as core values that drive innovation, problem-solving, and success.

We are proud to bring this commitment to the organizations we partner with and to the communities they serve.

Timeline

Week 1 Planning & Consultation

- Define high-level process, timeline, and expectations, review search plan
- Vest authority of Selection committee and determine stakeholders
- Conduct survey and key consultations
- Approved draft of mandate, position profile, advertisement plan, and opportunity brief

Week 7 Long List Definition

- Review candidates who meet the candidate profile
- Gather written assessments and create comparative ranking
- Engage in candidate evaluation and selection of the shortlist with the Selection Committee
- Design the format and content of Selection Committee interviews (interview guidelines)

Week 10 Offer & Negotiation

- Approval Process of Finalist Candidate
- Perform final reference checks
- Support offer and negotiation efforts, if desired
- Finalize contract signatures

Weeks 2 - 6 Candidate Outreach

- Consultation feedback
- Creative Outreach Strategy inclusive of Diversity specific research
- Creation of Opportunity Brief
- Launch advertisement plan (social media)
- Conduct introductory screening with potential candidates
- Evaluate candidates
- Prepare progress report identifying outreach undertaken

Weeks 8 & 9 Panel Interviews

- 1st Panel Interviews (Behavioural Interviews)
- 2nd Panel Interviews (Situational & Visionary Interviews)

Week 11 - 12 Transition and Onboarding

- Debrief other candidates
- Inform key stakeholders
- Prepare public announcement, if required
- Request orientation to internal organization
- Prepare final report and closure

Fees

POSITION	FEE
Chief Administrative Officer	30% plus HST and applicable disbursements
Treasurer	30% plus HST and applicable disbursements*

* Phelps can fast-track the Treasurer search to ensure continuity in this critical statutory role. By leveraging our active candidate networks, pre-qualified municipal talent pools, and parallel assessment and reference processes, we are able to identify and appoint a qualified candidate in as little as three to four weeks, without compromising rigor, confidentiality, or quality.

The following payment terms apply:

- i. **Engagement Fee** - One third of the fee is due and payable upon commencement of search.
- i. **Progress Payment** - One third of the fee is due at 30 days.
- i. **Final Payment** - The remaining portion of our fee will be due upon signature of the offer letter from selected candidate.



CONCLUSION

The appointment of the next Chief Administrative Officer and Treasurer for the Town of Moosonee represents a pivotal opportunity to secure stable and effective administrative leadership for a unique Far North community. These roles require experienced and forward-thinking municipal leaders who can provide strategic direction, uphold strong governance and statutory accountability, and build trusted relationships with Council, staff, and community partners. At Phelps, we bring extensive experience conducting senior municipal executive searches across Ontario, including CAO and Treasurer recruitment for municipalities of varying size, geography, and governance complexity. Our focus is to deliver a slate of candidates who align with the values, priorities, and long-term leadership needs of the Town of Moosonee.

We look forward to partnering with the Town of Moosonee on these important searches and supporting Council in selecting executive leaders who will serve Moosonee with integrity, resilience, and collaborative leadership.

Sincerely,

Phelps 



Heather Phelps
Managing Partner

LEADERSHIP
FOR LASTING
IMPACT



Proposal for Executive Recruitment Services for Chief Administrative Officer & Treasurer



Prepared by Legacy Executive Search Partners for
Town of Moosonee

3080 Yonge Street, Suite 6060 | Toronto, ON | M4N 3N1 | LESP.ca

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Introduction

Legacy Executive Search Partners (formerly the executive search practice of PricewaterhouseCoopers) brings over five decades of experience in executive recruitment, with a dedicated focus on supporting municipalities across Ontario. In the past 36 to 48 months alone, we have successfully completed more than 20 Chief Administrative Officer (CAO) searches and over 60 senior management placements, including Treasurers, Commissioners, General Managers, and Directors. Our experience reflects a strong understanding of municipal leadership needs and an ability to consistently deliver top-tier candidates.

We are pleased to submit our proposal to support the Town of Moosonee in the recruitment of its next Chief Administrative Officer and a Treasurer. As Ontario's northernmost municipality with year-round residents, Moosonee holds a unique and vital position within the province. Situated along the Moose River near James Bay, the Town serves as a regional hub for surrounding communities and operates within a distinctive northern, remote, and culturally rich context. This environment requires a CAO who can provide strong strategic leadership, operational oversight, and meaningful collaboration with Council, staff, Indigenous partners, and the broader community.

We understand that Moosonee's CAO role is central to translating Council's vision into effective and responsive municipal administration, particularly within the realities of remote service delivery, complex infrastructure needs, and evolving community priorities. The position demands a leader with sound judgement, cultural awareness, and strong communication skills—someone capable of fostering organizational cohesion while navigating fiscal responsibility, partnership-building, and long-term sustainability in a northern context.

Legacy Executive Search Partners is uniquely positioned to support this mandate. Our consultative and structured executive search methodology aligns closely with the Town's needs and the responsibilities of the CAO role, including stakeholder engagement, competency-based assessment, Council collaboration, and full-cycle recruitment management. Drawing on our extensive public-sector experience and network, we focus on identifying senior leaders whose skills, values, and leadership approach align with Moosonee's operational realities and community-focused culture.

We appreciate the opportunity to be considered as the Town of Moosonee's executive search partner and would welcome the opportunity to assist Council in identifying and appointing a Chief Administrative Officer and a Treasurer who will lead the organization with integrity, accountability, and a clear, steady vision for the Town's future.

Best Regards,



Kartik Kumar, Partner
Legacy Executive Search Partners
416.271.4397 (mobile) | Kartik.Kumar@lesp.ca | www.lesp.ca

Qualifications and Experience

Chief Administrative Officer (CAO) Recruitment Experience (Past 36-48 months)

Chief Administrative Officer – United Counties of Leeds and Grenville
Chief Administrative Officer – Township of Adjala-Tosorontio
Chief Administrative Officer – Town of Cobourg
Chief Administrative Officer – Town of Greater Napanee
Chief Administrative Officer – Township of Scugog
Chief Administrative Officer – Region of Waterloo
City Manager – City of Cambridge
Chief Administrative Officer – Loyalist Township
Chief Administrative Officer – City of Pickering
Chief Administrative Officer – Township of Uxbridge
City Manager – City of London
Chief Administrative Officer – Niagara Region
Chief Administrative Officer – City of St. Catharines
Chief Administrative Officer- Town of Niagara-on-the-Lake
Chief Administrative Officer – City of Kingston
City Manager – City of Burlington
Chief Administrative Officer – Town of Tillsonburg
Chief Administrative Officer – Town of Fort Erie
Chief Administrative Officer – Township of Georgian Bay
Chief Administrative Officer – Township of Ramara
Chief Administrative Officer – Town of Canmore

Treasurer/Finance Sector Recruitment Experience (Past 36-48 months)

Director of Finance/ Treasurer – Town of Ajax
Commissioner, Financial Services and Treasurer – Town of Whitby
Treasurer – Town of Greater Napanee
Director of Finance – Ontario Motor Vehicle Industry Council (OMVIC)
Treasurer – City of Markham
Director of Corporate Services – Dufferin County
Vice President, Finance & CFO – Rouge Valley Health System
Chief Financial Officer – Lumenus Community Services
Chief Financial Officer – Kerry's Place Autism Services
Director of Finance – Mississauga Halton CCAC
Chief Administrative Officer/ CFO – Hamilton Niagara Haldimand Brant CCAC
Vice-President Corporate Support Services and Chief Financial Officer (CFO) – Manitoulin Health Centre
Associate Medical Officer of Health – Public Health Sudbury and Districts
Executive Director – Fort William Family Health Team, Thunder Bay
Medical Officer of Health/CEO, Thunder Bay District Health Unit (current search)
Chief Executive Officer – North Shore Health Network
Vice President, Corporate Support Services – Manitoulin Health Centre
Chief Financial Officer – Manitoulin Health Centre

Project Team

Our dedicated team combines years of expertise in municipal recruitment with a strong understanding of the unique challenges and priorities of communities like the Town of Moosonee. The search will be led by a senior partner and supported by experienced professionals who have consistently delivered successful outcomes in Chief Administrative Officer and executive-level municipal searches.

- Kartik Kumar, Partner at Legacy Executive Search Partners, will lead the search and serve as the primary point of contact throughout the engagement. With over 15 years of experience in executive search across sectors, Kartik specializes in municipal government and not-for-profit recruitment. As the National Lead for the Municipal and Broader Public Sector practice at Legacy, he brings extensive knowledge of public sector governance, Council dynamics, and executive leadership. Kartik has directly managed approximately 50 executive-level searches, including more than 20 CAO placements in the past three years. He works closely with Councils and human resources teams to guide the entire process—from stakeholder consultation to candidate selection and final negotiations.
- Shelly Zevlever, Director of Operations, provides administrative coordination and project management support. Shelly will be your secondary point of contact for scheduling, logistics, and documentation. She has played a central role in all CAO searches conducted by Legacy Partners over the past 36 months, ensuring seamless communication and timely delivery of key project milestones.
- Lorraine Atik, Lead Researcher, brings eight years of experience in executive recruitment, specializing in talent sourcing for municipal leadership roles. Lorraine leads all candidate identification and research efforts, drawing on a combination of professional networks, database and market research, social media outreach, and direct sourcing strategies. Her work ensures that only well-aligned, high-potential candidates are presented for consideration.
- Jaclyn Baker, Social Media Assistant, supports our outreach efforts by promoting the opportunity across targeted digital channels. With over a decade of experience in social media and marketing strategy, Jaclyn plays a key role in ensuring visibility of the opportunity among relevant communities and professional groups, including LinkedIn and municipal leadership forums.

Together, this team offers a collaborative, responsive, and knowledgeable approach tailored to the Town of Moosonee's needs—grounded in a consistent track record of excellence in executive search for municipalities across Ontario.

Diversity and Inclusion Commitment

Legacy Partners is committed to fostering diversity and inclusion in leadership recruitment. Our tailored outreach strategy includes:

- Advertising across platforms that prioritize equity and diversity in municipal roles.
- Implementing unbiased evaluation tools to ensure a fair assessment process.
- Proactively engaging networks to identify candidates from underrepresented groups who bring valuable perspectives to the Town of Moosonee.

Relevant Chief Administrative Officer and Treasurer Search Experience – Comparable Municipalities and Northern Context

Legacy Executive Search Partners brings extensive experience leading Chief Administrative Officer (CAO) and senior municipal finance leadership recruitments for municipalities across Ontario and Northern jurisdictions. Over the past several years, our firm has successfully completed more than 20 CAO searches, along with numerous senior finance leadership assignments, including Commissioner, Director, and Treasurer roles for municipal organizations of varying size and complexity.

The Town of Moosonee's recruitment needs for both a Chief Administrative Officer and a Treasurer require a search partner with a strong understanding of municipal governance, financial stewardship, and the operational realities of remote and Northern communities. Our experience recruiting for both roles—often in parallel—positions us well to support the Town in securing senior leaders who can work effectively together to advance Council priorities and organizational stability.

Comparable CAO Search Examples

Town of Cobourg (Population ~19,000)

Legacy Executive Search Partners successfully supported the Town of Cobourg in the recruitment of its Chief Administrative Officer. The mandate focused on identifying a leader capable of working effectively with Council, managing a full-service municipal organization, and providing strong oversight of corporate services and financial operations. The search concluded successfully, and the appointed CAO is now making meaningful contributions to organizational stability, service delivery, and community engagement.

Town of Greater Napanee (Population ~16,000)

We completed the CAO recruitment for the Town of Greater Napanee, a municipality with a comparable population scale and a similar mix of urban and rural service demands. The assignment required securing a CAO with strong operational leadership and a solid understanding of municipal finance and budgeting. The search was successfully completed, and the selected CAO continues to make significant contributions to advancing municipal priorities and organizational effectiveness.

Township of South Stormont (Population ~14,000)

Legacy Executive Search Partners led the CAO search for the Township of South Stormont, a lower-tier municipality with governance dynamics and service responsibilities similar in scale to Moosonee. The appointed CAO brought strong experience in rural municipal operations, intergovernmental relations, and fiscal stewardship, and is now making positive and tangible contributions to the community and organization.

Senior Municipal Finance Leadership Experience

In addition to CAO recruitments, Legacy Executive Search Partners has extensive experience recruiting senior municipal finance leaders, including:

- Commissioner of Corporate Services/Finance – Town of Whitby
- Directors of Finance – Town of Ajax
- Treasurer – City of Markham

These assignments have required deep familiarity with municipal budgeting, financial reporting, long-term financial planning, asset management, and Council-facing advisory roles. Our experience recruiting Treasurers and senior finance executives ensures a strong understanding of the complementary relationship between the CAO and Treasurer, particularly in municipalities where financial leadership and governance alignment are critical to organizational success.

Northern and Remote Recruitment Experience

Legacy Executive Search Partners has also completed senior management recruitment assignments for the Government of the Northwest Territories and the Government of Nunavut, providing direct experience recruiting leaders for remote and Northern jurisdictions. This work has strengthened our understanding of the unique challenges associated with senior leadership recruitment in Northern communities, including:

- Geographic isolation and travel considerations
- Limited local labour pools
- Housing and relocation constraints
- The importance of cultural awareness and community integration

Our approach emphasizes proactive, relationship-based outreach, realistic market positioning, and early, transparent discussions around relocation, lifestyle, and community fit.

Relevance to the Town of Moosonee

Collectively, these assignments demonstrate our ability to:

- Successfully recruit CAOs and Treasurers for municipalities of varying size and complexity
- Deliver outcomes in Council-driven governance environments
- Identify leaders who balance strategic leadership with hands-on operational and financial execution
- Navigate remote and Northern recruitment challenges
- Achieve successful, lasting appointments, not simply completed searches

The currency and depth of our municipal executive network, combined with our experience recruiting both chief administrative and senior financial leaders, provides a distinct advantage. Our ongoing work across Ontario and Northern jurisdictions ensures access to high-performing leaders who understand the realities of municipal leadership in challenging environments.

If selected as Moosonee's recruitment partner, we are confident in our ability to replicate past successes and deliver a CAO and Treasurer who will make meaningful and lasting contributions to the Town and its community.

Project Plan and Methodology

Phase 1: Exploring the Organization and the Role

This critical first step involves gaining a comprehensive appreciation of the environment, the vision, mission and mandate of the organization and the short and longer-term critical success factors. Legacy Partners would work closely with the Selection Committee to review the current job description, duties, responsibilities and determine the “core competencies” which typically includes the leadership capabilities required, education and qualifications, related experience and other personal attributes of the ideal candidate.

At this stage, we would discuss the opportunities and challenges associated with hiring a Chief Administrative Officer and a Treasurer and decide on a path forward in regards to the position and its responsibilities.

We have been quite efficient in having these discussions via Zoom/ Microsoft Team/WebEx meetings. In the interest of time, we would recommend a similar approach if selected. A direct sourcing and referral networking strategy will be developed by our team simultaneously around this time.

Needs Assessment

Legacy Partners will:

- Conduct in-depth discussions with the Mayor and Council to understand the unique challenges and opportunities facing the Town of Moosonee.
- Review the current job description and align it with the strategic objectives of the municipality, ensuring the CAO’s role is clearly defined.
- Analyze market conditions for CAO roles in Eastern Ontario, including salary benchmarking, relocation benefits, and probation terms, to ensure competitive positioning in the market. With extensive experience conducting multiple CAO searches in this region, our insights and data are both up-to-date and highly reliable.
- Develop a comprehensive candidate profile reflecting the necessary qualifications, leadership competencies, and cultural alignment with Moosonee.

Phase 2: Creating the Position Profile and Sourcing Potential Candidates

Using our thorough understanding of the successful candidate and their environment, the search team begins to create a Position Profile. This position profile would reflect the skills and requisites of a successful candidate as confirmed by appropriate stakeholders and agreed by Legacy Executive Search Partners.

After the confirmation of the profile, potential candidates are identified. Prospective individuals, who closely meet the position specifications developed by Legacy Partners and the Town of Moosonee, would be identified through a combination of our extensive professional and personal networks, social media marketing efforts, database search, in-house and external research involving direct sourcing of well-respected organizational leaders and recommended advertising strategy.

“Direct sourcing” of candidates is a key strength of Legacy Partners and would ensure we identify the best and aspiring leaders across all levels of municipal government. To reach the broadest possible candidate base nationally, our direct sourcing activity will be supplemented with web-based advertising on targeted national municipal websites (such as Municipal World, CAMA, OMAA, AMCTO) including a post on the Legacy Partners website.

We pride ourselves on the approach we take to expressions of interest from internal candidates. We respect the importance of confidentiality and always ensure discussions with interested candidates are conducted in a confidential and respectful manner. A member of the Search Team would meet virtually with all potential internal candidates as soon as possible after the search process has commenced. As part of our bi-weekly updates, we would share our findings including trends within the marketplace.

We believe this position is well suited to be marketed through selected social media platforms such as LinkedIn. Legacy Partners is one of the unique firms in the industry that complements its direct sourcing activities with an active social media presence. Once the profile and advertisement are approved by the Selection Committee, it is displayed on our social media pages as well as proactively marketed on CAO groups as well as public and private sector groups online. As most senior management professionals these days are active on social media, this allows us to reach a broad, and diverse audience within a brief timeline, using available and proven technology platforms. We believe that all the processes above results in attracting the best possible candidates in the long list for the CAO Selection Committee to choose from.

Recruitment Strategy

Our recruitment strategy is tailored to identify top-tier candidates through:

- **Direct Sourcing:** We actively engage with senior professionals within municipal and governmental networks, ensuring access to a wide pool of qualified candidates. Having successfully completed over 20 CAO searches in recent years, our candidate information is current and highly dependable. Leveraging these insights and our extensive network, we are well-positioned to provide a strong head start on the CAO search.
- **Advertising:** Leveraging targeted platforms like Municipal World, AMO, and CAMA to reach a diverse audience of municipal professionals.
- **Social Media Campaigns:** Using LinkedIn and other professional networks to actively promote the role to a wide range of qualified candidates.
- **Referral Networks:** Tapping into our established network of trusted leaders to find high-calibre candidates.
- **Diversity Focus:** Ensuring outreach efforts include strategies to attract candidates from underrepresented groups in leadership roles.

Phase 3: Screening And Assessing Candidates

The best potential candidates selected from our direct sourcing activities and the advertising program would be personally interviewed by the Senior Partner (Kartik Kumar) heading the search effort to obtain an in-depth understanding of their experience, and to determine if their experience and personal attributes match the position profile and the approved core competencies.

In addition to evaluating professional and technical competencies, we establish a good fit with the senior management team at the Town of Moosonee. We would assess the potentially strong candidates using a “core competencies matrix” which was agreed on during Phase 1.

Resulting from the assessment and screening process a long list of candidates would be drawn up for consideration. This list would be shared with the Selection Committee and both parties would agree on a method by which to achieve consensus and agree on a short-list of potential candidates for interview.

Candidate Evaluation

Our robust evaluation process includes:

- Screening candidates using a core competencies matrix tailored to the CAO or Treasurer role.
- Conducting structured interviews to assess technical skills and leadership qualities.
- Verifying each candidate's background with at least three professional references and one personal reference.
- Shortlisting candidates who demonstrate the strongest alignment with Moosonee's needs and values.

Phase 4: Preparing for Interviews and Presenting Candidates

A report including detailed curriculum vitae on each of the recommended candidates and a summary of our comments on each of the "approved core competencies" would be shared with the Selection Committee. Legacy Partners would assist the client in the preparation of the interview process, including the composition of the interview panel, the strategic questions asked of each candidate, scheduling of candidates and the interview timetable.

Interview Process

We ensure a streamlined and professional interview process by:

- Organizing two interview rounds: an initial screening with select Council members on the Selection Committee and a final interview with the full Council.
- Preparing the interview panel with strategic questions and evaluation tools.
- Maintaining detailed records of each candidate's performance to support fair and consistent decision-making.

Phase 5: Interviewing, Testing and Selecting from Presented Candidates

Legacy Partners will coordinate all logistics for virtual or in-person interviews, ensuring candidates are well-prepared and comfortable, which will enable them to perform at their best. The Search Lead, Kartik Kumar, will be present throughout the interview process, facilitating the discussions and asking questions on behalf of the panel. Our team will maintain detailed records of each interview to ensure that fairness, consistency, and ethical standards are upheld. Legacy Partners will ensure that all Council members are involved in the final round of interviews and facilitate a transparent and structured interview process.

We will collaborate closely with the Selection Committee, offering coaching sessions on interview best practices and helping to craft strategic interview questions tailored to the County's needs. Additionally, psychometric testing will be conducted on finalist candidates upon request. Once a preferred candidate is identified, we will carry out comprehensive reference checks and verify their academic and professional credentials, including contacting at least three referees, such as current employers, colleague and a direct report.

Phase 6: Presenting an Offer and Facilitating Transition

Upon selecting a preferred candidate and validating their credentials, Legacy Partners will continue to support the Town of Moosonee by facilitating the employment offer and negotiations with the chosen candidate. We will conduct comprehensive reference checks and verify the candidate's academic and professional credentials before proceeding to the offer stage.

Legacy Partners will prepare detailed background reports summarizing candidate qualifications, psychometric results, and evaluations for the Council's review and decision-making. One of our key values the post-interview process is to ensure that the candidate's expectations are communicated clearly to the Selection Committee well in advance, while the verification of credentials and references is expedited.

Additionally, we will work to confirm a mutually agreeable firm start date for the candidate. Legacy Partners will also facilitate the employment offer negotiation and ensure a smooth transition for the CAO or Treasurer during the first 12 months through structured quarterly check-ins.

Selection and Onboarding

Legacy Partners will:

- Facilitate employment offer negotiations, ensuring mutual agreement on terms and expectations.
- Provide post-hiring support, including structured quarterly check-ins to ensure the successful integration of the new hire into the role.
- Offer onboarding guidance, helping the selected candidate navigate key priorities and establish relationships with stakeholders.

References

Town of Greater Napanee
Mayor Terry Richardson
1-613-530-5485
trichardson@greaternapanee.com

Legacy Partners worked closely with the Town of Greater Napanee on the successful recruitment of a Chief Administrative Officer. Project concluded March 2024.

Township of Adjala-Tosorontio
Carrie McGinty
705.434.5055 ext. 249
cmcginty@adjtos.ca

Legacy Partners has worked closely with the Township of Adjala-Tosorontio on the successful recruitment of a Chief Administrative Officer. Project concluded February 2025.

United Counties of Leeds and Grenville
Warden Corinna Smith-Gatcke
csg@townshipleeds.on.ca

Legacy Partners worked closely with the United Counties of Leeds and Grenville on the successful recruitment of a Chief Administrative Officer. Project concluded April 2025.

Town of Cobourg
Former Mayor John Henderson
1-289-251-0215
john.henderson09@hotmail.com

Legacy Partners worked closely with the Town of Cobourg on the successful recruitment of a Chief Administrative Officer. Project concluded October 2020.

Pricing Summary

Recruitment fees are often based on a percentage of the candidate's first-year compensation. However, Legacy Partners has adopted a fixed-fee model that is independent of the successful candidate's compensation. This ensures that the recruitment process is unbiased and that the eventual employment agreement between the Town of Moosonee and the candidate is free from any influence related to the candidate's salary.

Our fixed fee of **\$30,000 plus HST** covers all aspects of the recruitment process, ensuring there are no hidden or unexpected costs. This comprehensive fee includes expenses such as advertising for the role on two approved websites and psychometric assessments (using McQuaig) for finalist candidates. Any other "out-of-pocket" disbursements would be separate and subject to Council approval.

In recognition of the Municipality's broader executive recruitment needs, Legacy Executive Search Partners is also pleased to offer a **25% discounted fee for the recruitment of a Treasurer or similar executive role**, should the Municipality wish to engage our services for an additional search concurrent with or following the CAO recruitment.

By consolidating all related costs into a transparent fixed-fee structure, we provide clarity and predictability for the Municipality's budgeting, eliminating concerns about additional charges throughout the recruitment process related to search execution.

While the payment structure is negotiable, Legacy Partners expects to receive compensation detailed below:

- 1) One-third of the fee received upon commencement of services,
- 2) One-third of the fee received following the first month of recruitment activities, and
- 3) One-third of the fee received upon completion of the recruitment process.

Therefore, Legacy Partners is willing to offer an **eighteen-month, two-way guarantee on services**. Under this guarantee, if the employment of the appointed individual is terminated by either party within first eighteen months following appointment, our team is prepared to re-conduct the search with no professional fees charged.

Value-Added Extras

- An industry-leading 18-month placement guarantee, ensuring long-term satisfaction with the hire.
- Psychometric assessments for finalist candidates to validate key competencies.
- Coaching for the selection committee on best practices for candidate evaluation.

In addition to recruitment services, Legacy Partners offers comprehensive onboarding and integration support to ensure the successful transition of the selected hire. Specific initiatives include:

- Organizing introductory meetings with key municipal stakeholders and community leaders.
- Providing resources for relocation assistance to familiarize the candidate with Moosonee's amenities and services.
- Offering quarterly check-ins during the first 12 months to address any challenges and ensure alignment with Council's vision and goals.

Timeline

Task Name	Resource	FEB 2026	MAR 2026	APR 2026	MAY 2026
Position Posted	Legacy	■			
Application Deadline	Legacy		■		
Long List Meeting	Legacy & Client			■	
First Round Interviews	Legacy & Client			■	
Finalist Interviews	Legacy & Client				■

All dates and timelines will be finalized once the project is awarded and reviewed with the client.

Estimated Finalist Interview Dates: Early May 2026.

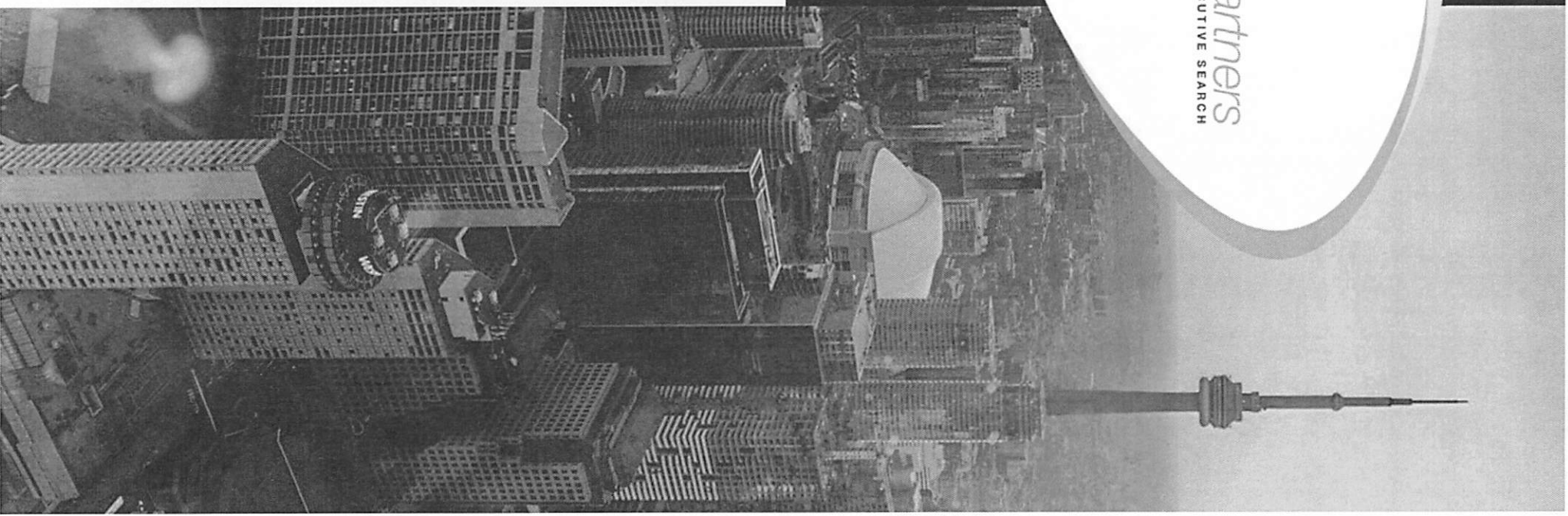


Legacy Executive Search Partners

3080 Yonge Street
Suite 6060
Toronto, ON
M4N 3N1

careers@lesp.ca
lesp.ca

Contact Us



richardsonsearch.ca



PROPOSAL

EXECUTIVE SEARCH SERVICES

January 14th, 2026

Prepared For:
Town of Moosonee

Attention:
**Victoria Hillier-Hutchison
Chief Administrative Officer**

EXECUTIVE SUMMARY

Dear Victoria,

Thank you for offering us the opportunity to present a proposal for the search for the Town of Moosonee's new Chief Administrative Officer and Treasurer.

Richardson Executive Search (Richardson) is proud to be one of Canada's leading executive search firms. With over 50 years of experience as part of the ECL Group of Companies, Richardson combines deep provincial roots with a strong national reach.

Our full-service offices allow us to canvass a broad and diverse talent landscape efficiently and in a targeted manner. We also fully understand and comply with Ontario's legal requirements regarding job postings, which came into effect on January 1, 2026.

As a trusted member of the Association of Executive Search and Leadership Consultants (AESC), we adhere to the highest industry standards, ensuring:

- Access to top-tier, hard-to-reach candidates **across the country**
- A rigorous, independent 10-step due diligence process for thorough evaluation
- Reduced hiring risk and minimized opportunity cost
- A higher probability of securing an exceptional leader.

Sandy Jacobson, our Vice President and **expert in municipal leadership placements**, will serve as the lead consultant supporting the Town of Moosonee. With a **99% placement success rate**, Sandy will assist the selection committee in identifying and securing the best fit for both roles.

Sandy has extensive experience placing executives in remote communities (e.g., RM of Riding Mountain West, MB; Nass Valley, B.C.) and partnering with Indigenous-led organizations (e.g., Nisga'a School District in Northern B.C.; Athabasca Chipewyan First Nation, AB; River Cree Corporation, AB).

Sandy and I look forward to discussing these two roles in more detail tomorrow morning and answering any questions you may have.

Regards,

Marielle Maillot
Director of Administration
Richardson Executive Search



YOUR EXECUTIVE SEARCH FIRM

Our History, Vision, and Purpose

Richardson Executive Search is proud to be Canada's leading executive search firm. As a part of the ECL Group of Companies, we have over 50 years of experience in Alberta, we have deep provincial roots, complemented by a strong national and international presence.

Our strategic vision is clear: **To Partner with the World's Best Organizations to Deliver Exceptional Integrated People Solutions.**

Our core purpose is to **Enable the Achievement of Vision**, which drives everything we do. We understand that leadership is crucial to organizational success. Whether you are looking for dynamic Executive Directors, accomplished Treasurers, or visionary Chief Administrative Officers, we are here to help you secure the right leaders for your municipality's growth.

A Search Process Built on Deep Understanding

We don't just search for candidates—we immerse ourselves in your organization. From the outset, we take the time to deeply understand your culture, values, and mission. We meet with you **in person** as required, engage directly with key stakeholders, and ensure perfect alignment. This approach allows us to deliver leaders who seamlessly integrate into your organization and drive impactful results.

At Richardson, our commitment goes beyond placement. As a trusted partner, we provide comprehensive onboarding and transition support to ensure your new leader integrates successfully and delivers from day one. Our hands-on approach reflects our dedication to long-term success—for both our clients and the leaders we place.



We are dedicated to connecting you with exceptional leaders who drive lasting success.



RICHARDSON STANDARDS OF EXCELLENCE

At Richardson, our Standards of Excellence are built upon a foundation of precision, integrity, and a client-first approach. These principles guide our executive search and talent advisory services, ensuring we deliver the highest-caliber candidates while mitigating hiring risks and protecting confidentiality.

Access to Elite & Hard-to-Reach Talent

We provide our clients with access to the highest quality and most difficult-to-reach candidates across the country. Our deep industry networks and proactive sourcing strategies enable us to identify and engage exceptional leaders who may not be actively seeking new opportunities.

Independent, Rigorous, and Objective Judgement

Richardson operates with a commitment to independent and unbiased decision-making. Our search process is guided by data-driven insights, rigorous candidate assessments, and objective evaluations to ensure the best fit for each role.

Diversity and Inclusion

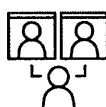
Our executive search process actively supports underrepresented groups. Richardson does not engage with companies that discriminate. If we identify conscious bias during a search, we will formally notify the client. If not promptly addressed, we will withdraw from the engagement.

Risk Reduction & Maximized ROI

A misstep in executive hiring can result in significant financial and operational setbacks. Our meticulous selection process reduces the risk and opportunity cost associated with hiring the wrong candidate, increasing the probability of securing a transformative leader.

Uncompromising Commitment to Confidentiality

We uphold the highest standards of discretion, safeguarding client and candidate information with strict data privacy and security protocols. Protecting sensitive business insights and maintaining trust is paramount in our approach.



99%

Richardson Team's
Fill Ratio



11

Years Since
Founding



93.92%

Retention Rate of Candidates
Placed After 12 Months



70+

Cumulative of Search
Experience at Richardson



ENSURING CONFIDENTIALITY

At Richardson, we recognize that confidentiality is paramount during the recruitment process, both for our clients and candidates. When required, we implement the following measures to ensure that all sensitive information remains protected at all times:

Confidential Candidate Screening

- **Non-Disclosure Agreements (NDAs):** All employees involved in the recruitment process and candidates sign strict NDAs to prevent unauthorized disclosure of confidential information.
- **Internal Privacy Policies:** Our team adheres to strict privacy policies, with regular training on best practices for handling sensitive candidate data.

Candidate Consent and Transparency

- **Informed Consent:** Candidates are fully informed of how their data will be used, and we obtain explicit consent before processing any personal information.
- **Clear Privacy Notices:** Richardson provides clear privacy notices, informing candidates of their rights to access, correct, or delete their data at any stage.

Ongoing Monitoring and Audits

- **Regular Audits:** Periodic audits of our recruitment and data security practices ensure compliance with confidentiality standards and identify areas for improvement.
- **Continuous Improvement:** We actively update our data protection measures to stay aligned with the latest privacy laws and industry standards.

We are dedicated to maintaining the highest level of confidentiality throughout our search process.

HIGHEST STANDARDS IN THE INDUSTRY

We are Proud Members of Association of Executive Search and Leadership Consultants (AESC)

Minimize Risk & Maximize Opportunity

AESC, established in 1959, sets global quality standards for executive search and leadership advisory.

With a network of 9,000+ professionals in 70+ countries, it facilitates the placement of 80,000+ executives yearly.

AESC fosters diverse and innovative thinking in global leadership, attracting top firms that shape the profession's future. Business leaders rely on AESC for trusted advice to mitigate risk and gain a competitive edge.

Access to Top Global Talent

AESC Members provide a strategic advantage by helping clients discover and attract top global talent, ensuring smooth integration of executives.

They excel in accessing the passive job market, forging long-term industry relationships, and leveraging specialized knowledge to establish meaningful sector connections.

Members foster long-term relationships through deep industry engagement, leveraging their specialized knowledge to establish meaningful connections within specific sectors over time.

Confidence & Security

AESC Member firms are known for instilling a valuable sense of credibility and trust among their clients, upheld by their unwavering commitment to the highest standards of integrity and professionalism.

Their profound comprehension of the dynamic corporate governance landscape ensures that client search procedures adhere to stringent regulatory compliance requirements, notably in the context of senior leadership positions.

Trusted Advisor

Clients partnering with an executive search firm affiliated with AESC can anticipate rigorous adherence to high standards, profound market expertise, and a strong commitment to professional ethics.

AESC Members act as trusted advisors, continuously enhancing their services and leveraging top resources for clients.

By choosing an AESC Member firm, clients can have confidence in their selection, ensuring the benefits that come with a trusted advisor.

RECRUITMENT METHODOLOGY

Richardson's thorough and rigorous 10-step process of due diligence.

1. Client Research and Meetings

We conduct in-depth research by engaging with key stakeholders and gathering market insights, exploring your history, values, mission, services, leadership, strategy, strengths, and culture. Our long-standing relationship with your organization enables us to apply our industry expertise to evolving leadership competencies.

2. Establish the Mandate & Search Priorities

We align the mandate with your organization's goals and strategies, working closely with key leaders to define the ideal candidate. Our lead consultant creates a position brief outlining competencies, qualifications, responsibilities, and challenges. Leveraging market expertise, we ensure the role is shaped by relevant trends for an informed candidate profile.

3. Set the Search Strategy

We create a tailored search strategy to identify and verify top talent using results-driven methods. This includes market mapping to assess the talent pool across industries and regions, along with strategic sourcing through our networks and advanced technologies, ensuring diverse and unbiased candidate selection.

4. Approach & Evaluate Candidates

We engage high-performing executives not actively seeking new roles, building genuine relationships to understand their motivations and interest. As brand ambassadors, we highlight your organization's value while maintaining trust and confidentiality throughout the process.

5. Candidate Presentation

We present candidates based on market mapping, sourcing, and outreach insights, including detailed profiles and resumes. After reviewing with you, we identify the best-fit candidates and provide recommendations to the selection committee.

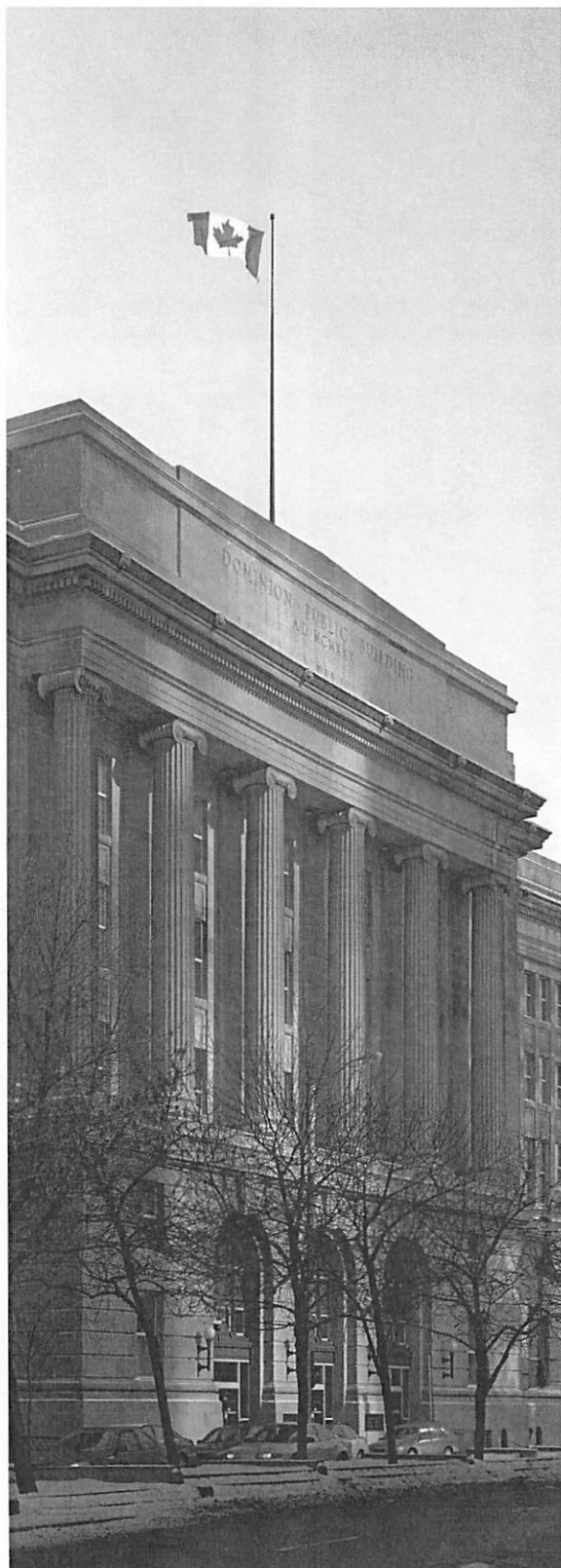
6. Interview Facilitation

We coordinate interviews between the selection committee and candidates, providing comprehensive interview guides for a structured evaluation. We attend interviews as needed, ensuring consistency and offering insights to support your decision-making process.

7. Background and Reference Check Final Candidate

We conduct thorough background and reference checks on final candidates, including psychometric assessments, social media audits, and criminal record checks, ensuring transparency, credibility, and suitability for the role.





8. Presentation of the Offer and Negotiation

We assist in presenting the offer and negotiating terms to ensure a fair and competitive compensation package. Our expertise in market standards allows us to balance the needs of both the organization and the candidate, fostering a successful agreement

9. Protection of Your Brand

We communicate with non-selected candidates, including internal ones, with professionalism, empathy, and respect. Our thoughtful approach ensures a positive experience, protecting and enhancing your brand reputation as an employer of choice.

10. Integration Coaching & Onboarding

We provide integration and executive coaching through our Certified Executive Coach to support the successful candidate's transition into the new role. Our continued involvement ensures a seamless onboarding experience and long-term success



HOW WE IDENTIFY CANDIDATES



Richardson Proprietary Candidate Database

Our internal candidate database (cultivated and refined over many years) allows us to efficiently scan and manage candidates with relevant experience, helping us find the right fit quickly and effectively.



Direct Sourcing

Utilizing advanced AI-powered platforms such as LinkedIn, LinkedIn Recruiter, and SourceWhale, we identify and connect with potential candidates, gaining insights into the competitive landscape to find the best match for your needs.



Referral and Relationships

We leverage our extensive network to identify and connect with high-quality candidates.



Advertising

We utilize targeted advertising strategies to attract the best candidates, ensuring our clients access a broad pool of qualified professionals.



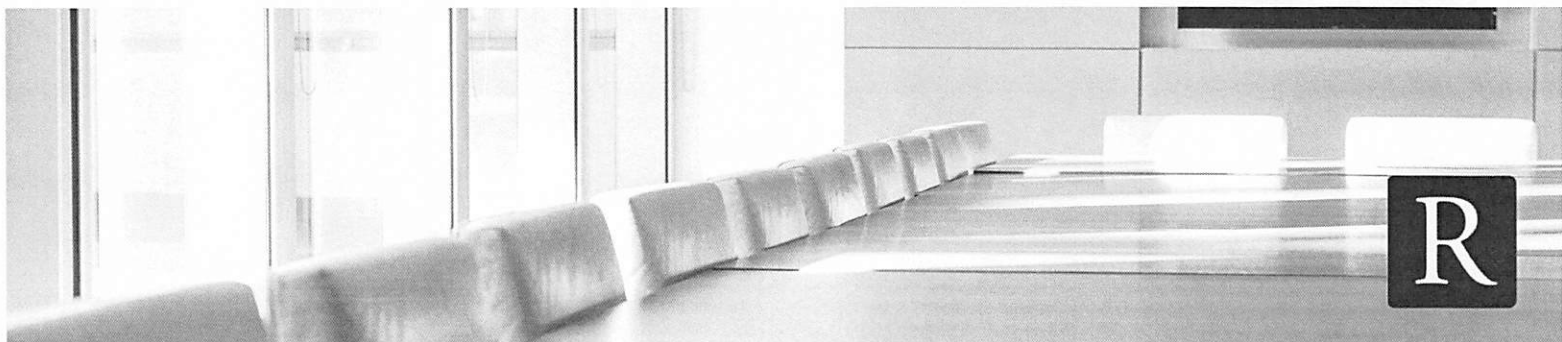
BlueSteps

Utilizing BlueSteps, a confidential career management service by the AESC, we gain access to senior executive professionals across 70+ countries, including Canada's best talent.



Internal Candidates

We consider your internal candidates with the same thorough vetting process as external ones, ensuring fairness and integrity.



DIRECT SOURCING

Proactively Identifying and Engaging Passive Talent

Direct sourcing is a proactive recruitment strategy that allows us to identify, engage, and attract top professionals who are not actively job-seeking but are the perfect fit for your organization.

How We Execute Direct Sourcing

Advanced Talent Identification

- We utilize AI-powered sourcing tools, market analytics, and industry databases to uncover high-potential candidates who align with your specific role requirements.
- Our approach ensures we target passive candidates based on skills, experience, and industry relevance—before they even enter the job market.

Strategic Talent Mapping & Market Insights

- We conduct in-depth research to map out key talent pools, ensuring we understand where top professionals are located and how they align with your hiring needs.
- By analyzing professional backgrounds, career progression, and availability, we build a dynamic talent pipeline for both immediate and future hiring needs.

Personalized Outreach & Relationship Building

- We develop customized engagement strategies to spark interest and establish meaningful connections with passive candidates.
- Our outreach is tailored to highlight unique career opportunities, company culture, and long-term growth potential, increasing response and conversion rates.

Targeted Recruitment & Candidate Experience

- We go beyond job postings by directly presenting compelling career opportunities to pre-qualified candidates.
- Our consultative approach ensures seamless communication and a positive candidate experience, positioning your organization as a top employer of choice.

The Impact of Direct Sourcing

- **Higher Quality of Hire:** By proactively targeting candidates, we secure top-tier professionals who may not be accessible through traditional job postings.
- **Faster Time-to-Fill:** Engaging passive candidates reduces the reliance on reactive hiring, shortening the recruitment cycle.
- **Improved Candidate Fit:** A targeted approach ensures better alignment with your organizational goals, culture, and leadership vision.
- **Stronger Talent Pipeline:** Ongoing engagement with passive candidates creates a continuous stream of high-caliber professionals for future hiring needs.



HOW WE EVALUATE CANDIDATES



Candidate Assessment Tools

- PXT Select
- Predictor of Performance Assessment.
- DISC Assessment
- eSkill Assessments
- Any other assessment tools preferred by your organization.

Reference & Online Presence Checks

- **Reference Checks:** We personally collect feedback from previous employers and colleagues to assess candidate fit.
- **Online Presence Audit:** We review candidates' social media presence and reputation to ensure alignment with your organization's values and to identify any potential concerns that could impact their fit within your team.

Employment, Criminal, and Educational Verification

We conduct thorough background checks and utilize Mintz Screening platform for enhanced accuracy.



HOW WE KEEP YOU INFORMED THROUGHOUT THE SEARCH

Keeping you Updated, Every Step of the Way

Our weekly progress reports keep you fully informed at every stage of the search process. We provide detailed metrics on

- candidate outreach,
- applications received, and
- interviews conducted,

giving you a clear view of our efforts and progress.

You will see exactly where we are in the search and how many candidates are actively in play, including names of those presented and upcoming interview schedules.

With our transparent and detailed updates, you will always have the information needed to make informed decisions confidently.



Presenting the Right Candidates with Clarity

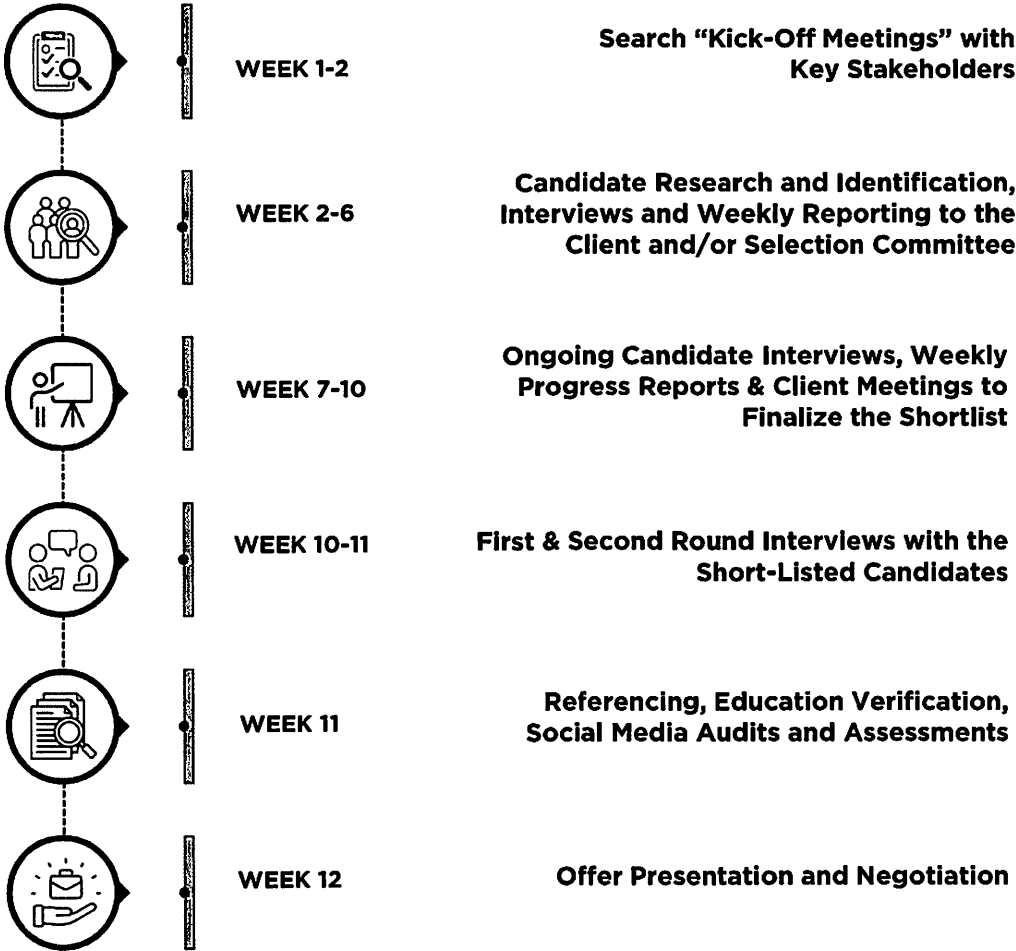
Our candidate presentation reports provide a clear, concise overview of each candidate's relevant experience, educational background, certifications, and key criteria, complete with corresponding ratings.

We go beyond just presenting facts—we provide a compelling rationale for why each candidate is a strong contender, helping you make confident hiring decisions with all the insights you need at your fingertips.



TIMELINE & MILESTONES

Our typical executive search timeline is approximately 12 weeks, starting immediately upon your approval. We recognize that every organization has unique needs and timelines, and we are committed to adapting our process to accelerate the search when necessary, ensuring a timely, efficient, and responsive approach that aligns with your specific requirements.



INVESTMENT FRAMEWORK

REPLACEMENT GUARANTEE

12
MONTHS

- ✓ As part of our commitment and to ensure that your organization has comfort in knowing we stand behind our work, Richardson Executive Search is pleased to offer a 12-month, 100% replacement guarantee.
- ✓ The 12-month replacement guarantee is effective from the date the new position commences and remains valid for a period of 12 months, regardless of the tenure of the position.

FEE SCHEDULE

3
INSTALLMENTS

- ✓ 1/3 of the fee will be invoiced upon execution of an Engagement Letter.
- ✓ 1/3 of the fee will be invoiced upon presenting candidates and receiving confirmation from your organization of your intent to interview one or more of the candidates we have presented.
- ✓ 1/3 of the fee, or the balance, is due upon the execution of an employment contract.

SUCCESS FEE

25%

- ✓ 25 % of estimated annual starting salary (excluding GST).
- ✓ If the successful candidate's annual compensation is a different amount upon signing the employment contract, we will reconcile and adjust the final installment fee accordingly.



VALUE ADD SERVICES



Leadership Transition Announcement Plan

We are excited to offer a comprehensive Leadership Transition Announcement Plan that ensures a smooth and transparent transition process. Our plan includes strategic internal and external communication approaches, paired with a detailed timeline of key milestones and deadlines. This proactive planning minimizes disruption and builds confidence among stakeholders.

Valued at \$1,800 + GST, Valued at \$1,800 + GST, this service will be provided **at no cost** for the search of the Town's new CAO.



Executive Integration Coaching

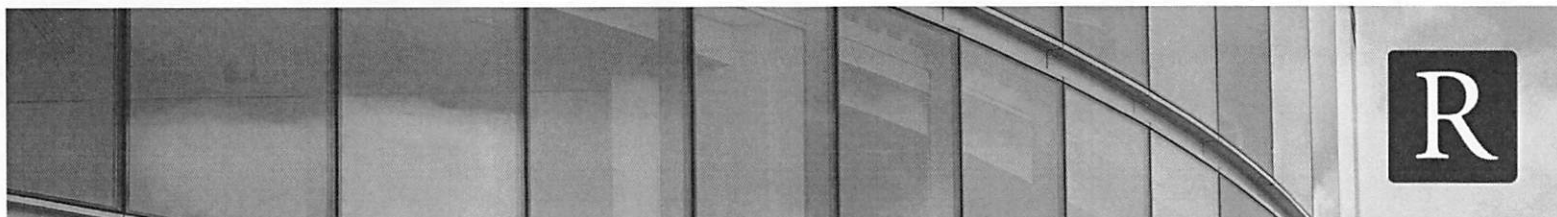
We are excited to enhance our services by including six (6) hours of executive integration coaching, designed to support the successful candidate's seamless onboarding and leadership growth. Our certified coach will personally guide the successful executive through their onboarding journey, ensuring they are set up for success from day one.

Valued at \$3,000 + GST, this valuable service can be seamlessly integrated with our executive search services at an additional cost, providing you with a cohesive and well-orchestrated transition experience



Comprehensive Services at Your Fingertips with ECL Group

As part of the ECL Group, Richardson provides access to a wide range of integrated services that are directly accessible. Our clients benefit not only from our executive search expertise but also from preferred pricing across the group's diverse offerings. This includes Professional Staffing via Executrade, managed HR solutions via Stoppler Hughes, and Managed Payroll and Compliance solutions via Outsource Payroll Solutions—all designed to streamline your operations, ensure compliance, and optimize workforce management.



RIVER CREE CORPORATION

CASE STUDY

CHIEF FINANCIAL OFFICER

Organization Size

500+ employees

Dates

- **Search Kick-off:** July 16, 2024
- **Search Completion:** October 30th, 2024
- **CEO Start Date:** January 1st 2025

Project Budget

Salary: \$260,000 per annum

Key Success Factors

- Leveraged trusted relationship with CEO via Sandy Jacobson
- Navigated culturally sensitive and industry-specific requirements with precision
- Delivered candidates with a strong balance of strategic financial leadership and sector familiarity

Lessons Learned

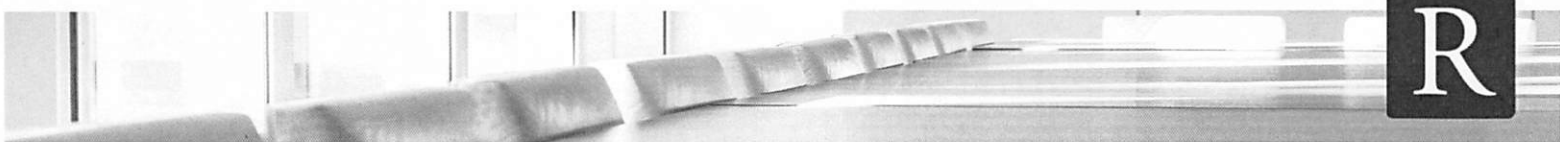
This search was a compelling reminder of the importance of cultural intelligence in executive recruitment. Engaged directly by the CEO through a trusted relationship with our consultant Sandy Jacobson, we quickly recognized that success would require more than financial acumen and leadership credentials. The position held a unique complexity—not only was the CFO responsible for the financial oversight of River Cree Corporation, but also for a number of interconnected subsidiary entities spanning the gaming, entertainment, and hospitality sectors. To be effective, the successful candidate needed to navigate a multifaceted corporate structure, while also understanding and respecting the organization’s Indigenous ownership and governance. A search in this context demands a highly tailored approach—grounded in cultural sensitivity, sector expertise, and discretion. Ultimately, the experience reinforced the value of building strong, trust-based relationships and demonstrated how a deep understanding of both the business model and cultural landscape is critical to placing transformative leaders. It was not simply about filling a role—it was about aligning values, vision, and capability to help shape the future of a unique and dynamic organization.

Approach Used

- Full executive search process conducted in alignment with our firm’s standards
- Non-Disclosure Agreement (NDA) executed by every candidate prior to receiving role or organizational details
- Targeted outreach across gaming, entertainment, and finance sectors

Recruitment Scope

- The CFO role encompassed oversight of River Cree Corporation as well as multiple subsidiary entities
- Required deep knowledge of:
 - Indigenous governance and culture
 - Casino, gaming & entertainment operations
 - Complex financial structures in multi-entity organizations



Nisga'a School District, BC

CASE STUDY

SECRETARY TREASURER | SENIOR HR MANAGER

Organization

- **Location:** Nisga'a Territory, Northern British Columbia — remote, rural, and culturally distinct
- **Size:** 230 employees (teachers, support staff, administrative roles)

Governance

Indigenous-led, with public-sector funding, multi-layered governance requirements, and strong community stewardship expectations

Project Duration

3.5 months (two concurrent executive searches)

Challenges We Overcame

- **Geographical Remoteness:** The School District is located in a remote area of Northern BC, requiring candidates who were not only willing but excited to relocate to a small, close-knit community
- **High Standards for Cultural Alignment:** As an Indigenous-led organization, cultural fit was treated as equally important as technical capability.
- **Dual Searches Under Tight Timelines:** Running two executive-level searches simultaneously—each with distinct competencies

Results

A robust cultural assessment framework is essential when working with Indigenous-governed organizations.

Transparent communication about geographic realities early in the process ensures better candidate retention and engagement.

Running simultaneous searches is efficient when stakeholders are aligned and the project plan is rigorous.

Community engagement at key stages strengthens trust and ensures long-term success for both leaders.

Approach Used

Our executive search methodology followed formal standards for public-sector and Indigenous-governed organizations, with an added layer of cultural diligence.

Recruitment Scope

- Conducted detailed discovery sessions with the Superintendent to understand organizational needs and cultural expectations.
- Assessed the impact of the remote Northern BC location, including housing availability, travel access, and lifestyle implications for potential candidates.
- Ensured all candidates demonstrated:
 - Experience in public-sector or education-sector governance
 - Strong financial or HR leadership credibility
 - A genuine respect for Indigenous culture and community-led decision making
- Performed national-level sourcing to expand the candidate pool beyond the region, given the specialized competencies required for both roles.
- Two independent search committees ran in parallel, each supported by our dedicated team.

RECENT

RELEVANT EXPERIENCE

Sturgeon County

- Chief Administrative Officer
- Director, Financial Assessment & Procurement Services
- Director, Transportation & Engineering

Rocky View County

- Executive Director of Financial and Business Services

Lethbridge County

- Chief Administrative Officer

Town of Vegreville

- Chief Administrative Officer

Town of Olds

- Chief Administrative Officer
- Director of Operations
- Deputy Fire Chief
- Development Officer
- Director of Community Services
- Director of Infrastructure

City of Yorkton

- City Manager
- Deputy Fire Chief

City of Red Deer

- Chief Information Technology Officer

Big Lakes County

- Executive Director, Community Services
- Executive Director, Public Works

Town of High Level

- Fire Chief
- Director of Corporate Services
- Director of Planning & Development

Town of Peace River

- Director of Corporate Services

Town of Shaunavon

Director of Parks, Recreation & Facilities

Municipal District of Pincher Creek

- Director of Operations

Town of Strathmore

- Director, Infrastructure, Operations & Development

City of Prince George

- Supervisor, Land Use Planning

Town of Edson

- Finance Manager

City of Lacombe

- Director of Finance

Lac La Biche County

- Director, Economic Investment and Retention

RM of Riding Mountain West, MB

- Chief Financial Officer

Town of Sexsmith

- Assistant Chief Administrative Officer

Sample of our Indigenous Partners



Nisga'a School
District No. 92



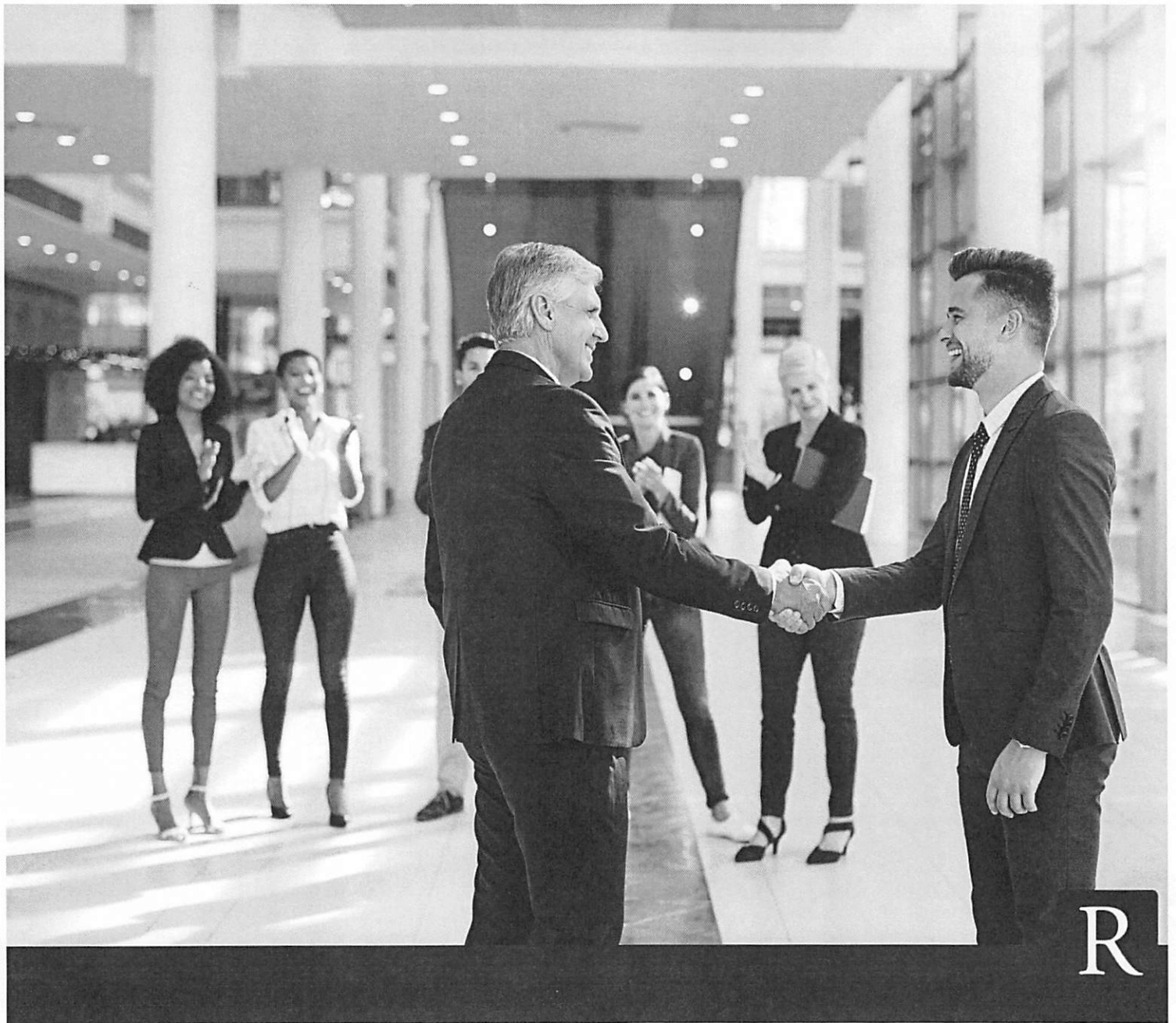
THANK YOU

For considering Richardson
Executive Search

Marielle.Maillot@richardsonsearch.ca

P: 780.944.1258

www.richardsonsearch.ca



R

Executive Search Firm Evaluation Scorecard

Position: Chief Administrative Officer (CAO) and Treasurer

Municipality: Town of Moosonee

Evaluator: _____

Date: _____

Scoring Instructions

- Score each criterion from **1 to 5**:
 - **1 = Poor / Does not meet requirements**
 - **2 = Fair / Limited experience**
 - **3 = Good / Meets requirements**
 - **4 = Very Good / Exceeds requirements**
 - **5 = Excellent / Outstanding**
- Multiply the score by the **weight** to obtain the weighted score.
- Total possible score: **100 points**.

Evaluation Criteria

#	Criterion	Description	Weight (%)	Score (1-5)	Weighted Score
1	Municipal & Public Sector Expertise	Demonstrated experience recruiting CAOs or senior municipal leaders; understanding of municipal governance and council-CAO relationships	15		
2	Northern / Remote Community Experience	Experience recruiting for small, remote, or northern communities; understanding of relocation	10		

#	Criterion	Description	Weight (%)	Score (1-5)	Weighted Score
		and retention challenges			
3	Cultural & Community Fit Assessment	Ability to assess leadership style, adaptability, and alignment with Moosonee's community values and Indigenous relationships	10		
4	Search Strategy & Methodology	Clear, transparent, and customized search process; quality of sourcing strategy and recruitment materials	15		
5	Candidate Quality & Market Reach	Ability to attract high-calibre candidates; national or regional reach; strength of professional networks	10		
6	Diversity, Equity & Inclusion Approach	Commitment to inclusive recruitment practices and diverse candidate slates	5		
7	Assessment Tools & Rigor	Use of structured interviews, competency-	10		

#	Criterion	Description	Weight (%)	Score (1-5)	Weighted Score
		based evaluations, reference checks, and leadership assessments			
8	Communication & Reporting	Quality of communication, frequency of updates, clarity of reporting to Council / selection committee	5		
9	Reputation & References	Reputation in the municipal sector; quality of references from comparable municipalities	10		
10	Fees, Value & Contract Terms	Transparency of fees, clarity of deliverables, overall value for money	5		
11	Post-Placement & Onboarding Support	Support provided after placement, including onboarding and follow-up	5		

Total Score

Total Weighted Score (out of 100)

Strengths

Risks / Concerns

Overall Recommendation

- Highly Recommended
- Recommended
- Recommended with Conditions
- Not Recommended

Comments:

Evaluator Signature: _____

Date: _____



BRIEFING NOTE

Purchase of Staff Housing Complex

A Briefing Note contains advice and/or recommendations from an employee, for council consideration.

Submitted	Victoria Hutchison, CAO
Date	January 2, 2025
Background	<p>Given our immediate staffing needs with the WTP and Senior Administration, it was identified at the last meeting that a multi-unit housing complex is necessary to ensure the efficient operation of the Town. There had been quotes obtained in the past for a single modular home but with the demand for housing increasing, it has pushed us to consider the advantage of a multi-unit building. Modular is the preferred because of timelines and costs.</p>
Analysis and Discussion for Council Consideration	<p>The attached quote shows the three unit building with each unit having two bedrooms. The triplex will be placed on our lot at 4 Wabusk Ave. This use would a public use since we are using the space to support town operations and would not require a rezoning. The building can be completed and shipped by June 2026 should we move quickly on procurement pieces. Given that housing is a major barrier to recruiting key staff members it is critical that this decision is made swiftly.</p> <p>It has been difficult to find modular homes that have multi-unit options for an affordable rate. The attached information is from SKYmodular which is an Ontario based company which allows the buyers to configure the units to fit their needs. The price in the quote is \$389,250 plus HST. See the quote for details on inclusions and exclusions. We should increase the budget by \$100,000 to install the piles and deliver the units to the community.</p> <p>We would not need to re-zone as it would be determined as public use by the Town if it was used to support Town operations. Planning and building are already reviewing the plans, so far the response is positive.</p>
Applicable policies, regulations, legislation	Procurement policy
Source of Funds - Financial Implications	<p>I would suggest allocating \$100,000 from Capital and mortgaging the remainder. For an example, the mortgage would be based on \$400,000 at 4% interest rate, over 20 years the payments would be \$2400 per month. Two of the units would be rented to the new CAO and Veolia (or other WTP operators) for a reasonable rate (example: \$1200 per month), the third unit would be available for contractors, professionals, or remote employees which would save the Town thousands in hotel rooms and other accommodations. Given that the rent from the two main units would cover the mortgage costs and the other unit would be used to save money – financially speaking this building would not cost the Town anything and would be an asset that gains value over time while providing a vital service of housing critical employees for effective Town operations.</p>

Recommendations	Given the tight timelines and the uniqueness of the product, and the more than reasonable cost of product, I recommend sole sourcing this multi-residential tri-plex from SKYmodular for the cost of \$389,250 plus tax and shipping. With ~\$100,000 as an initial investment to install the piles and put down as a deposit. The remainder would be mortgaged. There are several steps to move through including building and planning, purchasing the units, planning for the installation, and any outstanding items. Therefore I would recommend approving a budget for the purchase and installation of a triplex on 4 Wabusk Ave.
CAO's comments / Motion for Council Consideration	BE IT RESOLVED that the corporation of the Town of Moosonee approve a budget of \$500,000 for the purchase and installation of a tri-plex from Skymodular homes with \$100,000 being allocated from capital and the remainder as a mortgage.

Re: address

From Tim M <tim.m@skymodular.ca>

Date Sun 2026-01-18 5:57 PM

To CAO <cao@moosonee.ca>

 11 attachments (6 MB)

NORDIK Two - Interior Living 3.jpg; NORDIK Two - Interior Bedroom1.jpg; NORDIK Two - Interior Living 1.jpg; NORDIK Two - Interior Bedroom2.jpg; NORDIK Two - Interior Living 2.jpg; NORDIK Two - Interior Bathroom1.jpg; NORDIK Duplex - Floor Layout (8.5 x 11).jpg; NORDIK Duplex - Right View .jpg; NORDIK Duplex - Front View .jpg; NORDIK Duplex - Left View .jpg; NORDIK Duplex - Upper View.jpg;

Hi again,

I attached Nordik Duplex floor plan, Nodik interior and exterior renderings of the model for your review.

Each Unit is \$129,750 + HST (HST is exempt if used as rental) x 3 units = \$389,250 + HST.

Each unit comes fully finished with kitchen, gas HVAC system and appliances.

Helical Piles foundation, delivery/install, city fees, service hookups, lot grading are extra. We still coordinate the process with on site contractors.

Estimated Time Line for Triplex: First half of June 2026 site installation, **if we initiate the process now** starting with engineering and permits. As I have mentioned, we specifically pre-engineer our steel frame to local snow and wind loads at the site. Our Steel Frame is lighter than wood, waterproof, non-combustible, it will never warp, mold, rot or dis-form when wet.

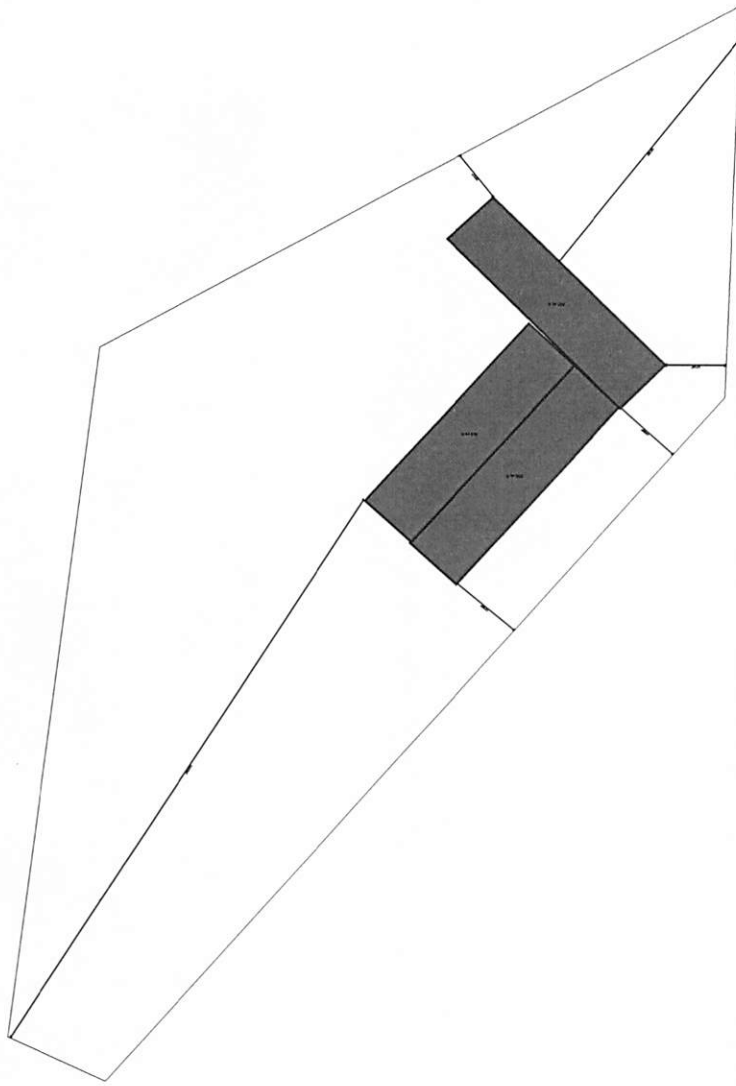
What time are you available to discuss some details including transport ?

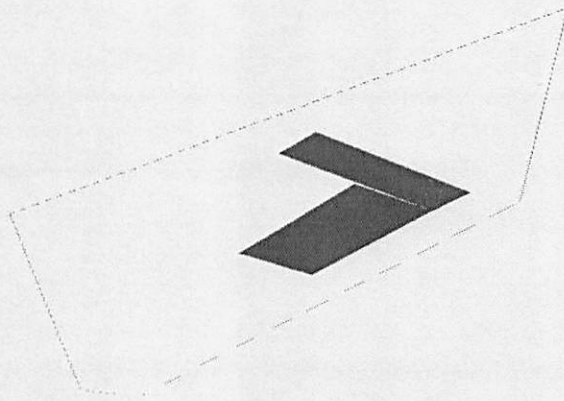
*Sincerely,
Tim M*

*Call/text 1.365.655.8883
Tim.M@SKYmodular.ca*

*Managing Director
Ontario Modular Home Manufacturer*

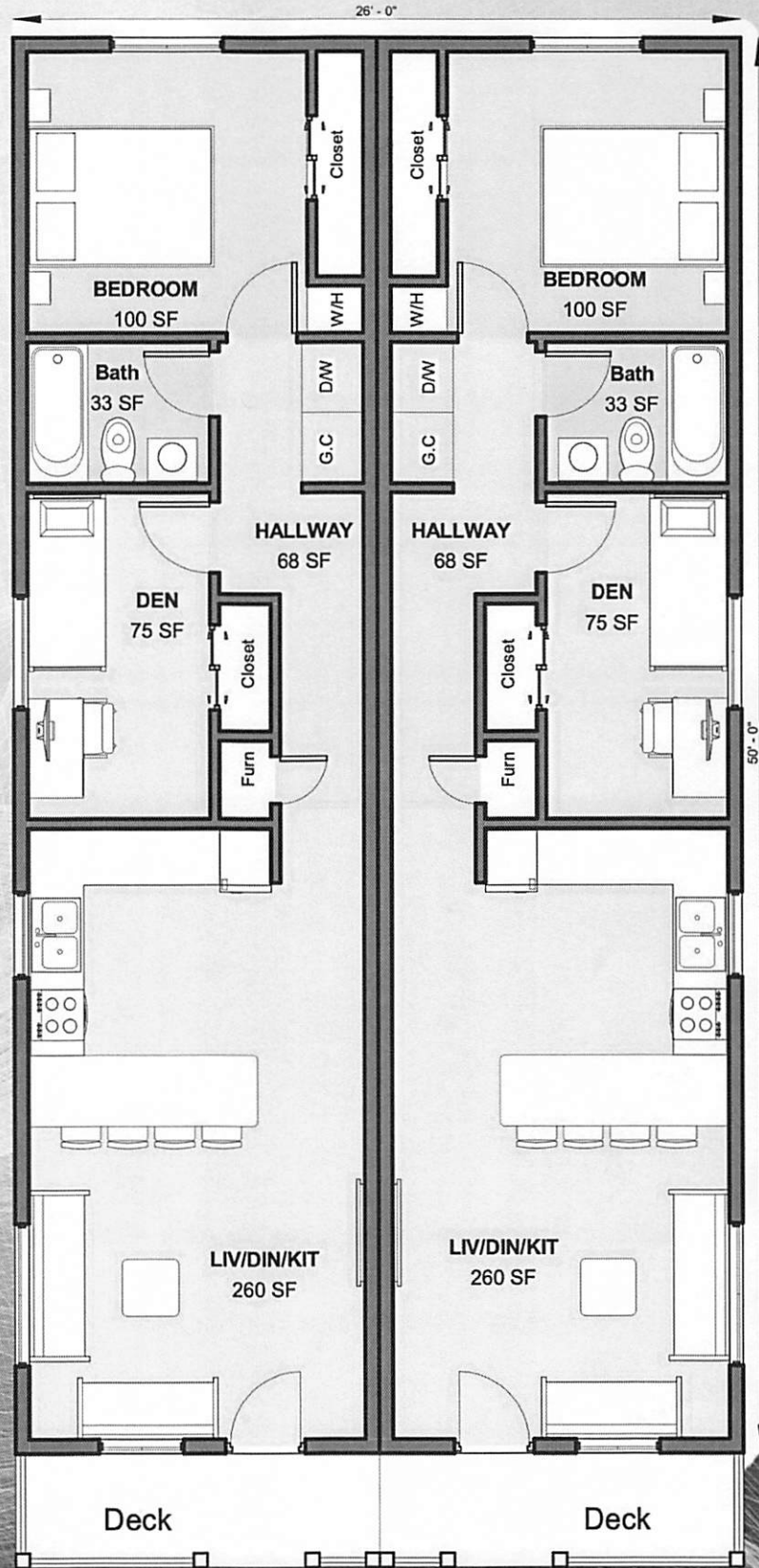
SKY MODULAR
We-Build-Modular







NORDIHX DUPLEX



2 x 2BR Duplex Turnkey Modular Homes

E&OE. All images and designs depicted herein are artist's conceptual renderings, which are based upon preliminary plans, and are subject to change without notice. The renderings may contain premium features, which may not be included in the standard offering. All such materials may not to scale and are shown solely for illustrative purposes.



NORDIK 2



Two-Bedroom Turnkey Modular Home

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