

THE CORPORATION OF THE TOWNSHIP OF PLUMMER ADDITIONAL

BY-LAW NO. 2019-11

Being a by-law to appoint
An Integrity Commissioner to follow the Integrity Commissioner Inquiry Protocol for by-law 2019-09 Code
of Conduct Investigations;

WHEREAS Bill 68 requires that the Township appoints an Integrity Commissioner for Council, its
Committee(s) and Local Board(s);

NOW THEREFORE the Council of the Corporation of the Township of Plummer Additional hereby enacts as
follows:

1. THAT the Mayor and Clerk are authorized to enter into an agreement with
Ironside Consulting for Integrity Commissioner Services as quoted, and;
Fees:
2. THAT the aforementioned Agreement in the form of the original quote submitted is attached as
Schedule "A," and forms part of this by-law, and;
3. Increase in future fees for the duration of this agreement may be approved by Council Resolution

Duties:

4. THAT the Integrity Commissioner shall follow the Integrity Commissioner Inquiry Protocol for
investigations as referenced under the Code of Conduct By-Law 2019-09.

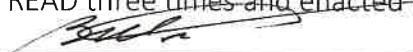
Insurance:

5. That the Integrity Commissioner carries Professional Liability Insurance covering all services in the
amount of at least \$2,000,000.00.
6. That the Township of Plummer Additional hereby indemnifies and saves harmless the Integrity
Commissioner or any person acting under the instructions of the Integrity Commissioner for costs
reasonably incurred in connection with the defense of a proceeding if the proceeding relates to an
act done in good faith in the performance or intended performance of a function, duty or authority
under of the Municipal Act, or Municipal Conflict of Interest Act, or by by-law passed thereunder, or
an alleged neglect or default in the performance in good faith of the function, duty or authority.

Term & Termination:

7. That the Integrity Commissioner shall be appointed for a period of 5 years effective February 20,
2019 to February 19, 2024.
8. That either party may terminate this agreement at any time with 90 days written notice.

READ three times and enacted the 20th day of February, 2019.


MAYOR: Beth West


CLERK: Vicky Goertzen-Cooke

I agree to the terms and duties as described;

Integrity Commissioner:

Date:



18 January 2019

Vicky Goertzen-Cooke
Clerk Treasurer
Plummer Additional Township
RR # 2, 38 Railway Cres.
Bruce Mines ON P0R 1C0

Dear Ms. Goertzen-Cooke:

RE: Proposal for Engagement of an Integrity Commissioner

I am responding to your email request of Friday January 18, 2019, regarding your consideration of my services as Integrity Commissioner for Plummer Additional Township.

I believe that my professional and work-related experiences have provided me with the qualifications for the role of the Integrity Commissioner. I was appointed Integrity Commissioner for the Corporation of the City of Sault Ste. Marie in May of 2018 and will hold this role until December 31, 2020. I have also been contracted by the Municipality of Temagami this past year to respond to four Integrity Commissioner matters.

As a certified, human resources professional, I have achieved the highest standing professionally that is recognized in Ontario, through my education and contributions to our profession. For these, I have been granted the Fellow designation by the Human Resources Professionals Association. One of my roles included Chair of the Appeals Committee for our profession and in this role, I lead the advancement of our processes to ensure fair, and legal processes. As Chair, my role required the utmost in impartiality and neutrality.

As a professional I can assure you I possess high ethical standards and excellent communications skills. I have both the understanding of impartiality and the ability to function in such a manner. My years of work and professional experience have afforded

me with wisdom and confidence. Trust is earned by behaviour and through effective communication and relationship management skills, I have built trust in my actions with my numerous clients and with my professional colleagues. Please do not hesitate to seek confirmation of my statements by contacting the individuals I have listed in my response. As President of my consulting business I have the ability to provide the services required on a part-time, flexible and as-needed basis. Also, I am not involved in political campaigning or endorsements and have no related conflicts of interest.

I have experience in managing sensitive inquiries, conducting investigations and making appropriate recommendations and a good understanding of legal principles. I have the ability to research, analyze, understand and apply the provisions of various statutes, regulations, policies and other enabling frameworks. My company, Ironside Consulting Services Inc. (ICS Inc.), is licenced to engage in the business of selling the services of Private Investigators under the Private Security and Investigative Services Act, 2005, and its regulations. As well, I am a licenced Private Investigator with extensive experience in undertaking workplace investigations related to allegations of violations of the Occupational Health and Safety Act (Bullying, Harassment and Violence in the Workplace), and allegations of violations of the Human Rights Code. I have conducted over twelve different Workplace Investigations primarily related to allegations of violations of the Occupational Health and Safety Act.

In conclusion, I believe that my over eighteen years' experience as a consultant, my recent experiences as an Integrity Commissioner, four years' experience in a senior leadership governing role for my professional association and over twenty years' experience in management in the health care industry, have provided me with the experiences and qualifications that you require. As such, I look forward to consideration by your Township and thank you for the opportunity to apply.

Regards,



Antoinette Blunt MPA, CHRL, CHRE, FHRPA
President, Ironside Consulting Services Inc.

Proposal for Engagement of an Integrity Commissioner

Receipt of Complaints:

Normally complaints or requests for inquiries are submitted to the Clerk Treasurer and sworn before a commissioner of oaths in the appropriate form provided and the Clerk Treasurer forwards the complaint to the Integrity Commissioner. The complaint or requests for inquiry should clearly state:

1. The member to whom the complaint relates
2. The nature of the alleged contravention
3. The specific provision(s) of the Code allegedly contravened;
4. Names of any witnesses to the alleged contravention; and
5. Written material in support of the alleged contravention.

All complaints or requests for inquiries should be accompanied by all written materials (documents or records), considered to be relevant to the complaint or requests for inquiry.

When the Integrity Commissioner receives the complaint or request for inquiry, the Integrity Commissioner first determines if it is within my jurisdiction and whether there is a procedure under other legislation or Township policy to deal with the complaint. If it is determined that other procedures apply, the Integrity Commissioner normally refers the complainant to the appropriate person or agency to follow that process. This would include such matters as:

1. The complaint provisions under the *Ontario Human Rights Code*;
2. A complaint of alleged criminal activity;
3. Procedures under the *Municipal Act*, the *Municipal Conflict of Interest Act* or the *Municipal Elections Act*;
4. The complaint provisions of the *Workplace Violence and Harassment Prevention Policy*, as stated in that policy.

Normally, where it has been determined that a complaint should be dealt with under one of the above processes, it will no longer be considered or dealt with by the Integrity Commissioner.

If the complaint or request to conduct an inquiry is within jurisdiction the Integrity Commissioner delivers a preliminary information report for an open meeting of Council that would include the following:

1. The opinion of the Commissioner as to whether the inquiry is appropriate and whether it can be conducted within the law applicable to such an inquiry;
2. An indication as to whether it is the Commissioner's intention to conduct the inquiry under sections 33 and 34 of the *Public Inquiries Act*;
3. A preliminary indication of the members of staff and/or consultations needed to assist the Commissioner;
4. An estimated cost of the inquiry;

5. The estimated time required to complete the inquiry and prepare a final report;
6. Where appropriate, the Commissioner may recommend that the alleged infraction be reported to the police and that the inquiry be suspended until the police investigation is completed.

If it is determined that the referral of a matter is frivolous, vexatious or not made in good faith or that there are no grounds or insufficient grounds for an inquiry, an inquiry would not be conducted and the reasons for not doing so would be stated in the preliminary report.

Work Program Methodology

The following describes the proposed work methodology that is designed to ensure quality of work and cost-effectiveness. The proponent guarantees a timely response to all requests for services/work assignments and in most cases, can initially respond and begin an assignment within forty-eight hours.

Complaints Process and Protocol

Early Stage Complaints Resolution

ICS Inc. understands the goal to resolve any complaint prior to commencing an inquiry and also that while individuals are encouraged to pursue an informal complaint procedure that this is not a precondition or a prerequisite to pursuing a formal complaint procedure.

A mediation process will be utilized in attempting the parties to resolve informal complaints. The parties will initially be approached individually and advised of the intended process and the Integrity Commissioner's role. Ground rules will be discussed including:

- Each party will be advised that one person speaks at a time and speaks in a calm, professional manner
- To acknowledge respect for each other and to build trust, each party will be asked:
 - To make a sincere commitment to listen to the other without interrupting, to try to understand the other person's point of view before responding
 - To not discuss the conversations during the process with others colleagues (maintain confidentiality)
 - To speak for themselves as individuals – not for others and trust that each is doing
 - To fair consideration of the other person's opinions
 - To consider the issues as the point of disagreement and not the other person
 - To not criticize negatively

The Integrity Commissioner will discuss each person's perspective of the conflict with them and ask them to consider this process to achieve resolution. Each person will be asked what their goals are – what they need/want as an outcome of this process.

The Integrity Commissioner will utilize effective Communication and relationship management and conflict resolution skills in the mediation process to support resolution. Notes will be kept of the process and outcome but given it is informal, no report will be provided if resolution is achieved.

Investigation of Complaints and Alleged Breaches of the Code of Conduct

As stated, upon receipt of a complaint or inquiry, ICS Inc. understands the role of the Integrity Commissioner is first to determine if it is within jurisdiction, and whether there is a procedure under other legislation or Township's policy to deal with the complaint. If this is the case, the complaint or inquiry will be referred to the appropriate person or agency.

If the complaint or inquiry is within the Integrity Commissioner's jurisdiction, a preliminary information report will be provided for an open meeting of Council as required by protocol (section 4.). Following the provision of the preliminary information report to Council, the investigation of the complaint within jurisdiction, will commence.

A thorough review of all relevant documentation will be undertaken prior to the investigation including:

- The Request for Investigation – Code of Conduct for Members of Council and Local Boards
- Copies of all documents and records submitted with the complaint
- Any relevant policies including the Code of Conduct

The complainant and the respondent will both be provided with copies of the Request for Investigation Form (a draft one can be developed if the Township does not already have one), and all documents and records submitted with the complaint.

The Integrity Commissioner will develop a list of interview questions based on an analysis of the information provided in the Request for Investigation and all documents and records submitted with the complaint.

The complainant will first be interviewed; then the respondent and then potential witnesses. All those interviewed will be provided with the same introductory information at the beginning of the interview including:

- A review of the process

- Confirmation that all parties will be treated fairly and that complaints shall be treated as confidential to the extent possible and in accordance with the Municipal Act
- That all records off the investigation will be kept confidential and access limited to those in the City with a need to know for the purposes of conducting a full investigation
- The purpose – to gather information and determine facts of the matter as to whether or not the Code has been contravened
- That it is Council’s role and not the Integrity Commissioner’s to determine the actions/penalties, resulting from a finding of contravention of the Code
- That the Integrity Commissioner’s report to Council on the investigation of complaints are public documents. The report will be provided for an open meeting of Council.
- Provision of individual investigative reports will include the background concerning a complaint and recommendations will be provided to the Township’s Council for its consideration, in accordance with section 223.6 of the Municipal Act, 2001.

When interviewing, the Integrity Commissioner will consider the demeanour of individuals to establish credibility. Where a number of witnesses are identified, the concept of the balance of probabilities can be considered to establish grounds for considering the validity of the complaint.

Conclusions shall consider the credibility of those interviewed; for example, whether or not they gave their statement in a direct and straightforward way, seemingly without embellishment or whether or not there were significant discrepancies between all those interviewed as to the versions of events raised in the complaint.

As a result of the conclusions reached, the findings will identify if there is evidence and/or credible witnesses to substantiate the allegations identified in the complaint and as such if the Integrity Commissioner believes there has been a violation of the Code.

Reporting the Results of an Investigation

ICS Inc. understands that the Integrity Commissioner will report the findings for an open meeting of Council and if the report relates to a local board, to both Council and the local board. The report shall contain all requirements noted in the protocol including the provision of the final report to the complainant and the respondent (the member whose conduct it concerned).

Review Code of Conduct (Council and Elected Board)

A draft Code of Conduct can be provided for consideration by the various Councils and will be reviewed at least annually and at any time questions or issues arise related to the interpretation of the meaning of the Code that may identify sections that lack clarity or completeness. The proponent recommends seeking out Codes from other Municipalities for review and consideration in the annual review process. Any recommended amendments to the Code will be accompanied by statements of rationale and source references will be defined.

Advisor to Members of Council

ICS Inc. understands the role of Integrity Commission and can provide advice to individual members of Council relating to the Code of Conduct and any procedures, rules and policies of the municipality governing ethical behavior. ICS Inc. will keep abreast of related issues and topics on the internet and review and analyze any information found or provided by staff and proactively act as an educator for Council, the Administration and the Public. An education session can be provided as requested and information submitted by way of the annual report, posted on-line.

ICS Inc. is also in the process of seeking membership in the newly formed Association of Integrity Commissioners of Ontario.

Provision of Annual Reports to Council

ICS Inc. understands the requirement to submit an annual report to Council summarizing activities in accordance with section 223.6 of the Municipal Act.

Fee Structure: **Antoinette Blunt, Ironside Consulting Services Inc.**

Hourly Rate: **\$210/hour**

Telephone Consultation: Minimum fee of 15 minutes time (\$52.50)

Notes:

1. Rate quoted is guaranteed (net and firm), for the duration of the contract.
2. There is no retainer fee for contracting services as an Integrity Commissioner.
3. HST at 13% is not included in the above price quotation.
4. Training Sessions cost \$210.00/hour and estimated time for preparation and delivery is three hours.
5. All accounts are invoiced monthly:
 - a. Billing can be arranged for lengthier periods up to every quarter if preferred for larger contracts.
6. Disbursements:
 - a. None are predicted for this project but if incurred (i.e. parking fees, etc.) such expenses are billed at cost. This provision is negotiable.
7. Travel Time and Cost:
 - a. Travel time charged is at 50% of the hourly fee for service.
 - b. Mileage is charged at a rate of \$.55/km
8. Payment is due upon receipt of invoice:
 - a. Unless alternative arrangements are agreed to.
9. ICS Inc. is an independent contractor and the company is incorporated and as such, the proponent is solely responsible for any and all payments and/or deductions required including those required for Canada Pension Plan, Employment Insurance, Workplace Safety and Insurance Board and Income Tax.
10. **Business Number: 87739 0922 RT0001**



Antoinette Blunt, MPA, CHRL, CHRE, FHRPA
President, Ironside Consulting Services Inc.



Antoinette is the President of Ironside Consulting Services Inc. (ICS Inc.), a company specializing in the provision of a variety of human resources, labour relations and management services for employers primarily in Northern Ontario, since 2000. Her company offers a variety of services including organizational review and design, governance review and strategic planning, workplace investigations, mediation, re-design and development of policies and procedures, compensation system review and design including pay equity services, early stage grievance management, collective bargaining for employers, performance management system design; coaching and training in numerous areas including relationship management, communication, team building and leadership.

ICS Inc. is licensed to engage in the business of selling the services of Private Investigators under the Private Security and Investigative Services Act, 2005, and its regulations. Antoinette Blunt is a licensed Private Investigator with extensive experience in undertaking workplace investigations related to allegations of violations of the Occupational Health and Safety Act (Bullying, Harassment and Violence in the Workplace), and allegations of violations of the Human Rights Code. In 2018, Antoinette was appointed Integrity Commissioner for the Corporation of the Sault Ste. Marie and is responsible for investigating complaints and alleged breaches of the Code of Conduct of Council and Elected Boards; she will serve as an advisor to Council and an educator for City Council, City Administration, and the Public.

Antoinette's educational background includes a Masters' Degree in Public Administration, B.A. and BScN. Antoinette also has over 18 years' experience providing consultative services to employers and over 20 years' experience in management in the health care industry.

Antoinette is currently the Chair of the Board of Directors of the Human Resources Research Institute, a national not-for-profit organization that is focused on human resources research and educational scholarships and is also a Past Chair of the Board of Directors of the Human Resources Professional Association (HRPA), the provincial association for HR professionals. HRPA

represents about 22,000 members across the province and internationally. While serving on this Board, Antoinette also chaired a number of committees including the Appeals Committee, Government Relations Committee and represented the provincial association on a national level serving as Chair of the Professional Standards Committee.

From 2016 until 2017, Antoinette was a member of the Standards Council of Canada Human Resources Management Committee and as a Subject Matter expert to the Working Group: Harmonized Human Resources Professionals Competency Framework. Membership of the Working Group is from numerous countries around the world who were collaborating to develop common internationally accepted professional competencies.

In 2013, Antoinette was awarded the Fellow Designation by the Human Resources Professionals Association. This is considered to be *"a prestigious title and designation awarded within the human resources profession to an individual that promotes best practices and continually enhances the reputation of the profession."* Outstanding contributions are in the five key areas of strategic positioning of the human resources professions; advocacy on behalf of the HR profession to government policy makers; development, sharing and promotion of innovative HR ideas, policies and practices; service to local, provincial and/or national HR associations and service to the broader community/social responsibility. At the same time, she was also awarded an Honorary Life Membership in the Human Resources Professionals Association *"Recognizing Extraordinary Volunteer and Leadership Contributions at HRPA"*.

In June of 2011, Antoinette received the Osgoode Certificate in HR Law for HR Professionals from Osgoode Hall Law School, York University which included modules in Employment and Labour Law Statutes, Labour Relations and Dealing with Unions, Occupational Health and Safety Law in Ontario, Conducting Workplace Investigations, Equity, Diversity and Accommodation: Human Rights at Work and Terminating the Employment relationship: Minimizing Your Legal Exposure. In the past three years Antoinette has conducted over twelve different Workplace Investigations.

In 2005, Antoinette was named by the Sault Ste. Marie Chamber of Commerce as the winner of the Athena Award, an internationally recognized award honouring exceptional women leader who inspire others to achieve excellence in their professional and personal lives.

Ironside Consulting Services Inc. has provided services to employers in both private and public sectors. Some industries services have been provided to include:

- Health Care Organizations (Hospitals; Health Units)
- Long Term Care Facilities
- Agencies providing community based social and health services for individuals with both physical and mental abilities special needs
- Automotive dealerships
- Power construction and power related industries
- Police Services
- First Nations
- Aboriginal organizations and service providers
- Addiction Service Providers

- Motel/hotel Industries
- Municipalities
- Government Agencies (Ministry of Health and Long-Term Care)
- Children's Services Agencies including special needs and other social and mental health services
- Universities
- Library Services
- Medical School (Northern Ontario)

For additional information Visit: www.ironsideconsulting.ca

CLIENT AND PROFESSIONAL ENDORSEMENT STATEMENTS

"As CEO of HRPA, I worked with Antoinette for almost a decade where she has held positions as Chair of various committees and task forces, including four where she was the Vice-Chair, and then Chair of the Board.

In every position, she demonstrated exceptional understanding of the importance of Strategy in our organisation's evolution; by understanding the importance of Vision, Mission, Values, she led a highly effective strategic planning process to identify the key priorities faced by the association in challenging times; and she exhibited great leadership skills in creating the essential change agenda that got support and buy in from both the board and organisation.

HRPA today is hugely respected by Government; its role is now one as a professional regulator and public protector; the Association has had major impact in influencing new legislation that is relevant to members; there was a complete-upgrade of internal governance policies and procedures; core designations have been accredited as among the best in the world; and it is an organisation where members and volunteers are highly committed; staff have a record high in engagement and finances are in excellent shape.

Without Antoinette's leadership and strategic perspectives, none of these would have happened. Today, HRPA is a fundamentally different, better and more effective association."

William (Bill) Greenhalgh, Former Chief Executive Officer (Retired Sept. 2017)
Human Resources Professionals Association

President and Chief Executive Officer
Stratx Inc.
(416) 666-5455
stratx@rogers.com
www.stratxinc.com

I am very pleased to provide a reference for Antoinette Blunt, Ironside Consulting Services Inc. By way of background, I wish to advise that my observations and experience have been in

relation to my direct involvement through her work with our police service and my role as a Councillor of the Garden River First Nation.

I became professionally involved with Antoinette in 2008 as a result of her work surrounding compensation for the First Nation. As a result, our police service engaged her to assist with developing compensation analysis and systems for our senior command staff. This also included an organizational restructuring of civilian roles and responsibilities. As part of her responsibilities, she redesigned position descriptions and performance appraisal processes. As a direct result of her work with our organization, we have implemented the standardization of all job descriptions and performance management systems through job analysis and compensation review.

Antoinette has been highly engaged by our community. During this past year, she facilitated strategic planning for the Garden River First Nation Chief and Council. In addition, she completed an assessment for the First Nation's post-secondary guidelines to determine policy adjustments required for the accommodation of special needs students. Recently, she was also directly involved with the recruitment and selection process of our First Nation's Chief Administrative Officer this past fall. As an expert in the human resources field, the First Nation has also relied on her to oversee appeals process for job evaluation results and engaged her to facilitate training sessions for the GRFN Child Care Centre employees.

Based on her relationship within our community, it is evident that Antoinette's ability to observe, research and facilitate are superior. Her ability to oversee a project, engage stakeholders while assessing, compiling and presenting her findings are unmatched. She is versed in human rights legislation and can clearly articulate the requirements necessary for implementing accommodation measures and strategies that are necessary to ensure the success of special needs students.

In terms of her overall characteristics, Antoinette possesses excellent interpersonal and organizational skills. She also possesses the human element in terms of her ability to engage with different types of stakeholders.

My personal observations surrounding Antoinette's professionalism are a clear indicator that she possesses sound judgement, tact and skill in dealing with all types of issues. While she is empathetic to the issues impacting the organization and individual, she is also fully cognizant of the limitations contained within policy or legislative framework.

I enjoy an excellent working relationship with Antoinette. She has demonstrated, both professional and personal attributes, that would make her a dynamic, valued contribution to your project. In closing,

I strongly and very enthusiastically recommend Antoinette Blunt without any reservation. She has my unconditional support and highest recommendation possible. Should you require clarification or additional information, please do not hesitate to contact me.

Leslie Zack-Caraballo
Director of Corporate Services

Anishinabek Police Service
Izackcaraballo@apscops.org
(705) 946-2539 Ext. 235
(provided in 2016)

"It is with great pleasure that we offer you the following client endorsement in relation to the ongoing work that has been done by your firm for our organization. Anishinabek Police Service has utilized Ironside Consulting for our compensation matters, performance management systems and human resource policy development.

Antoinette's high level of expertise has also assisted our Police Governing Authority in developing and implementing standards for our senior management team. We have also relied on her presentation skill and experience to assist in our disclosure requirements in this area to both provincial & federal government officials.

Antoinette is highly experienced and skilled in human resource trends that allow us the ability to tap into new developments or changes as they occur. She possesses a wealth of information and we have come to depend on her knowledge, professionalism and accessibility in responding to our needs.

It is without hesitation that we recommend the services of Antoinette and her firm as it relates to accessing quality cost effective human resource services."

John W. Syrette, Police Chief
Anishinabek Police Service
jsyrette@apscops.org
(705) 946-2539 Ext. 228
(705) 782-6776

Community Living Parry Sound has had the pleasure of working with Antoinette Blunt for the past 11 years. During this time Antoinette has fulfilled a range of human resources requirements for Community Living Parry Sound, from labour negotiations to assisting in the resolution of difficult employee matters to the development of our policies and procedures. Her work has always reflected her integrity and passion that she has for this field. The development of the policies and procedures included working with the management team to define the roles of all employees in relation to the organizational structure of the agency. From this, job descriptions with relevant performance appraisals were developed.

Antoinette worked with both the management team and our employees with the implementation of the Developmental Services Human Resources Strategy Core Competencies project, including coaching for competencies and behavioural-based interviewing. Antoinette revised all job descriptions to include the relevant competencies, as well as developed interview tools based on both the core and threshold competencies.

One of Antoinette's greatest assets is her ability to empower others through her coaching and mentoring while working with the organization. Ironside Consulting Services Inc. provides a

responsive, comprehensive, professional HR service which has always surpassed our expectations in meeting the organizational needs of Community Living Parry Sound and I would be very pleased to recommend their services.

Jo-Anne Demick
Executive Director
Community Living Parry Sound
38 Joseph Street
Parry Sound, ON P2A 2G5
(705) 746-9330 ext.226
idemick@clps.ca
www.clps.ca

As a smaller organization without in-house Human Resource services, Antoinette Blunt has been invaluable in developing many of our critical documents and practices from comprehensive policies to job descriptions and performance appraisal tools including the process of evaluating the Chief Executive Officer. Her knowledge, support and skill in enabling us to complete our pay equity requirements have ensured that we have met our obligations to our staff today and in the future.

Antoinette has effectively transferred knowledge to our leadership team, leading training and discussions related to leadership skills, coaching others, supporting performance improvement and HR specifics such as attendance management. Her information sharing is always framed by current best practices and always delivered in an engaging and interactive manner. Antoinette has been a respected advisor and coach both to myself and members of our leadership team for many years, offering objective support related to inter-personal matters and system dynamics. Through her professionalism and calm demeanor, she also serves as a role model for strong leadership.

Today, we are a strong and progressive organization, as a result of Antoinette's support in all matters related to Human Resources. I know that our HR practices are in keeping with those of any organization with a full HR department! I whole-heartedly endorse and recommend Ironside Consulting and specifically Antoinette Blunt's services in the provision of cost-effective and quality Human Resource services.

Christianne Monico, Chief Executive Officer
THRIVE Child Development Centre
cmonico@kidsthrive.ca
74 Johnson Ave.
Sault Ste. Marie ON P6C 2V5

"We have called on Antoinette and her professional services on several occasions over the past 15 years. Most recently, in August (2018), Antoinette assisted us in the negotiation of a new four-year contract with our union. She also assisted us in negotiations in 2015, 2012, 2009/2010 and in 2005. In 2005, I had the pleasure of working closely with Antoinette while we negotiated a 4-year contract with our union. I represented the domestic automobile dealers at the table,

while Antoinette was our team leader. Since then, she has helped us through a number of grievances.

During our 10 days of negotiations, I came to realize how efficient and professional Antoinette is and what a smart decision our dealer group made having her at the table. We intend to maintain our relationship with Antoinette simply because we obtain full value from her and Ironside Consulting Services regarding labour matters. This is why we have retained her to help us through any grievances filed on behalf of the union. She is never more than a phone call or E-mail away and responds to our requests in a timely fashion. First and foremost, Antoinette is a people person. She enjoys interacting with other people. Appropriate questions are always asked to identify and understand the problem. Empathy is always shown, and Antoinette's ability to remain calm, even when union representatives are confrontational is an admirable trait. Any response from Antoinette is well thought out and very pragmatic. She stands firm when necessary and will not be intimidated. She insures she knows the Collective Agreement before entering any meeting and is fully versed on the latest and relevant legislation. With her immediate access to legal assistance there are never any questions left unanswered. With Antoinette's advice, I have always been able to make an informed decision. I take great pleasure in supporting Antoinette and invite you to call me at any time should you have any questions."

Robert Prouse, President
Prouse Chevrolet Buick GMC Ltd.
robert@prousechev.com
(705) 759-1212

I very much appreciate all the work that has been done by you on our behalf, both the work we have contracted with you ourselves and as part of the amalgamated Pay Equity review you provided for the area Municipalities. Having dealt with numerous consultants in my municipal career, I must say I am most impressed with your services. Your turn around time on our projects, the detail you provided and the follow up you offered to assist us in interpreting, delivering and understanding the work is to be commended. I certainly needed your guidance in the development of our job descriptions and evaluations and in getting our pay equity compliant, you brought it together for us and made it work very well. Most notable is the guidance you provided during the very difficult times we face during the Harassment Complaint filed by an employee. Your investigation and handling of a very sensitive matter, along with the spot-on outcome you recommended has made this a much better work place for all. Personally, I appreciated the confidence and assistance you gave me in dealing with Council and being so accessible every time I needed any clarifications. Everyday there are new challenges and I am confident facing them knowing I have Ironside Consultants available to assist me.

Glenn Martin, Clerk-Treasurer
The Corporation of the Township of Tarbutt and Tarbutt Additional
tarbutttownship@bellnet.ca
(705) 782-6776

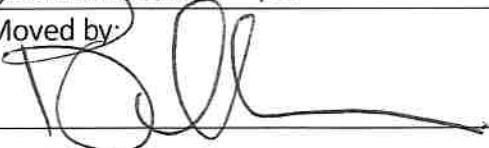
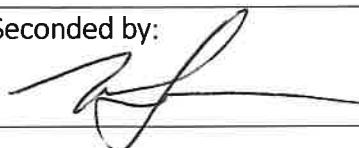
*The Corporation of the Township of Plummer Additional
R. R. 2, 38 Railway Crescent
Bruce Mines, ON P0R 1C0
Phone: 705-785-3479 Fax: 705-785-3135*

COUNCIL RESOLUTION

AGENDA ITEM

22e

Date: Feb 20, 2019

Resolution 2019- 45 Moved by: 	Seconded by: 
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WHEREAS Bill 68 requires that the Township appoints an Integrity Commissioner for Council, its Committee(s) and Local Board(s);

BE IT RESOLVED that this Council gives three readings and passes by-law 2019- 11 being a by-law to authorize the Mayor and Clerk to enter into an agreement with Ironside Consulting to provide Integrity Commissioner Services.

RESOLUTION RESULT	RECORDED VOTE		
	MAYOR AND COUNCIL	YES	NO
<input checked="" type="checkbox"/> CARRIED			
<input type="checkbox"/> DEFEATED			
<input type="checkbox"/> DEFERRED*	Mike Jones		
<input type="checkbox"/> REFERRED*	Boris Koehler		
<input type="checkbox"/> PECUNIARY INTEREST DECLARED	Carl MacKenzie		
<input type="checkbox"/> RECORDED VOTE	Tasha Strum		
<input type="checkbox"/> WITHDRAWN*	Beth West		
MAYOR – BETH WEST	Clerk-Treasurer: V. Goertzen-Cooke		
