

THE CORPORATION OF THE
CITY OF WHITE ROCK

15322 BUENA VISTA AVENUE, WHITE ROCK, B.C. V4B 1Y6

MEETING NOTICE

Pursuant to the *Community Charter* a **SPECIAL COUNCIL MEETING** has been called to begin at **5:00 P.M.** on **FRIDAY, JANUARY 31, 2020.**

DATE: JANUARY 31, 2020
MEETING TIME: 5:00 P.M.
LOCATION: WHITE ROCK COUNCIL CHAMBERS
15322 BUENA VISTA AVE., WHITE ROCK BC V4B 1Y6

These meetings have been called to discuss items that are in accordance with Sections 90 (1) (a) and (c) of the *Community Charter*:

90(1)

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; and
- (c) labour relations or other employee relations

PURPOSE:

- CAO Recruitment

Date: January 24, 2020



Tracey Arthur, Director of Corporate Administration

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THE CORPORATION OF THE
CITY OF WHITE ROCK
15322 BUENA VISTA AVENUE, WHITE ROCK, B.C. V4B 1Y6

January 24, 2020

A **CLOSED MEETING** of CITY COUNCIL will be held in the **CITY HALL BOARDROOM** on **FRIDAY, JANUARY 31, 2020**, following the Special to Close Meeting at **5:00 p.m.** for the transaction of business as listed below.

T. Arthur, Director of Corporate Administration

A G E N D A

1. AGENDA APPROVAL

RECOMMENDATION:

THAT the Corporation of the City of White Rock Council adopt the agenda for the January 31, 2020 closed meeting as circulated.

2. CAO RECRUITMENT EXECUTIVE SEARCH

Community Charter Section 90(1) (a) and (c)

Grant Smith, Waterhouse Executive Search who was awarded the contract by Council to perform the CAO Recruitment.

3. DISCUSSION / CONSIDERATION OF ITEMS TO BE RELEASED FROM THE CLOSED SESSION TO THE PUBLIC

4. CONCLUSION OF THE JANUARY 31, 2020 CLOSED COUNCIL MEETING

PRESENT: Mayor Walker
Councillor Chesney
Councillor Johanson
Councillor Kristjanson
Councillor Manning
Councillor Trevelyan

ABSENT: Councillor Fathers

STAFF: T. Arthur, Director of Corporate Administration

1. **CALL MEETING TO ORDER**
The meeting was called to order at 5:03 p.m.

2. **AGENDA APPROVAL**

2020-IC-001 **It was MOVED and SECONDED**
THAT the Corporation of the City of White Rock Council adopts the agenda for the January 31, 2020 closed meeting as circulated.

CARRIED

2020-IC-002 **It was MOVED and SECONDED**
THAT Council directs that following today's meeting that only Council be included in any meetings with Grant Smith of Waterhouse Executive Search regarding the CAO recruitment (no further staff with the exception of the Director of Corporate Administration for the purpose of taking meeting minutes).

CARRIED

Jacquie Johnstone, Director of Human Resources; and
Grant Smith, Waterhouse Executive Search arrived at the meeting at 5:06 p.m.

2. **CHIEF ADMINISTRATIVE OFFICER (CAO) RECRUITMENT
EXECUTIVE SEARCH**

Community Charter Section 90(1) (a) and (c)

Ms. Johnstone did a brief outline of the hiring process of Waterhouse Executive Search firm and introduced Mr. Grant Smith of the organization.

Ms. Johnstone departed the meeting at 5:12 p.m.

Mr. Smith noted that hiring of the new Chief Administrative Officer will be one of the most important decisions Council will make this term.

Grant Smith, Waterhouse Executive Search who was awarded the contract by Council to perform the CAO Recruitment verbally outlined the steps planned for the process.

Mr. Smith noted that today his goal is to solidify what Council are looking for and he noted that he will not quit until he finds the person of Council's choice for the position.

Questionnaires were completed by both Council and the City's Senior Management Team. The information has been compiled, this evening is to also have a direct meeting to ensure Council's needs; concerns are addressed as part of the CAO recruitment process.

It was noted that an average time that a CAO remains at their appointment is four (4) to five (5) years. But we will be looking to attract someone for a five (5) to ten (10) year timeframe.

Communication will be key to building a relationship between the CAO and Council. A regular review process to set out expectations will also be important.

It was noted with the current CAO leaving that conducting an exit interview would be helpful.

At this time it is taking a bit longer to find people, there are many opportunities across the country. A hurdle for White Rock will be housing, if someone needs to move to the province. This being said it is also a beautiful location, someone would be excited to have the opportunity to work in White Rock. The reputation of the City's Senior Management Team (SMT) is very good, they are known in the industry as a cohesive group, who are supportive of each other (this is not the case everywhere). This was noted as it is quite often a question asked of an incumbent.

There will be some advertising done for the position but the main source of advertisement will be the office contacting potential candidates directly. Anticipates that between 250 – 400 will be contacted. Already has been mapping out the initial calls.

It was noted that should there be internal candidates for the position that Council do not invite them to come to the table unless they are serious about hiring them.

The questionnaires that have been completed by Council and SMT will be compiled and presented to the finalist so they know what they are coming

into.

It is exciting to see that on the whole Council and SMT are very similar in their responses. The Candidate will require previous municipal experience. This will help get things moving seeing Council are into already into their second year of the term.

The first step is starting to call locally then province wide, and then further as needed. To have someone from the province already in local government would be a best case scenario. We will be looking for someone with a passion for the position and who wants to be in White Rock.

Mr. Smith noted they have an 18 month guarantee. The City is protected for 18 months. If the fit is not right, they will conduct the search once again at their cost.

Roundtable Points Regarding CAO Qualities (items noted as stated at the time of the meeting):

- Customer Service Model, very important (remember we are working for the residents) staff work for the people, all taxpayers deserve to be treated with respect and the public deserve staff ensuring they take the time to address their concerns / inquires
- Have a good sense of what Council needs
- Have a good sense of what the Community needs, willing to learn from Council and from staff as to what the community is looking for
- Someone who will push back – let Council know of their concerns
- Leadership, listen to staff, be there for them but also be tough when they need to be
- Commitment to the community, like Council they are to be around during major events, be seen and be available
- It is preferable that they lived in the community (noted that no SMT live full time in White Rock)
- Someone who is respectful of all members of Council
- Advocate for Council with staff and the community
- Willing to play “devil’s advocate” with Council
- Understand what Council want and need, push back with Council’s values in mind (remember they are representing the Community)
- Strong manager willing to run a “tight ship” (need someone to be a bad guy)
- Up to 250 employees in a short period of time, needs to knows what staff are doing.

CAO will work with team leaders, if we are falling behind and staff are maxed out present a business case prior to hiring, we cannot be keep growing, the tax rates cannot keep going up
Needs the CAO to say “we love all the stuff you are doing and want to do” but we will need more staff to carry this out

- Team player, respectful, cares about White Rock
- Want staff to come to work and feel good about where they work and their community
- Collaborative
- Truthful
- Present “real options” as recommendations on corporate reports so Council feel they are making sound decisions (if Council make this decision it means this, if Council makes this decision it means that)
Crisp recommendations where the pros and cons are clearly outlined
- Mentor for staff
- Present good projects that the staff, council and the community are proud of
- Confidence
- I want to feel like I never have to double check anything, the right information in a timely basis
- Budget conscious, more frugal with the City’s money, we need to know where every penny is going / oversight over all the City’s money
- Good understanding of the organization
- SMT attend the events be part of the community, the community needs to recognize the SMT there is a disconnect at this time
- Staff appear to be operating in silos
It appears staff have the attitude Councils “come and go”, the CAO needs to pull the team together
- More of the staff BBQ’s, help staff feel valued
- Disposition staff / turnover seems high this should be investigated, staff are not happy
- Team building
- CAO performance review will be important, initially starting with a 30, 60, 90 day and then one (1) year (communication imperative)
- Immediately set out top 10 priorities for the CAO to accomplish
- Technology Savvy
- Business Savvy
- Project Management
- Cost Benefit Analysis
- Risk Management
- Empower staff (if you don’t empower staff how can you hold them accountable?)
- Explain things in a professional way when conversations are occurring

- White Rock was once part of Surrey, there have been grumblings as to why they don't amalgamate. A successful CAO will ensure White Rock keeps their unique identity (do not give amalgamation ammunition)
- Inspire pride in White Rock
- Public Forums / Open Houses are very important
- Good News, need to get out in front of the public
- Understand that staff are / should be the "eyes and ears of the community", they should report back issues as they see them, people should not have to call in to get a pothole or bumpy road fixed, we should be on that right away

Mr. Smith noted the CAO needs to be "plugged into what the community wants" but there is a line here too, they cannot appear to be involved in the politics.

From the information provided and the questionnaires contact can start to be made for potential candidates. Once the draft advertisements have been given approval they will be placed. The ad will be very specific to the community, roll, responsibility and pre-requisites. It will be placed on Civic Info and in Municipal World.

There will be a short list of approximately five (5) to seven (7) applicants where Council will be brought their resumes and a report that each will have been asked to prepare (it will tell Council as to why they see they are the primary candidate for the job).

From this point approximately four (4) will be asked to come in for interviews with Council, likely to be done in one (1) day. This can be done with all of Council or a few members of Council. There will be approximately 18 – 21 interview questions involved.

It was requested that a PowerPoint presentation is to be part of the interview process. "What Would I Do In the First 90 Days".

A firm is hired to conduct references, this is not done by the City nor the selection agency in the best effort to ensure all information given is unbiased.

This process is anticipated to take three (3) months from start to finish.

Mr. Smith can guide the negotiation contract but the City's legal is best suited for a contract to be drawn up once a decision has been made.

Mr. Smith will be sending a progress report approximately every ten (10)

days. This will be sent directly to each member of Council. This will be strictly confidential information.

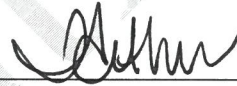
Council were encouraged to contact Mr. Smith with any questions they may have

3. **DISCUSSION / CONSIDERATION OF ITEMS TO BE RELEASED FROM THE CLOSED SESSION TO THE PUBLIC**
None

4. **CONCLUSION OF THE JANUARY 31, 2020 CLOSED COUNCIL MEETING**
The Chairperson declared the meeting concluded at 7:10 p.m.



Mayor Walker



Tracey Arthur, Director of
Corporate Administration

Confidential