

**THE CORPORATION OF THE
TOWN OF LATCHFORD**

BY-LAW NO. 2025/029

BEING A BY-LAW to appoint an Integrity Commissioner

WHEREAS the Municipal Act, S.O. 2001, Chapter 25, Section 223.3 (1), authorizes the municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to,

(a) the application of the code of conduct for members of council and the code of conduct for members of local boards or of either of them;

(b) the application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards or of either of them;

NOWHEREFORE BE IT RESOLVED that the Council of The Corporation of the Town of Latchford enacts the following:

THAT ADR Chambers shall be appointed and act as Integrity Commissioner

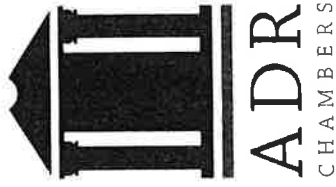
FURTHER BE IT RESOLVED that this appointment shall be subject to the executed Letter of Engagement attached as of this bylaw.

READ a first, second and third time this 14th day of October, 2025.


Mayor, Sharon Gadoury-East


Clerk-Treasurer, Maudie Robinson

OCT 09 2025



**PROPOSAL FOR THE PROVISION OF INTEGRITY COMMISSIONER SERVICES
FOR THE TOWN OF LATCHFORD**

Request for Proposals No. 2025-02

October 9, 2025

PROPONENT'S NAME:

ADR Chambers Inc.
2001 Sheppard Avenue East, Suite 200
North York, Ontario M2J 4Z8
Tel: (416) 362-8555
Fax: (416) 362-8825

Contact: Heather Catania
Arbitration Manager
hcatania@adr.ca

Submitted by email to mrobinson@latchford.ca



2001 Sheppard Avenue East, Suite 200
Toronto, Ontario
M2J 4Z8 Canada

t: 416.362.8555
adr@adrchambers.com
www.adrchambers.com
f: 800.856.5154
416.362.8625
877.862.8625

October 9, 2025

The Corporation of the Town of Latchford
10 Main Street
Latchford, Ontario P0J 1N0

To Whom It May Concern:

Thank you for the opportunity to submit a proposal to the Corporation of the Town of Latchford (the “Town”) for the provision of services of an Integrity Commissioner for a two-year term with an option in favour of the Town to extend for an additional two-year term. Below is ADR Chambers’ proposal, which consists of responses to the proposal evaluation criteria set out in section 8 and the information listed in section 15 of the Town’s Request for Proposals No. 2025-02 (the “RFP”).

In the proposal that follows, ADR Chambers puts forward **Charles A. Harnick** for the position of Integrity Commissioner. Mr. Harnick is one of ADR Chambers’ most experienced Integrity Commissioners and Investigators and, as such, has a comprehensive understanding of the full scope of services required. His specific qualifications and experience are outlined below.

Should the Town have any questions or require further information, please do not hesitate to contact me directly at 416-362-8555, ext. 242, or hcatania@adr.ca. We thank you for your consideration.

Kindest regards,

Heather Catania
Arbitration Manager, ADR Chambers

BRIEF DESCRIPTION OF FIRM

ADR Chambers Inc. (“ADR Chambers” or “ADRCh”) is a corporation that opened in 1994 and is, today, one of the largest providers of dispute resolution and third-party neutral services in North America. ADR Chambers boasts a roster of approximately 60 experienced neutrals who specialize in investigations, integrity commissioner and ombuds services, arbitrations, mediations, and other forms of dispute resolution. ADR Chambers’ neutrals are supported by a team of approximately 30 full-time employees, led by President and CEO, Allan Stitt. ADRCh’s offices are located at 2001 Sheppard Avenue East, Suite 200, North York, Ontario M2J 4Z8.

ADR Chambers has been providing integrity commissioner services since 2011 through its Office of the Integrity Commissioner. It currently serves as the Integrity Commissioner for the following 53 municipalities and four school boards:

• Township of Armour	• City of Kawartha Lakes	• Village of South River
• Town of Aylmer	• Town of Kearney	• Village of Sundridge
• Township of Black River-Matheson	• City of Kitchener	• City of St. Catharines
• City of Brantford	• Township of Larder Lake	• Township of Stirling-Rawdon
• City of Brockville	• Township of Machar	• Township of Strong
• Municipality of Centre Hastings	• Township of Madoc	• Town of Tecumseh
• Town of Deseronto	• City of Markham	• City of Thorold
• Durham District School Board	• Municipality of Marmora and Lake	• City of Timmins
• Elgin County	• Township of McGarry	• Toronto District School Board
• Town of Englehart	• Township of McMurrich/Monteith	• Township of Tudor and Cashel
• Enniskillen Township	• Regional Municipality of Niagara	• Township of Tyendinaga
• Essa Township	• City of Niagara Falls	• Township of Wainfleet
• Township of Faraday	• Peel District School Board	• Town of Wasaga Beach
• Town of Fort Erie	• City of Port Colborne	• City of Waterloo
• Town of Georgina	• Municipality of Powassan	• Township of Wellesley
• Town of Grimsby	• Township of Rideau Lakes	• Township of West Lincoln
• Hastings County	• Township of Ryerson	• Township of Wilmot
• Municipality of Huron Shores	• City of Samia	• Township of Woolwich
• Township of Joly		• York Catholic District School Board

As such, ADRCh has extensive experience providing advisory, education, complaint investigation and adjudication, and reporting services pursuant to the *Municipal Act, 2001*, S.O. 2001, c. 25 (the “*Municipal Act*”). Over the past 14 years operating its Office of the Integrity Commissioner, ADR Chambers has developed expertise in the interpretation and application of the accountability and transparency framework in Part V.1 of the *Municipal Act*, and sections 5, 5.1, 5.2, and 5.3 of the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50 (the “*MCI Act*”). It has also gained significant experience interpreting and applying municipal codes of conduct and other procedures, rules, and policies governing the ethical behaviour of members of Council and local boards. Accordingly, the scope of work set out in section 3 of the Town’s RFP represents a core aspect of the work that ADR Chambers conducts on a daily basis.

In addition to serving its municipal and school board clients, ADR Chambers provides workplace investigation, mediation, and facilitation services to numerous other clients, including educational

institutions, such as York University, Toronto Metropolitan University (formerly Ryerson University), and Sir Sandford Fleming College, provincial/territorial governments, such as the Government of Ontario and Government of Nunavut, and various Government of Ontario ministries, such as the Ministry of the Solicitor General and Ministry of Municipal Affairs and Housing.

ADRC also provides commercial mediation and arbitration services to hundreds of individuals, organizations, and corporations annually (too many to list). It has served thousands of clients since 1994, including the Financial Services Commission of Ontario, which required approximately 50,000 mediations and arbitrations from 2012 to 2017.

Staff of ADR Chambers' Office of the Integrity Commissioner

The work of the Integrity Commissioner is supported by the staff of ADRC's Office of the Integrity Commissioner, which includes a Coordinator and two staff lawyers.

If selected as the successful proponent, the Town's primary point of contact with ADRC's Office of the Integrity Commissioner would be its Coordinator, AnnaKay Mairs. Ms. Mairs is a trained law clerk and licensed paralegal who provides senior-level administrative support to ADRC's Integrity Commissioners, including Mr. Harnick, to maximize efficiency and minimize cost. Ms. Mairs has been involved in the provision of integrity commissioner services since 2021. Some of her duties include: monitoring the email account dedicated to ADRC's Office of the Integrity Commissioner (integrity@adr.ca), responding promptly (i.e., **within two business days**) to all communications, conducting a preliminary review of all complaints and requests for advice to ensure they are complete and involve matters potentially within the jurisdiction of the Integrity Commissioner, and tracking required timelines for all investigations and deliverables. Ms. Mairs also keeps the Town informed about the status of open investigations and arranges meetings, training sessions, and other customized services required by the Town. The support provided by Ms. Mairs helps to reduce the time spent by Mr. Harnick and, thus, the cost to the Town as there is no cost for her services.

The Integrity Commissioner's work is also supported by two staff lawyers who serve ADRC's Office of the Integrity Commissioner: Uri Snir and Heather Catania. Mr. Snir and Ms. Catania were called to the Bar of Ontario in 2015 and 2018 respectively, after receiving their Juris Doctor degrees from Osgoode Hall Law School. Mr. Snir is ADRC's Director of ADR Services and has been involved with the provision of integrity commissioner services since July 2022. Ms. Catania joined ADRC as an Arbitration Manager in October 2023, prior to which she worked as a litigator. Mr. Snir and Ms. Catania are responsible for ADRC's internal review process, which ensures that all letters and reports authored by Mr. Harnick are reviewed and edited prior to finalization and are consistent with each other, where appropriate. This internal review process ensures the consistent provision of high-quality reports and is provided at no cost to the Town.

QUALIFICATIONS AND EXPERIENCE

Proposed Integrity Commissioner: Charles A. Harnick

Charles Harnick is an Integrity Commissioner, investigator, mediator, and arbitrator with ADR Chambers and has been practicing law for over 40 years. Mr. Harnick was called to the Ontario Bar in 1977 after earning his LL.B. at the University of Windsor, and subsequently began to practice as a litigator. In 1991, Mr. Harnick was certified as a Specialist in Civil Litigation and in 1992, he was appointed a Queen's Counsel.

From 1990 to 1999, Mr. Harnick served as an elected member of the Ontario Legislature. He was a member of the committee, chaired by former Chief Justice Gregory Evans, that wrote the *Members' Integrity Act, 1994* for the Ontario Legislature. From 1995 to 1999, Mr. Harnick served as the Attorney General of Ontario and the Minister Responsible for Native Affairs. As Attorney General, Mr. Harnick orchestrated the creation of the Ontario Mandatory Mediation Program and Legal Aid Ontario.

In 2005, Mr. Harnick was awarded the Law Society Medal for his significant contribution to the profession of law, demonstrating his high ethical standards and the esteem conferred on him by his peers. Mr. Harnick was also instrumental in bringing the major legal organizations in Ontario together with paralegal organizations, culminating in legislation that made the Law Society of Ontario the regulator of paralegal activities.

Mr. Harnick was also the Chair of Legal Aid Ontario from 2019 to 2022, during which time the government enacted the *Legal Aid Services Act, 2020*. As the Chair of Legal Aid Ontario, Mr. Harnick was the public spokesperson for the announcement of this new legislation.

Mr. Harnick has been providing integrity commissioner services pursuant to the *Municipal Act* since 2018. He currently serves as the Integrity Commissioner for the following eight Ontario municipalities: Municipality of Huron Shores, City of Kawartha Lakes, Township of Larder Lake, City of Markham, Township of McGarry, Township of Wollaston, Township of Black River-Matheson, and Town of Englehart. He also serves as an Associate Investigator for several municipalities. As such, Mr. Harnick is very familiar with the interpretation and application of municipal legislation and codes of conduct, as well as the practices, procedures, methods, and mandates found within a municipal environment.

Mr. Harnick has over ten years of experience as Senior Adjudicator for the General Insurance OmbudService, providing investigative and adjudicative services in relation to disputes between insurance companies and their customers. Although Mr. Harnick's decisions are non-binding, all parties have accepted his conclusions and adhered to his recommendations, demonstrating his impartiality and neutrality, such as that of a judge.

Mr. Harnick is also a trained and experienced mediator. While investigating/adjudicating, if the situation warrants, Mr. Harnick may attempt to facilitate early resolution in a fair and impartial manner through mediation or an informal dispute resolution process. Mr. Harnick has conducted hundreds of mediations over the course of his career and has helped to facilitate resolutions in the

majority of conflicts he has mediated, demonstrating his sound judgment as an independent, impartial, and constructive neutral.

Mr. Harnick is available to provide services on a part-time, flexible, and as-needed basis. Mr. Harnick has no other involvement in political campaigning/endorsements, or any related conflicts of interest with respect to the Town. He also has no financial interest in the work undertaken by the Town.

A copy of Mr. Harnick's resume is attached at **APPENDIX "A"**.

If Mr. Harnick is unavailable to complete a task in a timely manner, or if he requires assistance with a heavy workload or a very large investigation, ADR Chambers has a number of experienced investigators on its panel who are available to conduct investigations by virtue of a section 223.3(3) delegation under the *Municipal Act* or to otherwise assist. Accordingly, ADR Chambers is able to accommodate any and all requests from the Town for services, and has the resources available in-house to be able to assign additional or alternative staff if the need arises. It is this team approach, along with ADRC's vast infrastructure, that enables it to provide high-quality and responsive service and that distinguishes it from firms who offer similar services.

As Integrity Commissioner, Mr. Harnick will: respond to complaints and conduct investigations in relation to the ethical obligations of members of Council under the Town's Council Code of Conduct (the "Code"), the *MCIA*, and other municipal procedures, rules, and policies governing ethical behaviour; provide advice to members of Council regarding their ethical obligations in order to ensure members perform their functions in accordance with applicable ethical standards; provide proactive information and workshops to members of Council to educate them on the Code, the *MCIA*, and other municipal procedures, rules, and policies governing ethical behaviour, as well as the role of the Integrity Commissioner; and prepare and deliver an annual report to Council summarizing activities during the previous calendar year.

Investigative Experience

Mr. Harnick has been providing integrity commissioner services since 2018 and currently serves as the Integrity Commissioner for eight Ontario municipalities, and as an Associate Investigator for several others. Accordingly, he is well-versed in conducting investigations within a municipal context and preparing investigation reports with recommendations, where appropriate. Mr. Harnick has investigated numerous complaints against members of Council, including *MCIA* complaints and code of conduct complaints involving various types of allegations. As such, he is accustomed to managing sensitive inquiries, working in confidence, and maintaining confidentiality.

When Mr. Harnick began working as a lawyer, he received training from a former police officer and long-term, in-house investigator at his law firm in investigative techniques and best practices. This early mentorship and education included how to take a statement, collect evidence, assess credibility, and reach conclusions in an impartial and fair manner. Mr. Harnick has had many opportunities over his career to mobilize and hone these skills, including through his years of experience as a legal practitioner, municipal Integrity Commissioner and Investigator, and Senior Adjudicator for the General Insurance OmbudService.

Example: Mr. Harnick has served as the Integrity Commissioner for the City of Kawartha Lakes since February 2019. Since then, he has responded to requests for advice, conducted investigations into alleged breaches of the code of conduct and the *MCIA*, prepared and provided investigation reports and annual reports, and conducted education sessions on the code of conduct, the *MCIA*, and the role of the Integrity Commissioner.

As one specific example: Mr. Harnick investigated an allegation that a municipal Councillor had interfered with a by-law enforcement officer's investigation relating to a sign on a local business. Mr. Harnick interviewed the Councillor and the by-law enforcement officer and their evidence was diametrically opposed. Accordingly, Mr. Harnick determined that he would be unable to render a decision without finding independent evidence of the situation. Using the investigative techniques available to him, Mr. Harnick was able to identify and find an independent witness who was an employee of the business. (Neither the Councillor nor the by-law enforcement officer knew the name of the potential witness, only that they were an employee of the business.) Mr. Harnick invited the witness to contact him, which they did, and Mr. Harnick was able to take a statement as part of his investigation.

This example demonstrates Mr. Harnick's impartiality, neutrality, and expertise with investigative techniques and procedures, including in relation to the gathering of evidence. It also demonstrates Mr. Harnick's due diligence in rendering his decisions and providing recommendations as he always ensures there is a sound basis for his determinations.

Example: As the Integrity Commissioner for an Ontario municipality, Mr. Harnick investigated a complaint made by a municipal staff member against the then Deputy Mayor. The complaint involved a number of allegations including that the Deputy Mayor had violated the municipality's code of conduct and its respectful workplace policy by, among other things, engaging in inappropriate communications with municipal staff. Mr. Harnick was required to consider the appropriate role of an elected official as one of the allegations involved the Deputy Mayor attempting to influence the outcome of a particular situation by their involvement.

Mr. Harnick conducted an investigation, interviewing the complainant, respondent, and relevant witnesses, and reviewing the documentary evidence. He then gave fulsome consideration to the municipality's code of conduct and respectful workplace policy. Mr. Harnick found that some of the allegations against the Deputy Mayor were substantiated and represented breaches of the code of conduct and respectful workplace policy. Accordingly, Mr. Harnick provided the Deputy Mayor with an opportunity to review and comment on the draft investigation report before its finalization. He also made a recommendation to Council as to an appropriate sanction.

This example demonstrates Mr. Harnick's ability to interpret and apply the provisions of municipal policies in regards to the ethical conduct of members. It also demonstrates Mr. Harnick's knowledge of the role of elected municipal officials as one of the substantiated allegations involved the Deputy Mayor attempting to influence the outcome of a particular situation by their involvement. This is to be contrasted with an elected official becoming involved, at a high level, in matters of policy and accountability, which is generally permissible as a matter of general concern.

General Municipal Knowledge

Known for his knowledge and experience related to municipal law and municipal governance, Mr. Harnick is often called upon by law firms specializing in municipal law to assist with clients who are engaged in complex municipal matters. For example, Mr. Harnick has been engaged to resolve disputes concerning development charges, zoning changes, and permits. He is also routinely retained by a law firm specializing in municipal and planning law for government relations work, which requires Mr. Harnick to understand and interpret legislation relating to municipal government, municipal governance, and the conduct of elected officials.

Example: Mr. Harnick has served as the Integrity Commissioner for the Township of McGarry since July 2021. Since then, he has responded to requests for advice, conducted investigations into alleged breaches of the code of conduct and the *MCI*A, prepared and provided investigation reports and annual reports, and conducted education sessions on the code of conduct, the *MCI*A, and the role of the Integrity Commissioner.

As one specific example: Mr. Harnick provided an education/training session to the Township's Council in May 2024. This session included the following topics: the Township's Code of Conduct, the Township's Integrity Commissioner Inquiry Protocol, the *MCI*A, and the role of the Integrity Commissioner. Accordingly, the session addressed both the substantive content of the Township's Code of Conduct, as well as the procedural requirements for making and responding to a complaint. Mr. Harnick's education/training sessions also address the ability of Council members to seek advice from the Integrity Commissioner and outline the process for making a request for advice.

Mr. Harnick often provides his education/training sessions in-person but is available to provide this service remotely given the availability of reliable technology that can bridge long distances and maintain the effectiveness of the session.

Example: As the Integrity Commissioner for an Ontario municipality, Mr. Harnick received a complaint alleging that a Councillor's behaviour during a Council meeting contravened the municipality's code of conduct. Mr. Harnick reviewed the complaint and a video of the Council meeting in question and considered both in the context of the municipality's code of conduct. He concluded that there was a healthy debate at the Council meeting and an appropriate exchange with representatives from the public. Accordingly, he determined that the complaint was frivolous and vexatious.

This example demonstrates Mr. Harnick's understanding of the practices, procedures, methods, and mandates related to the municipal sector as he was appropriately able to distinguish between a Councillor's passionate advocacy as an elected representative and impermissible behaviour in violation of the code of conduct.

Knowledge of Ontario Municipal Law

Mr. Harnick has been providing integrity commissioner services since 2018 and currently serves as the Integrity Commissioner for eight Ontario municipalities. As such, he is very familiar with the functions of a municipal Integrity Commissioner as set out in section 223.3(1) of the *Municipal*

Act, which include the application of municipal codes of conduct, the *MCIA*, and other procedures, rules, and policies governing the ethical behaviour of members of Council and local boards.

As an experienced Integrity Commissioner, Mr. Harnick has acquired broad knowledge and experience related to municipal government, the role of a municipal Integrity Commissioner, as well as practices, procedures, methods, and mandates related to the municipal sector. In particular, he has gained expertise related to the *Municipal Act* and the *MCIA*, which includes the application of these pieces of legislation, as well as an understanding of the limits of an Integrity Commissioner's jurisdiction. Mr. Harnick is also well-versed in interpreting and applying the codes of conduct of various Ontario municipalities.

Example: Mr. Harnick has extensive experience interpreting and applying the *Municipal Act* and the *MCIA*. For example, as the Integrity Commissioner for an Ontario municipality, Mr. Harnick was asked to advise whether a section of the *MCIA* applied to members of a specific committee. After ensuring an accurate understanding of the facts, Mr. Harnick engaged in an impartial assessment of the situation in light of the applicable legislation. After careful consideration, Mr. Harnick concluded that the *MCIA* did apply to the committee and governed the behaviour of members. Accordingly, Mr. Harnick advised that where a member had a pecuniary interest and was present at a committee meeting, that member was required to follow the disclosure requirements set out in the *MCIA* and disclose the conflict, not take part in any discussion or vote, and not attempt to influence the voting. Mr. Harnick responded in writing to the municipality within two days of this request for advice. This example demonstrates Mr. Harnick's ability to interpret the *MCIA* and provide advice regarding its application in a timely manner. It also demonstrates his knowledge of the role of a municipal Councillor, and his ability to advise members as to their duties and ethical obligations.

Work Plan

The following sets out ADR Chambers' outline of the services to be provided:

Advisory

Mr. Harnick has extensive experience providing written advice to members of Council regarding their ethical obligations to ensure they perform their functions in accordance with the municipality's code of conduct, the *MCIA*, and other procedures, rules, and policies governing ethical behaviour.

Upon receipt of a written request for advice from a member, Mr. Harnick will provide written advice respecting his interpretation of the member's obligations pursuant to the Code, *MCIA*, or other procedure, rule, or policy concerning ethical behaviour, including a recommendation if appropriate. Advice is typically provided within ten days of receiving the request, however, it is typically provided much sooner (i.e., within 24 to 48 hours). This is because, in Mr. Harnick's experience, members often do not realize they need advice until they see the agenda for a particular Council meeting. Accordingly, he strives to accommodate short timelines and has the support of ADRC's Office of the Integrity Commissioner to be able to do so.

Mr. Harnick will endeavour to provide consistent advice in relation to requests for advice involving similar issues. However, each situation must be examined based on its facts. Mr. Harnick will consider all facts and documents presented in a request for advice and will maintain the confidentiality of all requests.

Code of Conduct Review: Mr. Harnick acknowledges that the Code is a living document and must be reviewed regularly to ensure that it accurately reflects best practices for the conduct of members of Council and local boards and meets the needs of Council. In his role as Integrity Commissioner, Mr. Harnick has conducted reviews of a municipality's code of conduct. In conducting these reviews, Mr. Harnick's practice is to review the codes of conduct of comparable municipalities, the relevant legislation, including any recent amendments thereto, and best practices. He will also speak with municipal staff who work with the current code of conduct to determine what is working well and what is not.

In drafting the proposed amendments, Mr. Harnick will consider the municipality itself (for example, its size and geographic location) and the needs of the community. Although Mr. Harnick routinely conducts reviews of municipal codes of conduct, he recognizes that each municipality is unique and that a tailored approach must be employed to ensure the code reflects the unique issues, challenges, and priorities of the community it is meant to serve.

Where it is recommended that a municipality revise certain aspects of its code of conduct, Mr. Harnick will detail this in his annual report and provide presentations, workshops, and training to Council regarding the revised code of conduct. Mr. Harnick will review the Town's Code, and make recommendations thereon, once per year or more frequently if requested by Council.

In conjunction with municipal codes of conduct, Mr. Harnick is cognizant of the companion procedural document and, particularly, ensuring procedural fairness through the complaint process. For example, Mr. Harnick wants to ensure that everybody who would be involved in an investigation where he prepares a report is given the opportunity to be heard; he requires written responses to written complaints and also provides the complainant with the right of reply. If there is a finding, Mr. Harnick wants to ensure that the parties have an opportunity to review his draft report to ensure it is factually correct. With these considerations in mind, Mr. Harnick may recommend amendments to the Town's Investigation / Complaint Procedure as procedural fairness is paramount in ensuring the Code functions appropriately and effectively.

Education

As the Integrity Commissioner for numerous municipalities across Ontario, Mr. Harnick is practiced in preparing and providing educational presentations and training to municipal Councils.

A common education session that Mr. Harnick provides to his municipal clients concerns the role of the Integrity Commissioner and the ethical obligations of members pursuant to the code of conduct, the *MCIA*, and any other municipal procedures, rules, or policies governing ethical behaviour. Mr. Harnick's presentations typically include a slideshow that addresses: the role of the Integrity Commissioner, each section of the code of conduct and the applicable sections of the *MCIA*, and the complaint process. They also include an opportunity for members to ask general questions about the role of the Integrity Commissioner, the code of conduct, the *MCIA*, and the

complaint process. These presentations are typically provided once per term of Council but may be provided throughout the term upon request or if a new member is appointed.

Mr. Harnick also has experience preparing and editing content for a municipality's website and other materials for public distribution to aid in the understanding of the role of the Integrity Commissioner, the code of conduct, and the *MCIA*. Mr. Harnick will typically respond to any request for educational information from the Town within three days.

Mr. Harnick also has experience responding to requests from members of the public for educational information regarding the role of the Integrity Commissioner, the code of conduct, and the *MCIA*. The timing of the response depends on the nature of the request; however, Mr. Harnick will typically respond to educational requests from members of the public within ten days.

Annual Report: Mr. Harnick will prepare and deliver an annual report to Council containing a summary of his activities during the previous calendar year. Mr. Harnick has extensive experience preparing and providing annual reports to his municipal clients and has the necessary administrative and operational support to do so for the Town.

Mr. Harnick's annual reports generally contain: (a) details of public investigations, including the number and disposition; (b) the number of private investigations; (c) information about advice given to members of Council or local boards (when such information is public) and the number of times advice has been sought; (d) suggestions about possible revisions to the municipality's code of conduct and/or municipal procedures, rules, or policies governing ethical behaviour; (e) the number of training sessions held (and for whom) and a description of the training; and (f) a description of significant developments and any recommendations related to the role of the Integrity Commissioner. Mr. Harnick will report more frequently than annually if requested by the Town.

Complaint Investigation and Adjudication

The following outlines ADR Chambers' complaint investigation and adjudication process. These steps will be adapted to suit the requirements of the Town and each investigation.

Intake and Complaint Assessment

ADRC recommends that the Town adopt a Consent and Confidentiality Agreement (a "CCA"), which would outline the confidential nature of the complaints process and the expectations incumbent on the complainant. If the Town chooses to adopt a CCA, ADRC will provide the Town's Clerk (the "Clerk") with a draft to review. ADRC also has a Statutory Declaration Form available for the Clerk to review and adopt for use in *MCIA* investigations.

Complaints will be made through the Town-approved complaint form (attached as Appendix 1 to the Town's Code) and submitted to the Clerk, who will forward the complaint to ADR Chambers at integrity@adr.ca.

Upon receipt of the complaint, the Coordinator of ADR Chambers' Office of the Integrity Commissioner will open a file, assign the complaint a file number, and record the complainant's

contact information. The Coordinator will then send a CCA to the complainant (if a CCA has been adopted by the Town), which the complainant will sign and return to the Coordinator. The Coordinator will also perform an initial review of the complaint to ensure that all necessary information has been included and that it is something potentially within the jurisdiction of the Integrity Commissioner. If the complaint is determined to be potentially within the jurisdiction of the Integrity Commissioner, it will be passed on to Mr. Harnick within two days.

Mr. Harnick will then perform his initial review to determine whether or not he has jurisdiction to investigate. Mr. Harnick will only investigate complaints over which he has jurisdiction. Complaints will not be investigated if they are abusive, vexatious, frivolous, inapplicable, beyond prescribed time limits, dealt with under alternative legislation or policies, or otherwise outside of the jurisdiction of the Integrity Commissioner.

If Mr. Harnick concludes that the complaint is outside of the Integrity Commissioner's jurisdiction, he will instruct the Coordinator to advise the complainant and the Clerk of the reasons for this, and then close the file.

If Mr. Harnick determines that the Integrity Commissioner does have jurisdiction, he will assess whether the allegations, if proven, could constitute a breach of the Town's Code or the *MCIA*. If the allegations, even if proven, could not constitute a breach of the Code or the *MCIA*, then Mr. Harnick will send the complainant an "Initial View Letter" explaining why an investigation would not be appropriate in the circumstances, and then close the file. If the complaint could constitute a potential breach of the Code or the *MCIA*, the matter will proceed to an investigation.

Investigation, Drafting, and Recommendations

If a complaint passes Mr. Harnick's "Initial View", he will conduct an investigation to determine whether the member of Council has violated the Code, the *MCIA*, or any other municipal procedure, rule, or policy governing ethical behaviour. Mr. Harnick will invite the member to respond to the complaint within ten days of the member's receipt of the complaint. The member's response will be sent to Mr. Harnick and then to the complainant. The complainant will be given ten days from receipt of the response to submit a reply.

With the parties' consent (and if deemed appropriate), Mr. Harnick will explore whether the issue may be resolved by mediation and, if so, will try to mediate a resolution of the issues.

If the matter is not resolved, Mr. Harnick will conduct an investigation in an independent, unbiased, and confidential manner. When conducting an investigation into a complaint, Mr. Harnick will review all available documentation and may interview the complainant, the respondent member, and any other relevant person. Investigations are conducted with due regard to the sensitivity of the matter involved. When interviewing the parties and witnesses, Mr. Harnick will explain the investigation process, the role of the Integrity Commissioner, and the importance of confidentiality. Mr. Harnick endeavours to complete all investigations within 90 days of receiving a complaint.

When the investigation is complete, Mr. Harnick will give the matter careful and impartial consideration to determine whether the alleged behaviour amounts to a breach of the Code or the *MCIA* and, if so, whether the breach warrants a sanction. Mr. Harnick will draft a report which

includes an outline of the complaint and response, a review of the relevant documents, an analysis (including a review of applicable legislation, by-laws, procedures, rules, and policies), a conclusion, and a recommendation as to an appropriate penalty if a contravention has been found.

Mr. Harnick is well-versed in the safeguarding of confidential and/or sensitive information. In his final investigation reports, as well as any other reporting required by the Town, Mr. Harnick will ensure that only essential information is included and that no confidential or sensitive information is shared.

All reports authored by Mr. Harnick are subject to ADRC's internal review process, which ensures that the conclusions and recommendations are supported by the facts and legislation, and are appropriate in the circumstances. The internal review process is conducted by ADRC's staff lawyers and involves a review of the draft report and, if appropriate, the provision of recommendations to Mr. Harnick. Mr. Harnick will decide whether to accept or reject the recommendations. This process ensures the consistent provision of high-quality reports.

Once finalized, the draft report will be sent to the respondent member for review if Mr. Harnick has determined that there has been a violation of the Code or the *MCIA*. The member will be instructed to provide their comments to Mr. Harnick within ten days of receiving the draft report. Mr. Harnick will consider any comments received when finalizing the report. This is one example of a best practice aimed at ensuring procedural fairness.

If Mr. Harnick decides there is insufficient evidence to establish a breach of the Code or the *MCIA*, then the Office of the Integrity Commissioner will close the file, notify the parties and the Clerk of the closure, and provide Mr. Harnick's reasons to the Clerk. The Office of the Integrity Commissioner may also close a file where the complaint is determined by Mr. Harnick to be abusive, vexatious, or frivolous.

If Mr. Harnick determines that there has been a violation of the Code or *MCIA*, he may make a recommendation in his final report as to an appropriate penalty. The Clerk will distribute the final report to Council who will decide whether to impose a sanction based on the recommendation contained in the final report.

Upon the completion of an inquiry concerning an alleged contravention of the *MCIA*, Mr. Harnick will consider whether to apply to a judge under section 8 of the *MCIA* for a determination as to whether the member has contravened section 5, 5.1, 5.2, or 5.3 of the *MCIA*.

PRICE – COSTING PROPOSAL

Services provided by the Integrity Commissioner will be charged at the rate of **\$275 per hour**.

Services provided by the staff of ADR Chambers' Office of the Integrity Commissioner are provided at **no cost** to the Town.

Mileage: **\$0.72 per km**.

Disbursements (including for required travel): **At cost.**

No annual retainer fee.

The rates proposed herein are guaranteed for the duration of the contract.

VALUE ADDED – PUBLIC RELATIONS

ADR Chambers and its Integrity Commissioners, including Mr. Harnick, have significant experience dealing with elected officials, the media, and the public.

With respect to the media, ADRC has received questions regarding the status of an investigation and ADRC's protocol for handling conflicts with municipal Council, among other things. It is ADRC's general policy not to provide any comments or answer any questions in relation to its integrity commissioner work. When faced with a media inquiry, ADRC's Office of the Integrity Commissioner will politely advise that ADRC's policy is to not comment on any integrity commissioner complaints as the investigations are and must remain confidential.

Similarly, Mr. Harnick has a policy to not give media interviews or statements regarding matters or investigations relating to his integrity commissioner work. Mr. Harnick's policy is that his reports speak for themselves, and that the media are welcome to quote from those reports when they are made public. As such, confidential information is never inadvertently revealed to the media. When contacted by the media for information relating to publicly-known investigations, Mr. Harnick simply asks the media to refer to publicly-available reports issued by the Integrity Commissioner, which contain full communications about the relevant matters.

This approach is supported by the duty of confidentiality mandated by section 223.5(1) of the *Municipal Act*, which states that, "The Commissioner and every person acting under the instructions of the Commissioner shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of his or her duties..." .

Mr. Harnick's confidence and adroitness in working with the media, elected officials, and the public stems from his years as an elected member of the Ontario legislature, during which time he received extensive media training from Jeff Ansell of Jeff Ansell & Associates and Barry McLoughlin of McLoughlin Media. From 1990 to 1999, Mr. Harnick was an elected member of the Ontario legislature; from 1995 to 1999, he served as the Attorney General of Ontario and the Minister Responsible for Native Affairs. In these roles, Mr. Harnick gained first-hand knowledge as to the workings of government, the responsibilities of elected officials, and how to navigate the involvement of the media and the public, having been involved with high-profile matters engaging the public interest and regularly participating in media scrums, press conferences, and interviews.

Example: Mr. Harnick worked successfully with municipal leaders as the Chief Federal Negotiator for the Coldwater-Narrows land claim. This complex claim, which was public and subject to much media scrutiny, involved a tract of land that covered a wide area and included a number of municipalities. During the six-year period of negotiation, one of Mr. Harnick's roles as the Chief Federal Negotiator was to ensure that municipalities were kept abreast of the progress being made

and to assure them that the negotiations would not involve the transfer of private property. Mr. Harnick was able to build relationships and develop trust so that the parties could find solutions while working collaboratively, and so that third-parties maintained confidence in the process. This example demonstrates Mr. Harnick's ability to successfully deal with numerous stakeholders, including elected officials from various municipalities. It also demonstrates his ability to deftly navigate complex issues and interests while under public scrutiny.

Example: Mr. Harnick has held various roles and fulfilled various mandates requiring extensive interaction with elected officials, the media, and the public. For example, Mr. Harnick was a member of the committee that wrote the provincial *Members' Integrity Act, 1994* for the Ontario Legislature. As Attorney General of Ontario, Mr. Harnick orchestrated the creation of the Ontario Mandatory Mediation Program and Legal Aid Ontario. He was instrumental in bringing the major legal organizations in Ontario together with paralegal organizations, culminating in the legislation that made the Law Society of Ontario the regulator of paralegal activities. He was also the Chair of Legal Aid Ontario when the government enacted the *Legal Aid Services Act, 2020* and, accordingly, was the public spokesperson for the announcement of this new legislation. All of these roles and mandates required Mr. Harnick to successfully deal with elected officials, the media, and the public.

Mr. Harnick has extensive experience dealing with elected officials through his work as an Integrity Commissioner, which has involved several municipalities across Ontario. Mr. Harnick has investigated numerous complaints made against municipal Councillors and mayors, and has also routinely provided upfront advice to Councillors and mayors who consulted him concerning potential conflict of interest issues. These complaints and requests for advice required Mr. Harnick to communicate effectively with elected officials. In all of his complaint investigations, Mr. Harnick interviewed the elected officials who were the subjects of the complaints, and the Council members or members of the public who made the complaints, in order to ensure a thorough understanding of the issues from their perspectives. During all of his dealings with elected officials, Mr. Harnick has maintained personal and professional integrity and discretion.

REFERENCES

Mr. Harnick currently serves as the Integrity Commissioner for the following three municipalities, providing the full scope of services expected from an Integrity Commissioner.

Municipality	Contact Information
City of Markham 101 Town Centre Boulevard Markham, Ontario L3R 9W3 Client since: July 2013	Martha Pettit, Deputy City Clerk mpettit@markham.ca 905-477-7000 x 8220

City of Kawartha Lakes 26 Francis Street, P.O. Box 9000 Lindsay, Ontario K9V 5R8 Client since: February 2019	Cathie Ritchie, City Clerk critchie@kawarthalakes.ca 705-324-9411 x 1295
Township of McGarry 27 Webster Street, P.O. Box 99 Virginiatown, Ontario P0K 1X0 Client since: July 2021	Karine Pelletier, Clerk-Treasurer kpelletier@mcgarry.ca 705-634-2145 x 223

FORMS

Attached at **APPENDIX “B”** is the completed Bid Submission Form (Appendix A to the Town’s RFP) and the completed Integrated Accessibility Standards Regulations for Contracted Services Confirmation Form (Appendix B to the Town’s RFP).

APPENDIX "A"
RESUME OF CHARLES A. HARNICK

CHARLES A. HARNICK



PROFESSIONAL EXPERIENCE

Integrity Commissioner

- City of Kawartha Lakes (2019 – Present)
- Township of Larder Lake (2020 – Present)
- Township of McGarry, City of Markham (2021 – Present)
- Township of Wollaston (2024 – Present)
- Municipality of Huron Shores, Township of Black River-Matheson, Town of Englehart (2025 – Present)
- Investigates Code of Conduct complaints and *Municipal Conflict of Interest Act* applications, conducts education sessions, provides advice, and prepares annual reports.

Mediator, Arbitrator, and Investigator

- ADR Chambers Inc. (2019 – Present)
- YorkStreet Dispute Resolution Group Inc. (2001 – Present)
- Has conducted several hundred mediations in personal injury, life and disability, medical malpractice, product and professional liability, and property and casualty matters.
- Also mediates employment, commercial, agricultural, First Nations, health industry, and governmental disputes.
- Instrumental as a mediator in bringing the major legal organizations together with paralegal organizations, culminating in legislation that made the Law Society of Ontario the regulator of paralegal activities in Ontario.

Chair

Legal Aid Ontario (2019 – 2022)

- Oversaw senior management’s implementation of the legal aid program serving thousands of eligible low-income Ontarians daily and developed legal aid policy.
- Responsible for the creation of the Ontario Mandatory Mediation Program and Legal Aid Ontario.

EDUCATION

Called to the Ontario Bar (1977)

LL.B.,
University of Windsor (1975)

Bachelor of Arts,
York University (1972)

Chief Federal Land Claim Negotiator

Government of Canada (2000 – 2006)

- Assisted in numerous land claims, including the Coldwater-Narrows land claim.

Member of Provincial Parliament (MPP)

Willowdale (1990 – 1999)

Minister Responsible for Native Affairs

Government of Ontario (1995 – 1999)

Attorney General of Ontario

Government of Ontario (1995 – 1999)

PROFESSIONAL EXPERIENCE CONT'D

Senior Adjudicative Officer

General Insurance Ombuds Service (2011 – Present)

- Independent service that adjudicates disputes between insurance companies and their consumers.

Principal and Founding Partner

Counsel Public Affairs (2001 – Present)

- One of Canada's pre-eminent government relations and public relations firms offering government relations services at all levels of government, as well as strategic, crisis, and stakeholder communications services.

BOARD POSITIONS

- Ex-Officio Benchler – Law Society of Ontario (1995 – Present)
- Board Member – Ornge (Ontario's emergency air and land ambulance service) (2012 – Present)
- Vice Chairman – St. John's Rehabilitation Hospital (1999 – 2008)
- Former Director – Goldstone Resources (a company specializing in mining exploration and development)

AWARDS AND ACHIEVEMENTS

- Awarded the Law Society Medal (2005)
- Appointed Queen's Counsel by the Government of Canada (1992)
- Certified Specialist in Civil Litigation by the Law Society of Upper Canada (1991)

CHARLES A. HARNICK

RELEVANT EXPERIENCE FOR THE ROLE OF INTEGRITY COMMISSIONER

1. Advanced mediation skills

As the Minister Responsible for Native Affairs, Mr. Harnick oversaw the conclusion of five major land claims. During the six-year Coldwater-Narrows land claim negotiation, Mr. Harnick built relationships and developed trust so the parties could find solutions while working collaboratively.

2. Excellent oral and written communication skills

Mr. Harnick has made presentations to the legislative assembly, legislative committees, senate committee, municipal councils, and clients. Mr. Harnick has been a guest speaker and panelist at numerous public events. He has made presentations at continuing legal education conferences sponsored by the Law Society of Ontario. He has been a guest lecturer at Osgoode Hall Law School for the Certificate Program in Negotiation Training. Mr. Harnick has written numerous investigation reports.

3. Conducting investigations

As the Integrity Commissioner for the City of Kawartha Lakes, the Township of Larder Lake, the Township of McGarry, the City of Markham, the Township of Wollaston, the Municipality of Huron Shores, the Township of Black River-Matheson, and the Town of Englehart (and the past Integrity Commissioner for several other municipalities), Mr. Harnick has experience conducting investigations into Code of Conduct complaints and *Municipal Conflict of Interest Act* applications.

4. Adjudicative experience

As an Integrity Commissioner and the Senior Adjudicator of the General Insurance Ombuds Service, Mr. Harnick has adjudicative experience. He reviews submissions to determine the facts, and then provides recommendations and renders non-binding decisions.

5. Background in law or judiciary experience

Having practiced law for over 40 years, Mr. Harnick has an extensive background in law. Mr. Harnick was an elected member of the Ontario Legislature from 1990 to 1999 and served as the Attorney General of Ontario and the Minister Responsible for Native Affairs from 1995 to 1999. He was also a member of the committee chaired by former Chief Justice Gregory Evans that wrote the *Members Integrity Act, 1994* for the Ontario Legislature.

6. Knowledge of municipal government and municipal law, including conflict of interest legislation.

In addition to his Integrity Commissioner work, Mr. Harnick has acted as counsel in numerous municipal matters. In his capacity as Principal of Counsel Public Affairs, clients engaged Mr. Harnick to resolve disputes concerning development charges, zoning changes, and permits. A law firm specializing in municipal and planning law routinely retains Mr. Harnick for government relations work, a position that requires Mr. Harnick to understand and interpret legislation relating to municipal government, municipal governance, and the conduct of elected officials.

CHARLES A. HARNICK

**APPENDIX “B”
COMPLETED FORMS**

Appendix A: Bid Submission Form
Town of Latchford
RFP 2025-01- Integrity Commissioner Services
Integrity Commissioner Services 2025-2027

Proponent Information
COMPANY:

ADR Chambers Inc.

ADDRESS:

2001 Sheppard Avenue East, Suite 200
North York, ON M2J 4Z8

REPRESENTATIVE:

Heather Catania, Arbitration Manager

TELEPHONE NO.:

416-362-8555 x 242

FAX NO.:

416-362-8825

EMAIL ADDRESS:

hcatania@adr.ca

Pricing per Hour \$ 275.00

Other fees (please describe):

Mileage	\$ 0.72
Disbursements (including for required travel)	\$ At cost

Declaration by Proponent

The undersigned confirms that the prices herein are firm for acceptance for a period of sixty (60) days and that the Proponent has reviewed and agrees to the full scope of work described in the RFP 2025-02. We also hereby acknowledge receipt of any addenda (if any).

Authorized Signature

HCatania

Name and Title (printed)

Heather Catania, Arbitration Manager

Date

October 9, 2025

Acceptance by Town of Latchford

The Town of Latchford hereby accepts the above bid for the work described in RFP 2025-02, subject to any conditions mutually agreed upon in writing

Authorized Signature (Town)

Name and Title (printed)

Date:

Valerie Robinson
Oct 15, 2025.

Appendix B: Integrated Accessibility Standards Regulations for Contracted Services

Confirmation Form

All designated public sector, businesses and non-profit organizations with one or more employees must provide training to anyone who provides goods, services or facilities to customers on your organization's behalf.

If the nature of your business with the Town of Latchford creates the opportunity that any of your staff, contractors or any others associated with you would interact with the public on behalf of the Town, it is necessary that those providing service on our behalf have received training on Accessibility, the Human Rights Code and Customer Service in order that we retain our compliance with the requirements of the Accessibility for Ontarians with Disabilities Act 2005.

Please sign below to ensure you are the person able to bind your company and ensure all those in your employ have received the necessary training.

If you have any questions please contact Malorie Robinson CAO-Clerk-Treasurer or email mrobinson@latchford.ca

Please enclose this form with your bid submission.

Company Name

ADR Chambers Inc.

Signature of Authorized Individual

M. Catania

Position

Arbitration Manager