



THE CORPORATION OF HALDIMAND COUNTY SPECIAL COUNCIL AGENDA

Date: July 14, 2025
Time: Immediately following the 6:00 p.m. Special Council Meeting
Location: Council Chambers - Haldimand County Administration Building

	Pages
A. Call to Order	
B. Land Acknowledgement	
C. Roll Call	
D. Disclosures of Pecuniary Interest	
E. New Business	
1. Recruitment of Chief Administrative Officer	1
Jon Stungevicius, Senior Partner, Waterhouse Executive Search	
THAT the presentation regarding Recruitment of Chief Administrative Officer, be received.	
F. Closed Session	
G. Confirming By-law	11
Being a by-law to confirm the proceedings of Council of The Corporation of Haldimand County	
THAT the Confirmation By-law for the July 14, 2025 Special Council meeting (7:00 p.m.) be enacted.	
H. Adjournment	
THAT this meeting is now adjourned at _____ p.m.	

CAO RECRUITMENT KICK-OFF MEETING

Prepared for



Agenda

- **Waterhouse Executive Search – Overview**
- **Waterhouse Executive Search – Related Experience**
- **Executive Search Process Overview**
- **Executive Search Process - Phases One to Four Overview**
 - **Phase One – Stakeholder Engagement and Criteria Development**
 - **Phase Two – Candidate Identification (passive and active candidates)**
 - **Phase Three – Evaluation (recruiter)**
 - **Phase Four – Selection (committee)**
- **Round One Evaluation Approach – guiding principles**
- **Timeline and Key Dates**

Our Organization

- **National organization** – offices in Ontario, Manitoba and British Columbia
- **Firm focus** – broader public sector
- **Resources** - access to over 20 recruiting resources nationally, significant network
- **Process** – based on principles of transparency, diversity, equity and inclusion
- **Tools** – technology and tools to support the process – applicant tracking, psychometric assessments (leadership, job behaviors, emotional IQ)

Our Project Team

Lead Recruiter – Jon Stungevicius

- 40+ recent CAO assignments
- 30+ C-level executives in health, social services, law enforcement

Supporting Recruiter – Grant Smith

- Former Municipal sector practice lead for PwC
- 40+ CAO recruitment assignments

Research Team

- Research Team to support recruitment

Related Experience

- **Single/Upper Tier/Regional Government** – CAOs in Ontario and across Canada
- **Cities** – CAOs in Ontario and across Canada
- **Town/Townships** - CAOs in Ontario and across Canada
- **Other community focused roles :**
 - **Healthcare** – hospital and community support organizations
 - **Social Services** – child welfare, mental health, youth services, Province of Ontario, etc.
 - **Law Enforcement** – policing and related oversight organizations

Our Value

- Experienced team
- Targeted, thorough, timely process
- Value for money – all inclusive flat fee
- 19-month replacement guarantee
- Supported by references
- Accessible Team

Single/Upper Tier

Single Tier

- CAO, City of Cornwall (2025)
- CAO, Municipality of Chatham-Kent (2022)
- CAO, Norfolk County (2021)

Upper Tier

- CAO, Middlesex County (in process)
- CAO, County of Elgin (2023)
- CAO, County of Essex (2023)
- CAO, Oxford County (2023)
- CAO, Bruce County (2022)
- CAO, United Counties of Leeds and Grenville (2021)

Cities

- CAO, City of Niagara Falls (2021)
- CAO, City of Whiterock (2020)
- CAO, Municipality of Sioux Lookout (2023)
- City Manager, City of Brockville (2019)
- CAO, City of Merritt (2019)
- CAO, City of North Bay (2017)
- CAO, City of Morden (2014)
- CAO, City of Selkirk (2014)
- CAO, City of Prince Rupert (2013)
- CAO, City of Williams Lake (2012)
- CAO, City of Yorkton (2014)

Other

- CAO, South Nation Conservation Ontario (2022)
- CEO, Toronto Regional Conservation Authority (2017)
- CEO, Walkerton Clean Water

Towns/Townships

Towns

- CAO, Town of Erin (2024)
- CAO, Town of New Tecumseth (2024)
- CAO, Town of Orangeville (2023)
- CAO, Town of Whitchurch-Stouffville (2023)
- CAO, Town of South Bruce Peninsula (2021)
- CAO, Town of Centre-Wellington (2021)
- CAO, Town of Gravenhurst (2021)
- CAO, Town of Saugeen Shores (2020)
- CAO, Municipality of Kingsville (2020)
- CAO, Municipality of Port Hope (2020)
- CAO, Town of Bracebridge (2020)

Townships

- CAO, Township of Stirling-Rawdon (in-process)
- CAO, Municipality of Tweed (2025)
- CAO, Township of North Huron (2025)
- CAO, Township of Manitouwadge (2025)
- CAO, Township of Muskoka Lakes (2024)
- CAO, Township of Billings (2024)
- CAO, Municipality of Central Elgin (2024)
- CAO, Municipality of West Grey (2024)
- CAO, Township of Rideau Lakes (2023)
- CAO, Township of Frontenac Islands (2023)
- CAO, Township of South Frontenac (2022)
- CAO, Township of Wellington-North (2022)
- CAO, Township of Elizabethtown-Kitley (2022)
- CAO, Township of Adjila-Tosorontio (2022)
- CAO, Township of Minden Hills (2020)
- CAO, Seguin Township (2020)
- CAO, Township of Georgian Bay (2013)

Other Sectors

Community Hospitals

- CEO, Campbellford
- CEO, Chatham-Kent
- CEO, Erie Shores
- CEO, Geraldton District Hospital
- CEO, Mississippi River Health
- CEO, Norfolk General
- CFO, Northumberland
- CEO, Orillia Soldiers Memorial
- ED, Family Health Teams
- CEO, CCACs/LHINS

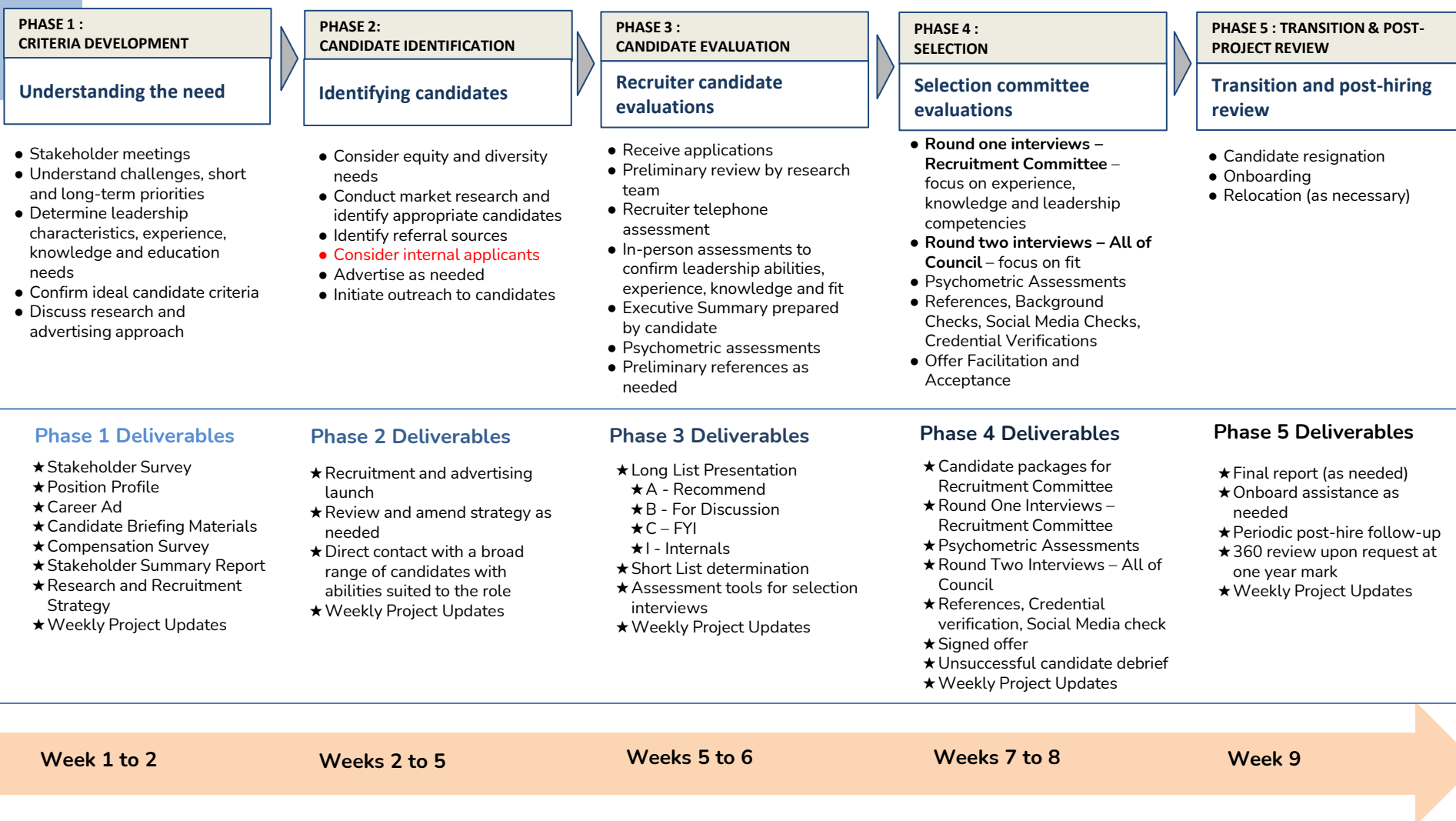
Social Services

- Children's Aid
- Autism
- Child/Youth Services
- Developmental Services
- Mental Health
- Ontario Government

Law Enforcement

- Deputy Chief, Anishinabek
- Deputy Chief, Greater Sudbury
- Director, CBSA
- Chief + Deputy Chief, Durham
- Civilian, Halton Regional
- Chief, Kawartha Lakes
- Chief, Lasalle
- Deputy Chief, Niagara Regional
- Chief, North Bay
- Deputy Chief, South Simcoe
- Chief + Deputy Chief, Surrey
- Chief, Timmins
- Chief, Wikwemikong
- ADM, Ontario Government

Our Executive Search Process



Prior to Survey - General data collected

- Organizational Information
 - Strategic Plans, Financial Statements, etc
 - Organizational Chart
 - Key initiatives
- Community Profile
- Compensation, Benefits, Additional Attractors

Who we recommend surveying (for discussion)

- Mayor and Council
- Direct reports to the CAO
- Chairs of key Committees of Council

Survey Questions – received via email/survey tool

- **Question 1** – What are the top three initial challenges or opportunities that the new CAO will be faced with in the first three months?
- **Question 2** - What are the top three to four objectives or success measures for the new CAO to accomplish within the first one to three years?
- **Question 3** - Is there any specific education, experience, knowledge requirements or leadership competencies that the ideal candidate should possess?
- **Question 4** - Is there anything else we should be aware of to ensure a successful search?

Survey Methods

- **Option 1 (preferred)** - Electronic Survey (followed by a video or phone discussion if needed)
- **Option 2** - Video or Phone Discussion (on request)

Research (Passive)	Advertising (Active)
<p>Ontario – Research (primary focus)</p> <ul style="list-style-type: none"> ▪ Single tier municipalities ▪ Upper tier municipalities ▪ Lower tier municipalities (comparable size) ▪ Business Leaders who understand the municipal sector <p>National – Research</p> <ul style="list-style-type: none"> ▪ Western Canada (BC, Saskatchewan, Alberta, Manitoba, Alberta) ▪ Eastern Canada (Newfoundland, New Brunswick, Nova Scotia, PEI) ▪ Quebec <p>Level Targeted</p> <ul style="list-style-type: none"> ▪ CAO ▪ Direct report to a CAO, Commissioner, General Manager, Director <p>Other Sources</p> <ul style="list-style-type: none"> ▪ Our Network ▪ Referrals 	<p>Recommended</p> <ul style="list-style-type: none"> ▪ Waterhouse Career Site ▪ Haldimand County Career Site ▪ LinkedIn ▪ Municipal World ▪ Municipal Information Network ▪ AMCTO ▪ OMAA
<p>Probable Outcome</p> <ul style="list-style-type: none"> ▪ 300+ research calls ▪ 8 to 10 long listed 	<p>Probable Outcome</p> <ul style="list-style-type: none"> ▪ 50 to 80 applicants ▪ 2 to 5 long listed

Phase 3 - Researcher/Recruiter	Phase 4 – Recruiter & Selection Committee
<p>Stage 1 - Researcher</p> <ul style="list-style-type: none">▪ Network – reputation▪ Referrals - reputation▪ Telephone Interview (experience)▪ Resume (experience) <p>Stage 2 - Recruiter</p> <ul style="list-style-type: none">▪ Telephone Interview▪ In-person Interview▪ Match against selection criteria (education, experience, knowledge, leadership attributes)	<p>Stage 1 - Selection Committee -</p> <ul style="list-style-type: none">▪ Reports<ul style="list-style-type: none">▪ Executive Summary – candidate prepared▪ Resume▪ Assistance with assessment tools and questions▪ Selection Committee Interviews<ul style="list-style-type: none">▪ Round One (experience/ability)<ul style="list-style-type: none">▪ Experience based questions▪ Round Two (fit)<ul style="list-style-type: none">▪ Presentations▪ Fit Based Questions▪ Thomas PPA, TEIQ or HPTI – recommend for Round 2 <p>Stage 2 – Referencing and Diligence</p> <ul style="list-style-type: none">▪ Referencing (4 to 6), Criminal Record and Judicial matter, Education, Credit, Social Media + other record checking

Interview Format – Part one - total time of 60 minutes

- Recruiter to review the interview format – up to 1 minute
- Welcome from the Mayor and selection committee introductions – up to 1 minute
- Formal questions from the select committee – 8 questions – up to 40 minutes
- Free format questions – Mayor to chair - up to 10 minutes of free format questions
- Candidate Questions – up to 5 minutes

After Each Interview – Part Two up to 10 minutes

- Each committee member to share brief comments – up to 5 minutes – one minute per committee member
- Short break – 5 minutes

Final Selection

- **Committee picks least preferred candidate (#5, followed by #3, followed #3, etc.)**
 - Candidate with most votes (least preferred) is not considered further
 - Same process for next candidate
- **Committee discusses remaining two or three candidates**
 - Each committee member to share comments as appropriate
- **Selection**
 - Preferred candidates selected by a show of hands

Next Steps

- Preferred candidates forward to “Next Step” in the process

Guidelines

- Committee members are encouraged to attend all interviews
- Round One - to be a “voting” member, participation is required in all interviews

- Week 1 – Kick-off meeting with Mayor – Wednesday, July 9th – one (1) hour
- Week 1 – Draft of Career Ad – Friday, July 11th
- Week 2 – Kick-off meeting with Council– Monday, July 14, 2025 – one (1) hour
- Week 2 to 3 - Stakeholder Survey – Tuesday, July 15th to Friday, July 25th
- Weeks 2 to 5 – Ads and Research Launch (28 day posting) – July 15th to August 11th
- Week 3 – Stakeholder Survey Review – July 28 – one (1) hour
- Week 5 - Ad closing (27 day posting) – August 11th
- Weeks 4 to 5 – Recruiter Interviews – August 4th to August 14th
- Week 5 - Long List Packages sent to the Selection Committee – August 15th
- Week 6 – Meeting - Long List Review (virtual or in-person) - 2 hours – August 18th or 19th
- Week 7 - Round One Short List Interviews (virtual or in-person) – 5 to 6 candidates
 - Week of August 25th
 - Each interview is 60 minutes + a 10-minute post-interview discussion and debrief
- Week 8 – Round Two Short List Interviews (in-person) – up to 3 or 4 candidates
 - Week of September 2nd
 - Up to 3 or 4 candidates - 1.25 hours per interview
 - Post-interview discussion and selection
- Week 9 – References, Final Selection and Discussion of Offer Terms
 - Week of September 8th
- Start Date – one to three months

THE CORPORATION OF HALDIMAND COUNTY

By-law Number /25

Being a by-law to confirm the proceedings of Council of The Corporation of Haldimand County

WHEREAS Section 5 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, (the Act) provides that the powers of a municipality shall be exercised by its Council and that a municipal power shall be exercised by by-law;

WHEREAS Section 10(1) of the Act stipulates that a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS in many cases action which is taken or authorized to be taken by Council does not lend itself to the passage of an individual by-law,

NOW THEREFORE, the Council of The Corporation of Haldimand County enacts as follows:

1. **THAT** each motion, resolution and other action of the Council of The Corporation of Haldimand County passed and taken by Council at its Special Council meeting scheduled at 7:00 p.m. on the 14th day of July, 2025 be and are hereby approved, adopted, ratified and confirmed.
2. **THAT** where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the above-mentioned minutes or with respect to the exercise of any powers by the Council in the above-mentioned, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.
3. **AND THAT** the Mayor and the proper staff of The Corporation of Haldimand County are hereby authorized and directed to do all things necessary to give effect to the said action of the Council or to obtain approvals where required and, except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary on behalf of The Corporation of Haldimand County and to affix the corporate seal thereto.

ENACTED this 14th day of July, 2025.

MAYOR

CLERK