



Special Council Meeting  
Municipality of West Grey  
402813 Grey County Rd 4, Durham, ON N0G 1R0

April 19, 2024, 9 a.m.

West Grey municipal office, council chambers and virtual

This meeting shall be held in the Municipality of West Grey council chambers. Members of the public may attend in person or electronically via Zoom.

To join through your computer (or smartphone with the Zoom app) go

to: <https://us02web.zoom.us/j/89156262480>

To phone in and listen live dial +1 647 558 0588 (long-distance charges may apply)

When prompted, enter the meeting ID: 891 5626 2480

**Accessibility of documents:** Documents are available in alternate formats upon request. If you require an accessible format or communication support contact the Clerk's Department by email at [clerk@westgrey.com](mailto:clerk@westgrey.com) or 519-369-2200 to discuss how we can meet your needs.

---

	Pages
1. Call to order	
2. Moment of reflection	
3. Declaration of pecuniary interest and general nature thereof	
4. Presentations	
4.1 Presentation from Jon Stungevicius, Waterhouse Executive Search Re: CAO Stakeholder Survey Results	1
5. Bylaws	
5.1 Bylaw No. 2024-038 - Confirming the proceedings of council	7
6. Adjournment	

# CAO Recruitment Stakeholder Comment Review

Friday, April 19, 2024

The logo for West Grey, featuring the words "West" and "Grey" in a stylized, cursive script font, stacked vertically.

# Agenda

- 12 responses in total
  - Council – 7 responses, Staff – 4 responses, Stakeholders – 1 responses
- Questions Asked
  - Initial Opportunities
  - One to Three Year Objectives
  - Education, Knowledge, Experience and Competencies
  - Other Comments

**Listen & Learn:** About the historical and current operational priorities, uniqueness of the community (different urban/rural communities, service clubs, recreational organizations), community demographics, the needs of residents, Council priorities and capabilities of staff.

**Relationships & Trust:** Build strong relationships, gain respect and trust of the, Council, management team, staff, service partners, conservation authority, county, province, community leaders and community.

## **Opportunities:**

- **Establishing Credibility** - Think about ways to establish credibility and make the position their own – outreach to and get-to-know, Council, staff, and partners.
- **Strategic Plan/Vision of Council** – understand the strategic plan priorities.
- **Current State Assessment and Ideas** - conduct an analysis of the municipality and current practices through a “clean” lens; improve interdepartmental communications and efficiencies; provide innovative ideas for improvement as appropriate; more delegated authority for staff – less Consultant reports.
- **Planning, Growth and Infrastructure** – review and understand the issues around aging infrastructure; water/waster water capacity; development pressures without capacity; understand resource allocation for planning; understand and play a role in terms of Hanover boundary discussions; understand concerns about Saugeen Airport (pros/cons, keep/sell)
- **People Leadership and Staffing** – understand capabilities (SWOT analysis) of staff team; review and ensure adequate staffing to meet needs of strategic plan and day-day operations; employees feel overworked and not appreciated; review competitiveness of compensation, # of hours worked + root cause of why staff have left and why we are not at full complement; review practices for attraction, development and retention.
- **Economic Development** – understand and promote West Grey as a community ready for the future.
- **Capital Projects** – understand status of new Police station construction.
- **Budget** – understand financial pressures; operating and capital budgets; aging infrastructure and service levels.
- **Community Involvement** – show a genuine interest in our community, become involved, participate in events, (i.e. don’t just sit in the office), understand healthcare concerns such as physician recruitment and hospital ER closure.
- **Communications & Engagement**– timely, trusted, transparent communication with Council, management and staff, service partners and public for all short and long-term matters that may impact the community. Regular public communication forum (web, print, etc) as it relates to Council, Department Heads and how tax dollars are spent.

# Stakeholder Comments - One to Three Year Objectives Page 4 of 7

**Relationships & Trust:** Built strong relationships, gained respect, trust and confidence of the, Council, management team, staff, service partners, conservation authority, county, province, community leaders and community.

## **Key Initiatives/Success Measures:**

- **Strategic Plan/Council Priorities** – complete the business priorities in the 2024 to 2026 strategic plan; West Grey Action Plan followed in a thoughtful and progressive manner; trusted advisor; delegated authority for staff – less Consultant reports; measurement process and KPIs in place for Council priorities.
- **People** – conduct an organization/staff review with an eye to capacity and efficiency; present and implement a new plan if appropriate; ensure that we have a productive team with effective collaboration, teamwork, an open-door policy, exceptional programs for attraction, development and retention, and an exceptional positive culture and morale; compensation review complete and implemented.
- **Economic Development** - Strengthen the municipality's role in social and economic development; bring new business to the community; increased involvement with FCM vis-a-vis funding opportunities. More involvement in doctor recruitment; implemented climate action initiatives (greening fleet, adding solar panels on properties and buildings).
- **Planning, Growth and Infrastructure** – review of all capital assets along with a condition report (Asset Management Plan); capital service level review + funding determination; create a plan to address servicing capacity and stormwater management; review and present options for landfill and garbage collection; pressure on boundaries have been resolved.
- **Capital Projects** – successful completion of new Police Station.
- **Finances and Budget** – well managed and well-planned multi-year operating and capital budget, solid plan in place for infrastructure maintenance, good utilization of government grants.
- **Service Excellence** – able to manage multiple priorities and needs; exceptional customer service practices.
- **Relationships** – solid relationships with neighboring municipalities and the County with high levels of collaboration on regional service delivery.
- **Community and Communications** – Be the administrative face of township and be seen as key part of our community, genuine interest in resident needs, get involved, deliver results – exceptional relationships, trusted advisor and transparent communication as it pertains to Council, Management, Staff, County & public.

# Stakeholder Comments - Education and Experience Page 5 of 7

- **Education** – university degree in a relevant discipline (municipal/public administration, business administration, finance, law or human resources); certification in municipal administration.
- **Business and Leadership Experience**: progressively responsible, successful, varied, senior leadership experience (5+ years) in a similar organization – ideally CAO or direct report with municipal experience – environmentally conscious yet understanding of and committed to meaningful growth in an urban/rural community setting.
- **Strategic and Critical Thinking** – an inspirational critical thinker with strong demonstrated strategic and operational acumen; can make purposeful decisions and take ideas from concept to fruition and achieve council priorities; trusted advisor – can provide ideas, synthesize and evaluate complex information and deliver to Council.
- **Collaboration and Relationship Management** – strong political acuity, governance, able to engage with and inspire all levels of stakeholders (Council staff, service partners, public) to work together; strong conflict resolution skills and negotiation skills; advocate to other levels of government (County, province).
- **People** – exceptional people leadership/staff engagement and development skills; build and inspire a high-performing team while fostering a culture of engagement and excellence.
- **Economic Development** – experience with meaningful growth and economic development in similar community – related experience with agriculture/ environment, tourism, culture recreation, business attraction and retention.
- **Municipal Operations** – broad knowledge/experience of the diverse functions related to leading and operating municipal services, knowledge across a broad range of functions including planning/community development, public works/infrastructure including water/wastewater, corporate services, clerk, legal, project management, etc.
- **Innovation and Change Management** – can innovate, multi-task, lead projects with competing priorities in a timely fashion.
- **Finance/Resource Management** – understands municipal operating/capital budgeting/finance – focus operational excellence, efficiency and balanced budgets; understands grant opportunities.
- **Customer Service Excellence** – ability and experience to provide exemplary service.
- **Legislation** – good understanding of related legislation in the Municipal sector.
- **Community Engagement Relationships** – a demonstrated track record of positive community engagement; visibility with community stakeholders.
- **Interpersonal and Communications** – exceptional listening skills + verbal and written communication + public speaking skills – council, administration/staff, and public.
- **Other attributes** – personable, control of emotions, tact, discretion, confidentiality.

## • **Candidate Qualities**

- West Grey needs a community focused leader with a track record of business leadership and acumen in progressive environments while achieving goals. It is important that they have exceptional communications skills, have a collaborative nature and commitment to building highly effective staff teams, while ensuring service excellence, fiscal accountability and responsible growth.
- The individual hired should be a passionate leader that staff feel empowered by and proud to work with. This skill is something that can be easily overlooked, but its value can make an incredible impact in the overall morale of the organization.
- I feel the candidate would be special if they could meet all our criteria, but it is good to set the bar high.
- Should be a heavy emphasis on personality, personable and approachable.
- Our last CAO was very personable, and I feel that is very important especially as they are the gatekeeper between Council and staff.

## • **People and Culture**

- Evaluation of Staff - to ensure the employment fits the roles and responsibilities for all departments in the most effective manner to address the public's needs to live, work and play in West Grey.
- West Grey currently has a great team of dedicated professionals. West Grey would be well served by a CAO that is supportive of staff and can work well with dynamic team.

## • **Other Priorities**

- A CAO that can work well with council
- Keep Council focused on strategic rather than operational priorities
- Council and Staff all have a role to play in the success of the organization and that staff work to provide their best recommendations to council for the overall benefit of the municipality.
- They need to continue to create a positive working relationship within West Grey as that is very important to our community.

## • **Process Related**

- Past history, please make sure all candidates are vetted and background investigations are complete before requesting interviews.



**The Corporation of the Municipality of West Grey  
Bylaw No. 2024-038**

A bylaw to confirm the proceedings of the special meeting of the council of the Corporation of the Municipality of West Grey.

WHEREAS Section 5(3) of the *Municipal Act, 2001*, as amended, provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by bylaw unless the municipality is specifically authorized to do otherwise; and

WHEREAS Section 8 of the *Municipal Act, 2001*, as amended, provides that the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

WHEREAS the council of the Corporation of the Municipality of West Grey deems it expedient to adopt, confirm and ratify matters dealt with at all meetings of council;

NOW THEREFORE the council of the Corporation of the Municipality of West Grey hereby enacts as follows:

1. That the proceedings and actions taken by the council of the Municipality of West Grey at the special council meeting of April 19, 2024 and in respect of each report, motion, recommendation, bylaw and any other business conducted are, except where the prior approval of the Ontario Land Tribunal or other authority is required by law, hereby adopted and confirmed and shall have the same force and effect as if each and every one of them had been the subject matter of a separate bylaw duly enacted.
2. The mayor and proper officials of the Corporation of the Municipality of West Grey are hereby authorized and directed to do all things necessary to give effect to the action of the council of the Corporation of the Municipality of West Grey referred to in the preceding section thereof.
3. That on behalf of the Corporation of the Municipality of West Grey the mayor or presiding officer of council and the clerk or CAO, where instructed to do so, are authorized and directed to execute all documents necessary, and to affix the seal of the Corporation of the Municipality of West Grey thereto.
4. That this bylaw shall come into force and take effect upon being passed by council.

Read a first, second and third time and finally passed this 19<sup>th</sup> day of April, 2024.

---

Mayor Kevin Eccles

---

Jamie M. Eckenswiller, Clerk