



BLUEPRINT FOR THE FUTURE

Staffing Plan Development Project 2025

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Table of Contents

Introduction	3
Background	5
Recommendations.....	6
Efficiency through Software and Tools Action Plan.....	9
Interdepartmental Collaboration Action Plan.....	18
Process Optimization and Workflow Efficiency Action Plan.....	25
Strategic Workforce Planning: Addressing Resource Gaps, Alignment, and Future Needs Plan.....	34
Immediate Staffing Priorities: Recommended Positions for 2025 & 2026 Implementation	35
Potential Future Staffing Considerations.....	43
Appendix A - Staffing Plan Survey.....	46
Appendix B – Current Organizational Chart.....	47
Appendix C – Proposed Organizational Chart.....	48
Appendix D - Digital Modernization Committee (DMC) – Terms of Reference	49

Introduction

As part of our ongoing commitment to ensuring an efficient, well-aligned workforce, the Township has undertaken a **Staffing Plan Development Project**. This initiative is designed to identify resource gaps, evaluate alignment between current roles and service delivery, and provide recommendations for future workforce planning.

To guide this process, a **Staffing Plan Development Committee** was formed, composed of senior staff with extensive institutional knowledge and expertise in municipal operations:

- **Jodi MacArthur, Chief Administrative Officer (CAO)**
With over 25 years of service to the municipality, including 20 years as Treasurer, Jodi brings deep insight into the Township's organizational structure, financial framework, and long-term strategic needs. Her leadership as CAO ensures alignment with corporate priorities and governance responsibilities.
- **Leanne Scott, Human Resources Generalist**
Leanne has been with the municipality for more than 10 years, beginning her career as Payroll & Accounts Payable Clerk, then Payroll & Asset Coordinator before transitioning into her current HR role three years ago. Her experience in payroll, recruitment, and organizational support ensures that staffing recommendations are aligned with both operational realities and human capital strategies.
- **Mary Rose Walden, Special Projects Liaison**
Mary Rose has dedicated over 30 years to the Township, including 25 years as Chief Administrative Officer. Her leadership has been instrumental in shaping the municipality's organizational culture, strategic direction, and service delivery model. She has overseen numerous corporate initiatives, organizational restructures, and major projects, and brings exceptional depth of knowledge in municipal governance and operations. In her current role as Special Projects Liaison, she continues to provide critical insight into legacy systems, cross-departmental coordination, and long-range planning. Her involvement in this project ensures continuity, strategic foresight, and a deep understanding of how staffing decisions affect both frontline operations and corporate outcomes.

This initiative aims to evaluate current staffing levels, identify workforce gaps, and align our human resources with the organization's long-term operational and strategic goals. By conducting a thorough analysis of staffing needs, we aim to optimize resource allocation, improve efficiency, and proactively address future workforce challenges.

This report outlines the findings of our staffing assessment, incorporating employee feedback, workforce data, and municipal benchmarking. It details the methodology used

to gather insights, the key themes that emerged, and recommendations to ensure our workforce structure effectively supports the organization's evolving needs.

Why the Plan Was Developed Internally

The decision to complete the Staffing Plan internally—rather than through an external consultant—was based on several key factors:

- **Institutional Knowledge:** The committee members possess a deep understanding of the Township's structure, services, and culture, allowing for a more informed and tailored approach.
- **Cost Efficiency:** Conducting the project internally avoided the financial burden of hiring consultants while still ensuring a comprehensive review.
- **Customization and Flexibility:** Internal leadership allowed for real-time adjustments to reflect emerging insights, operational realities, and evolving priorities.
- **Direct Engagement:** Having internal staff lead the process encouraged open dialogue with departments and allowed feedback to be interpreted in the proper organizational context.

This approach reflects our commitment to responsible governance, prudent resource management, and meaningful staff engagement.

Background

To gain a comprehensive understanding of our staffing landscape, a multi-step approach was taken:

Employee Engagement: All staff were invited to complete a survey (included as Appendix A) to provide insights into their roles, workload, and opportunities for improvement. Employees were requested to track their tasks for 30 days. Additionally, one-on-one interviews were conducted with employees who wished to further elaborate on their survey responses, allowing for a deeper exploration of key workforce themes.

- **Current Workforce Analysis:** Evaluate staffing levels and identify any gaps or excess capacity (assessing if there are areas where resources might be better allocated). The current organizational chart is included as Appendix B.
- **Workforce Planning Analysis:** The Committee reviewed the Integrated Master Plan, the Township's turnover rates, retirement projections, current training levels and organizational goals to determine future workforce needs and ensure staffing strategies align with broader municipal objectives.
- **Municipal Benchmarking:** Organizational charts from other municipalities were analyzed to compare staffing structures and identify best practices. This data-driven approach ensures that our staffing recommendations are informed by both internal employee feedback and external benchmarking, allowing for a well-rounded strategy to meet current and future organizational demands.

In addition to identifying efficiency improvements and opportunities for better collaboration, this report also includes a Strategic Workforce Planning: Addressing Resource Gaps, Alignment, and Future Needs Plan. This plan provides recommendations for the creation of new positions where necessary and identifies roles that may need to be considered in the future, recognizing that a reevaluation will be required as operational needs evolve.

Recommendations

Building on Past Efforts: Strengthening Our Commitment to Efficiency

In 2019, the Township began its journey toward operational excellence through the adoption of Lean management principles. Staff across departments participated in Lean training to develop skills in continuous improvement, waste reduction, and value-focused service delivery. These foundational efforts encouraged a culture where all employees were empowered to solve problems and identify ways to improve their work.

This Staffing Plan Development Project builds on that momentum by advancing Lean principles into practical, organization-wide actions. This report formalizes a renewed commitment to embedding Lean thinking into our workplace practices.

The CAO's intent continues to guide this evolution: to create a collaborative environment where employees are empowered to innovate, problem-solve, and continuously improve how we deliver services to the residents and visitors of Huron-Kinloss.

To ensure these principles are consistently applied, Lean training is now incorporated into the onboarding process for all new staff. Ongoing training opportunities are also provided to existing staff, reinforcing a shared understanding of Lean tools and strategies and sustaining a culture of continuous improvement across all departments.

Through extensive staff engagement, workflow tracking, interviews, and benchmarking with comparable municipalities, this report identifies tangible ways to align staffing resources with operational needs. The recommendations that follow are rooted in Lean principles and reflect our dedication to clarity, efficiency, and accountability.

These actions support the three primary goals of the Staffing Plan Development Project:

- Strengthening alignment between tasks and roles,
- Optimizing resources to better meet service demands, and
- Creating the conditions for a culture of ongoing improvement.

1. Efficiency Through Software and Tools

Recommendation: Strengthen the use of digital tools and automation to enhance efficiency and reduce manual workload.

Key Findings: Staff identified gaps in training and confidence with current software, as well as opportunities to automate manual processes to save time and reduce errors.

Lean: The need for process improvements and operational efficiencies, which are now being addressed through digital modernization strategies.

2. Interdepartmental Collaboration

Recommendation: Define departmental roles and responsibilities to improve workflow coordination and service delivery.

Key Findings: Staff identified role ambiguity between departments, particularly in areas such as facility maintenance, seasonal decorations, and fleet management. Clearer responsibilities will improve efficiency and service delivery.

Lean emphasizes teamwork and accountability—this recommendation reinforces those principles by fostering better coordination between departments.

3. Process Optimization and Workflow Efficiency.

Recommendation: Implement Lean Process Flow Reviews to improve workflows, eliminate inefficiencies, and standardize best practices.

Key Findings: Some processes are unnecessarily complex or inconsistent across departments. The Lean Process Flow Board approach provides a structured way to analyze and improve workflow efficiency.

Lean encourages a mindset of continuous improvement, which this recommendation directly supports through structured process reviews.

4. Strategic Workforce Planning: Addressing Resource Gaps, Alignment, and Future Needs Road Map

Recommendation: Address current resource gaps and plan for potential future staffing needs based on operational demands.

Key Findings: While several process improvements and efficiency measures will optimize staffing resources, there are areas where additional support may be necessary. Some positions may be required in the short term, while others should be considered for the future based on reevaluations.

The Lean workforce principles emphasized optimizing staffing resources—this recommendation builds on that by ensuring the Township remains proactive in managing workforce needs.

Final Recommendation & Next Steps

To ensure that the recommendations in the Plans are effectively implemented, the organization should establish a formalized review process for tracking progress. This could include:

Quarterly updates from the Digital Modernization Committee on technology and process improvements.

As part of the annual performance appraisal process, role clarity, resource allocation, and workforce effectiveness will be evaluated. These reviews will also assess employee training needs, ensuring that staff have the necessary skills and development opportunities to meet evolving organizational demands. This integrated approach supports continuous improvement, enhances employee capabilities, and strengthens overall operational efficiency.

Regular feedback loops with employees to monitor ongoing challenges and opportunities for further efficiency gains.

By integrating these recommendations with the foundation set in 2019, the organization will continue fostering a culture of innovation, efficiency, and collaboration; ensuring that the workforce remains aligned with long-term operational goals.

Efficiency through Software and Tools Action Plan

Executive Summary:

The responses highlight several opportunities to enhance workplace efficiency through improved software and tools. Common themes include leveraging existing systems like Laserfiche and GIS for better integration and functionality, adopting specialized software for tasks such as permit systems, social media management, and document management, and addressing technology gaps with new systems like electronic signatures and cloud storage solutions. Additionally, modernizing equipment and upgrading current tools, such as Adobe software, Hootsuite, and phone systems, were frequently suggested to improve productivity and streamline workflows. These enhancements aim to save time, reduce manual effort, and improve service delivery across departments.

Technology and Software Utilization – There is an opportunity to enhance the implementation and awareness of digital tools. Some employees expressed concerns about “software fatigue” and the need for structured education and communication to ensure effective adoption and integration of new systems.

By implementing these actions, the organization can leverage software and tools to optimize efficiency, improve workflows, and enhance service delivery. The focus on training and support ensures smooth adoption and long-term success.

1. Improve Digital Modernization and Software Implementation Awareness Digital Modernization Committee (DMC) – Revised

Improved staff proficiency and confidence in using digital tools, leading to increased efficiency, reduced software fatigue, and increased understanding of available tools across departments, and better alignment of technology with organizational needs. The committee will facilitate smoother software rollouts, ensure consistent training, and foster a culture of digital adoption, ultimately enhancing productivity and service delivery.

ACTION	RESPONSIBILITY	TIMELINE
1.1 Revise the Digital Modernization Committee to include members from each Department. Purpose to enhance staff engagement, training, and awareness of software tools and automations, ensuring effective implementation	Lead Manager of Strategic Initiatives and Human Resources Generalist	3 months

and maximizing the benefits of digital solutions across the Township. See Appendix C for Terms of Reference.

2. Invoice Approval Processes

Faster and more efficient invoice approvals, reduced paper use, and more efficient administration.

ACTION	RESPONSIBILITY	TIMELINE
2.1 Roll out electronic invoice approval and signature systems for faster processing.	Lead Manager of Strategic Initiatives, Digital Modernization Committee, & Finance Department	9 months

3. Enhance Communication and Accessibility

Improved communication, especially for field staff and inspections, leading to better service delivery.

ACTION	RESPONSIBILITY	TIMELINE
3.1 Upgrade phone systems to support remote calls, enhance voice mail system and text messaging for better communication with residents and between staff.	Lead Manager of Strategic Initiatives & Senior Management Team	9 months
3.2 Introduce cell boosters in vehicles to improve connectivity in areas with poor service.	Lead Manager of Strategic Initiatives & Senior Management Team	9 months

4. Enable Self-Service Options for Residents

Reduced staff interruptions and enhanced accessibility for residents, improving customer satisfaction.

ACTION	RESPONSIBILITY	TIMELINE
4.1 Investigate and develop online portals for residents to access property information, pay fees, and check account details.	Lead Manager of Strategic Initiatives & Digital Modernization Committee,	18 months
4.2 Add a property tax calculator system on the website.	Lead Manager of Strategic Initiatives & Digital Modernization Committee,	18 months
4.3 Add an online booking system for septic inspections.	Lead Manager of Strategic Initiatives & Digital Modernization Committee,	18 months
4.4 Install Interac machines in recreation/community services departments to improve accessibility for payments.	Lead Manager of Strategic Initiatives & Digital Modernization Committee,	3 months

5. Develop a GIS Review and Action Plan

A well-defined GIS strategy that aligns with departmental needs, improves data accessibility and integration, enhances operational efficiency, and supports informed decision-making across the organization.

ACTION	RESPONSIBILITY	TIMELINE
5.1 Conduct a comprehensive review of the current GIS system to evaluate its effectiveness, identify departmental needs, and explore	Lead Manager of Strategic Initiatives	9 months

potential enhancements or alternative solutions. Develop an implementation plan based on findings.	& J.D. Mac Tavish Technologies	
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6. Provide Targeted Software Training and Support		
Improved staff confidence and efficiency in using essential software, reduced errors, better adoption of digital tools, and increased productivity across departments.		
ACTION	RESPONSIBILITY	TIMELINE
6.1 Conduct a needs assessment by surveying staff and consulting Senior Team to determine which employees require training and on which software.	Lead Manager of Strategic Initiatives & Human Resources Generalist	3 months
6.2 Develop a structured training plan, including workshops, one-on-one coaching, and online resources tailored to different user levels.	Lead Manager of Strategic Initiatives & Human Resources Generalist	6 months
6.3 Establish ongoing support through a helpdesk, user guides, and refresher sessions to address evolving software needs.	Lead Manager of Strategic Initiatives & Human Resources Generalist	12 months

7. Review Departmental Use Case and Investigate an Enterprise System		
A detailed assessment of departmental needs, leading to recommendations for an enterprise system that enhances efficiency, integration, and data accessibility.		
ACTION	RESPONSIBILITY	TIMELINE
7.1 Review Digital Modernization Roadmap, update departmental processes and use case to identify inefficiencies and determine	Lead Manager of Strategic Initiatives &	18 months

whether an enterprise system can improve operations. Research and evaluate potential enterprise solutions that align with organizational needs.	Senior Management Team	
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8. Update the Intranet, investigate utilizing SharePoint Integrated with Laserfiche

A modernized intranet that improves internal communication, document accessibility, and records management efficiency.

ACTION	RESPONSIBILITY	TIMELINE
8.1 Develop and implement an updated intranet using SharePoint, ensuring it integrates with Laserfiche for seamless records management and a single source of truth. Train staff on new functionalities and establish best practices for usage.	Lead Manager of Strategic Initiatives & Chief Administrative Officer	12-18 months

9. Establish a Records Management Framework

The development and implementation of a structured approach to records management. Staff will have a clear, standardized process for managing records, improving efficiency, compliance, and confidence in using Laserfiche.

ACTION	RESPONSIBILITY	TIMELINE
9.1 An Internal Operating Procedure for using Laserfiche, ensuring consistency across departments establishing a single source of truth.	Legislative Services	9 months
9.2 A step-by-step plan for staff to upload old paper records into the system.	Legislative Services	9 months

9.3 A formal policy outlining digitization procedures, including guidelines for scanning, storing, and managing digital records.	Legislative Services	9 months
9.4 Training sessions to improve staff confidence in using Laserfiche and following records management best practices.	Legislative Services	9 months

10. Automate Payment Processing and Improve Payment Options

Increased efficiency in payment processing, reduced manual entry errors, and a more streamlined payment system for both staff and residents.

ACTION	RESPONSIBILITY	TIMELINE
10.1 Establish an automated process to generate a report for bank payments that can be imported into financial software, reducing manual data entry.	Lead Manager of Strategic Initiatives Finance Department & Digital Modernization Committee	6 months
10.2 Establish generic accounts (excluding tax) to allow for simplified payments across various township services, including A/R, dog tags, landfill, and recreation.	Lead Manager of Strategic Initiatives Finance Department & Digital Modernization Committee	12 months

11. Enhance Training for Small Equipment Servicing

Improved efficiency and effectiveness in servicing small equipment. Reduced downtime and maintenance costs. Increased confidence and competency among staff in equipment maintenance. A structured and consistent approach to equipment training across departments.

ACTION	RESPONSIBILITY	TIMELINE
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11.1 Identify the small equipment commonly used by staff and assess current knowledge gaps in servicing and maintenance.	Lead Facility & Parks Supervisor, Facility & Parks Maintainers	6 months
11.2 Develop a structured training program tailored to departmental needs, reducing reliance on informal learning methods such as YouTube videos.	Lead Facility & Parks Supervisor, Facility & Parks Maintainers	9 months
11.3 Explore options for in-house training led by experienced staff or external professionals.	Lead Facility & Parks Supervisor, Facility & Parks Maintainers	9 months
11.4 Provide access to manuals, troubleshooting guides, and hands-on training sessions.	Lead Facility & Parks Supervisor, Facility & Parks Maintainers	12 months
11.5 Establish a knowledge-sharing system or mentoring approach to ensure continuity in skill development.	Lead Facility & Parks Supervisor, Facility & Parks Maintainers	12 months

12. Review and Streamline Access to Adobe Pro & Software Request Procedure

Reduced delays in document conversion and editing. Improved efficiency by providing necessary software access to employees who require it. Increased awareness and adherence to the software request procedure. A more streamlined approach to software management across departments.

ACTION	RESPONSIBILITY	TIMELINE
12.1 Assess which employees require Adobe Pro for their tasks and determine if additional licenses are needed.	Lead Manager of Strategic Initiatives & Digital Modernization Committee	3 months
12.2 Review the current process for accessing and using Adobe Pro, identifying inefficiencies.	Lead Manager of Strategic Initiatives &	3 months

	Digital Modernization Committee	
12.3 Reinforce awareness of the existing software request procedure to ensure all employees understand how to request necessary tools.	Lead Manager of Strategic Initiatives & Digital Modernization Committee	3 months
12.4 Evaluate whether broader access to Adobe Pro or alternative software solutions could improve efficiency.	Lead Manager of Strategic Initiatives & Digital Modernization Committee	6 months

13. Improving Noise Control in Open Office Areas

Reduced distractions and improved focus in open office areas. Increased awareness and adherence to workplace noise expectations. Improved workplace comfort and satisfaction for employees in shared spaces.

ACTION	RESPONSIBILITY	TIMELINE
13.1 Establish and communicate workplace noise etiquette guidelines, including: <ul style="list-style-type: none"> • Keeping voices at a reasonable volume in open office areas. • Avoiding using speaker mode in shared spaces. • Being mindful of conversations in hallways and near open offices. • Encouraging employees with private offices to close doors when on calls or speaking loudly. 	Lead Human Resources Generalist, Senior Management Team	12 months
13.2 Provide noise-canceling headphones for employees who need them.	Lead Human Resources Generalist, Senior Management Team	1 month
13.3 Identify potential workspace adjustments (e.g., adding soft furnishings to absorb sound).	Lead Human Resources Generalist,	12 months

	Senior Management Team	
13.4 Encourage employees to use meeting rooms or designated collaboration spaces for extended conversations.	Lead Human Resources Generalist, Senior Management Team	1 month
13.5 Reinforce these expectations through internal communication and workplace signage as needed.	Lead Human Resources Generalist, Senior Management Team	12 months

Interdepartmental Collaboration Action Plan

Executive Summary:

Employee feedback indicates that while collaboration across departments is generally positive, there are several areas where improvements could enhance efficiency and effectiveness. Key themes that emerged from the responses include:

Communication and Coordination – Many employees identified gaps in interdepartmental communication, leading to inefficiencies in project execution, planning, and service delivery. Some employees expressed the need for regular check-ins, shared tracking systems, and structured updates to ensure transparency and alignment.

Cross-Departmental Processes – Several employees pointed out inefficiencies in processes that involve multiple departments, such as drainage, planning, payroll, and procurement. Improved collaboration could help streamline workflows, minimize errors, and reduce last-minute issues.

Joint Training and Engagement – Employees highlighted opportunities for more shared training sessions, particularly in health and safety, digital modernization, and procedural updates. Regular knowledge-sharing sessions could improve departmental alignment.

Resource Sharing and Staffing – Some employees suggested exploring ways to share staff and resources across departments to address seasonal workload fluctuations and project demands.

Formalized Meetings and Committees – Employees proposed establishing structured meetings between departments, such as Economic Development with Building & Planning, Community Services with Public Works with other operational units, to improve strategic coordination.

By implementing targeted actions to address these concerns, the organization can improve workflow efficiency, reduce redundancies, and enhance overall collaboration across departments.

1. Establish Regular Cross-Departmental Check-Ins

Improved communication, reduced last-minute project conflicts, and enhanced strategic alignment across departments.

ACTION	RESPONSIBILITY	TIMELINE
<p>1.1 Implement semi-annual interdepartmental meetings to discuss ongoing and future projects, address process inefficiencies, and improve information sharing.</p> <p>Finance & Legislative Services Economic Development & Building & Planning Community Service & Public Works Community Services & Economic Development</p>	Lead Senior Management Team Member, CAO, Staff	6 months, ongoing semi-annual meetings

2. Improve Coordination Between Public Works and Community Services for Seasonal and Maintenance Tasks

A clear division of responsibilities between departments, reducing confusion, improving efficiency, and ensuring accountability for shared tasks.

ACTION	RESPONSIBILITY	TIMELINE
<p>2.1 Facilitate a meeting between Public Works and Community Services to clearly define departmental responsibilities, including: Maintenance of Public Works buildings. Management of downtown seasonal decoration, banners and other shared tasks. A decision on which department will oversee fleet management.</p>	Lead Chief Administrative Officer, Director of Public Works and Director Community Services and appropriate staff.	6 months
<p>2.2 Development of a documented agreement outlining roles and responsibilities moving forward.</p>	Lead Chief Administrative Officer, Director of Public Works and	6 months

	Director Community Services and appropriate staff.	
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3. Enhance Planning and Development Collaboration

Earlier involvement of key departments in planning decisions, ensuring better coordination and alignment with economic development goals.

ACTION	RESPONSIBILITY	TIMELINE
3.1 Establish regular coordination meetings between Building & Planning and Economic Development, to ensure all stakeholders are aligned on upcoming developments and potential impacts.	Lead Manager of Building & Planning, Senior Management Team Members and Economic Development Officer.	6 months, ongoing meetings quarterly

4. Health & Safety

Improved workplace safety, reduced reliance on the Health & Safety Coordinator for committee tasks, increased compliance with OHSA requirements, improved hazard identification and resolution, fewer near misses/incidents, and stronger accountability for JHSC members.

ACTION	RESPONSIBILITY	TIMELINE
4.1 Empower Joint Health & Safety Committee (JHSC) members to take full ownership of their responsibilities under the Occupational Health & Safety Act (OHSA). Ensure they lead department-specific safety discussions, conduct required monthly workplace inspections and actively participate in hazard identification and resolution.	Lead Health & Safety Coordinator, JHSC Members, Chief Administrative Officer.	3 months

4.2 Establish semi-regular meetings between supervisors to review safety protocols and ensure compliance.	Lead Health & Safety Coordinator, JHSC Members, Chief Administrative Officer.	3 months
4.3 Implement accountability measures to reinforce committee engagement, such as rotating meeting facilitation, agenda-setting, and note-taking among JHSC members rather than relying on the Health & Safety Coordinator.	Lead Health & Safety Coordinator, JHSC Members, Chief Administrative Officer.	6 months
4.4 Provide training & refresher training as needed and update the JHSC Terms of Reference to formalize expectations.	Lead Health & Safety Coordinator, JHSC Members, Chief Administrative Officer.	12 months

5. Improve the Coordination of Payroll and Asset Management

Reduced errors in payroll and asset records, improved financial tracking, and streamlined end-of-year reporting.

ACTION	RESPONSIBILITY	TIMELINE
5.1 Develop a structured process for all departments to notify Payroll and Asset Management teams of new equipment purchases, vehicle updates, and disposals throughout the year instead of waiting until year end.	Lead Manager of Financial Services, Senior Management Team, & Payroll & Asset Coordinator.	6 months

6. Formalize a Shared Content Calendar for Communications

Increased coordination of public-facing communications, reduced duplication of effort, and stronger alignment with township branding.

ACTION	RESPONSIBILITY	TIMELINE
6.1 Investigate & implement a shared content calendar for communications across departments to ensure consistency in messaging, branding, and public engagement efforts.	Lead Manager of Strategic Initiatives, Communications Coordinator, other departments as necessary.	Pilot 3 months, Full implementation 6 months

7. Increase Collaboration Between Public Works and Landfill Operations

Smoother landfill operations, reduced scheduling conflicts, and more efficient material handling.

ACTION	RESPONSIBILITY	TIMELINE
7.1 Establish a pre-project coordination process where Public Works informs Landfill staff in advance of material drop-offs to avoid conflicts with contractors and public use.	Lead Director of Public Works, Landfill Operator in Charge, Manager of Environmental Services.	3 months

8. Improve Collaboration Between Finance and Community Services on Payment & Etransfer Tracking

Reduced payment discrepancies improved financial tracking, and better coordination between departments.

ACTION	RESPONSIBILITY	TIMELINE
8.1 Create a shared digital tracking system (such as an Excel spreadsheet or integrated software) to allow Community Services to track booking payments and avoid duplication of efforts.	Lead Finance and Administrative Assistant/Program Coordinator.	4 months

9. Explore Seasonal Resource Sharing Across Departments

More efficient use of staffing resources, reduced seasonal workload strain, and increased interdepartmental support.

ACTION	RESPONSIBILITY	TIMELINE
9.1 Assess opportunities for sharing staff and equipment between departments during peak seasonal needs (e.g., winter operations, parks maintenance, administrative needs).	Lead Chief Administrative Officer, Senior Management Team & Human Resources Generalist	9 months
9.2 Develop trial resource-sharing program.	Lead Chief Administrative Officer, Senior Management Team & Human Resources Generalist	12 months

10. Identify Suitable Off-Site Storage for Records

Identification of a secure and accessible off-site storage location, ensuring better organization, compliance with records retention policies, and improved space management within office facilities.

ACTION	RESPONSIBILITY	TIMELINE
10.1 Records Management will collaborate with Community Services and Public Works to assess available locations for off-site storage of records. This includes: <ul style="list-style-type: none">Evaluating existing township facilities for suitability.Determining storage capacity, security, and accessibility requirements.Developing a plan for organizing and maintaining off-site records storage.	Lead Records Management Team, Community Services, and Public Works	6 months

11. Develop a Customer Service Availability Procedure

Clearer expectations and processes for managing staff availability, leading to improved coordination across departments and consistent customer service. Reception staff will be better equipped to respond to inquiries, ensuring service continuity during staff absences.

ACTION	RESPONSIBILITY	TIMELINE
11.1 Create a standardized procedure to improve tracking of staff availability, including: <ul style="list-style-type: none">Reinforcing the system for staff to log absences, remote work, and lunch breaks.Establishing guidelines to ensure adequate departmental coverage.	Lead Human Resources Generalist, Senior Management Team and Administrative Assistant - Finance	6 months
11.2 Providing reception with a clear process for handling customer inquiries when staff are unavailable.	Lead Human Resources Generalist, Senior Management Team and Administrative Assistant - Finance	6 months

Process Optimization and Workflow Efficiency Action Plan

Executive Summary:

Employee feedback highlights numerous opportunities to eliminate redundant tasks and streamline operations, allowing staff to focus on higher-value work. The key themes identified include:

Eliminating Duplicate Administrative Work – Many employees reported duplication in filing and record-keeping across multiple platforms (e.g., W drive, intranet, Laserfiche, hard copies). Similarly, tracking time off and other administrative updates require multiple manual entries in different systems. Centralizing and automating these processes will significantly reduce inefficiencies.

Reducing Manual Data Entry and Processing – Several employees identified tasks that could be automated, including tracking fuel usage, equipment hours, permit processing, and payroll entries. By leveraging software solutions like Laserfiche and Cloudpermit, these processes can be streamlined, reducing errors and saving time.

Optimizing Workload Distribution – Certain responsibilities could be reallocated to better balance workloads. Tasks such as pesticide application, playground inspections, and seasonal decorations could be shared among more staff with appropriate training. Additionally, financial processing tasks (e.g., dog tag invoicing) could be consolidated within Finance to improve consistency.

Improving Access to Information and Services – Employees in frontline roles reported being frequently interrupted by repetitive inquiries, such as building permit status checks and septic system bookings. Implementing online scheduling and improving self-service options for the public would reduce staff time spent handling routine calls.

Streamlining Repetitive Reporting and Inspections – Some departments perform recurring tasks that could be optimized, such as patrol teams documenting the same road issues repeatedly, redundant safety inspections, and unnecessary printing of policies and procedures. Implementing digital tracking systems and refining workflows would help eliminate redundancy.

1. Reduce Redundant Filing and Record-Keeping Across Multiple Platforms

Reduced time spent on redundant filing, improved accessibility to records, and elimination of unnecessary manual record-keeping.

ACTION	RESPONSIBILITY	TIMELINE
1.1 Conduct an audit of existing filing processes across the W drive, Laserfiche, intranet, Keystone, and hard copies to identify unnecessary duplication and develop a standardized approach to records management. (eg. By-laws, Procedures, Agreements etc.)	Lead Human Resource Generalist & Legislative Services Department	3 months
1.2 Define which records should be stored in each system and eliminate redundant filing practices.	Lead Human Resource Generalist & Legislative Services Department	4 months
1.3 Establish a single source of truth for key records to prevent multiple versions from being maintained unnecessarily.	Lead Human Resource Generalist & Legislative Services Department	4 months
1.4 Provide staff training on the updated filing system to ensure consistency across departments.	Lead Human Resource Generalist & Legislative Services Department	6 months

2. Streamline Unplanned Absence and Scheduling Processes

Reduction in time spent inputting leave requests, improved accuracy, and greater efficiency in leave tracking.

ACTION	RESPONSIBILITY	TIMELINE
2.1 Consolidate the current unplanned absence tracking process, which requires multiple entries in email, the intranet message board, the intranet calendar, and Outlook.	Lead Human Resources Generalist	3 months

Implement a single centralized system for tracking unplanned absence requests to reduce duplicative data entry.	Lead Human Resources Generalist	3 months
2.2 Provide training to staff to ensure ease of use and adoption of the new system.	Lead Human Resources Generalist	6 months

3. Review and Update Clear Procedures for Communications

A well-defined, documented communications process that ensures consistency, clarity, and efficiency in internal messaging, graphic design, and social media management.

ACTION	RESPONSIBILITY	TIMELINE
3.1 Review internal communications procedures, outlining roles, responsibilities, and workflows.	Lead Communications Coordinator, Human Resources Generalist and Appropriate Staff.	3 months
3.2 Define expectations for internal communications, including how and when information is shared across departments.	Lead Communications Coordinator, Human Resources Generalist and Appropriate Staff.	4 months
3.3 Establish clear guidelines on graphic design responsibilities, including who develops materials, whether an approval process is required, and what the approval workflow looks like.	Lead Communications Coordinator, Human Resources Generalist and Appropriate Staff.	6 months
3.4 Identify a designated backup for the Communications Coordinator to ensure continuity during absences.	Lead Communications Coordinator, Human Resources Generalist	6 months

	and Appropriate Staff.	
3.5 Determine which staff members should have access to social media accounts and establish protocols for managing content, approvals, and responses.	Lead Communications Coordinator, Human Resources Generalist and Appropriate Staff.	6 months
3.6 Update Corporate Communications Procedure 1.1.22.	Lead Communications Coordinator, Human Resources Generalist and Appropriate Staff.	6 months
3.7 Investigate Newspaper Ad Bookings.	Lead Communications Coordinator, Human Resources Generalist and Appropriate Staff.	6 months
3.8 Establish clear distinctions between corporate communications and event-specific marketing by developing a structured communications procedure. In the procedure define the role of the corporate communications lead in managing official municipal messaging, public notices, and organizational updates, while outlining other department's responsibility for event promotions and related marketing. The procedure should also include a collaboration framework to ensure alignment on messaging, branding consistency, and appropriate approvals. Regular check-ins between the Communications Coordinator, the Economic Development Officer & Administrative Assistant/Programming staff will be implemented to prevent conflicts and enhance coordination.	Lead Communications Coordinator, Human Resources Generalist and Appropriate Staff.	9 months

4. Automate and Centralize Accounts Receivable Processes

Improved consistency in accounts receivable processing, reduced administrative burden on other departments, and fewer delays/errors in invoicing.

ACTION	RESPONSIBILITY	TIMELINE
4.1 Review all permit-related invoicing and payment processing (e.g., dog tags, fire permits, golf car permits, building permits) to ensure consistency.	Lead Finance & Appropriate Departments	3 months
4.2 Evaluate existing finance software to determine if it can accommodate all invoicing tasks.	Lead Finance & Appropriate Departments	3 months
4.3 Develop a clear workflow for processing invoices, ensuring that staff in other departments can submit information efficiently.	Lead Finance & Appropriate Departments	6 months
4.4 Updating staff on the new process and eliminating duplicative invoicing efforts in By-law and other departments.	Lead Finance & Appropriate Departments	6 months

5. Digitize and Automate Permit and Inspection Scheduling

Reduced phone call volume, improved customer service, and more efficient scheduling of inspections.

ACTION	RESPONSIBILITY	TIMELINE
5.1 Improve the efficiency of scheduling septic inspections and building permit processing by enabling online booking for homeowners.	Lead Manager of Strategic Initiatives and Manager of Building & Planning	6 months

5.2 Evaluate software solutions for online scheduling and integrate them into existing systems.	Lead Manager of Strategic Initiatives and Manager of Building & Planning	6 months
5.3 Train relevant staff on using the online scheduling system and communicating changes to residents.	Lead Manager of Strategic Initiatives and Manager of Building & Planning	12 months

6. Reduce Manual Tracking and Repetitive Patrols in Public Works

Increased efficiency in road and facility maintenance, reduction in repeated tasks, and better tracking of completed work.

ACTION	RESPONSIBILITY	TIMELINE
6.1 Implement a system for tracking road and property issues that reduces unnecessary repeated inspections.	Lead Manager of Strategic Initiatives & Director of Public Works	9 months
6.2 Utilize existing software or implement a new tracking tool to document issues and assign fixes in a structured manner.	Lead Manager of Strategic Initiatives & Director of Public Works	9 months
6.3 Train staff to ensure proper reporting and tracking of completed work to prevent duplicate efforts.	Lead Manager of Strategic Initiatives & Director of Public Works	9 months

7. Review and Streamline the Burn Permit System

Reduced time spent on burn permit processing, fewer non-compliance complaints, and improved enforcement efficiency.

ACTION	RESPONSIBILITY	TIMELINE
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Evaluate the effectiveness of the burn permit system and explore process improvements to reduce administrative burden.	Lead Fire Chief & Chief Administrative Officer	3 months
Assess the feasibility of requiring renewal confirmations or periodic permit reissuance instead of automatic renewals.	Lead Fire Chief & Chief Administrative Officer	4 months
Improve public education efforts to reduce non-compliance and unnecessary inspections.	Lead Fire Chief & Chief Administrative Officer	6 months

8. Enhance Administrative Support in Legislative Services

Improved efficiency in legislative services, better workload balance among staff, and enhanced support for senior legislative staff.

ACTION	RESPONSIBILITY	TIMELINE
8.1 Review legislative administrative tasks to identify opportunities for a more balanced distribution of responsibilities. Provide staff with the necessary training and support to take on additional tasks confidently.	Lead Human Resources Generalist, Manager of Legislative Services & Deputy Clerk	3 months
8.2 Conduct a workload assessment to determine which tasks can be shared more effectively.	Lead Human Resources Generalist, Manager of Legislative Services & Deputy Clerk	3 months
8.3 Develop a phased training approach to ensure a smooth transition of responsibilities.	Lead Human Resources Generalist, Manager of Legislative Services & Deputy Clerk	6 months

9. Review and Streamline Diesel Tracking Process

Reduced administrative time spent on fuel tracking while maintaining necessary oversight and reporting accuracy.

ACTION	RESPONSIBILITY	TIMELINE
9.1 Assess whether tracking both clear and coloured diesel is necessary or if tracking can be limited based on usage and user groups. Determine if this process can be automated or eliminated to reduce administrative workload.	Lead Manager of Financial Services, Administrative Assistant – Finance, Public Works Department and CAO	6 months

10. Implement Lean Process Flow Reviews

Improved workflow efficiency by eliminating unnecessary steps. Increased staff engagement in problem-solving and process improvements. Standardized and optimized processes across departments, fostering a culture of continuous improvement.

ACTION	RESPONSIBILITY	TIMELINE
10.1 Utilize the Lean Process methodology by implementing Process Flow Boards, allowing staff to visualize and assess workflow efficiency. <ul style="list-style-type: none">Conduct and schedule team-based process review sessions to analyze actual workflows, identify inefficiencies, and develop solutions.Focus on continuous improvement by making flow problems visible and fostering a problem-solving culture.	Lead Human Resource Generalist	6 months, ongoing

10.2 Prioritize the following processes for initial review, with relevant department involvement:

Lead Human Resource Generalist

6 months

<u>Process</u>	<u>Departments Involved</u>
Bag tag delivery	Public Works, Finance
Water & sewer charges	Finance, Public Works, Building & Planning
Severances	Building & Planning, Finance, Clerk
Energy consumption tracking	Community Services, Finance & Public Works
Community events calendar (ensure backup)	Manager of Legislative Services, Economic Development & Community Services

Strategic Workforce Planning: Addressing Resource Gaps, Alignment, and Future Needs Plan

Executive Summary

The Strategic Workforce Planning: Addressing Resource Gaps, Alignment, and Future Needs Plan outlines key staffing recommendations, project priorities, and task realignment strategies to enhance operational efficiency, improve service delivery, and address current and future resource gaps.

Key Areas of Focus

Immediate Staffing Needs – Two new high-priority positions (Building Department Support Staff and Full-Time Facility & Parks Maintainer) are recommended for immediate hiring to address urgent workload pressures, improve service levels, and operational inefficiencies.

Future Position Planning – Additional roles have been identified across departments based on staff observations to support long-term organizational growth, succession planning, and compliance with regulatory and service demands. However, these recommendations are for informational purposes only. Before any of these positions are formally considered, a comprehensive evaluation must be conducted to assess their necessity, impact, and feasibility. No in-depth review has been completed, nor have managers been consulted to validate these needs. Any future staffing decisions will be subject to further analysis, alignment with organizational priorities, and budgetary considerations.

Task Realignment & Workload Adjustments – A review of existing staff responsibilities has identified opportunities to realign tasks, improve role clarity, and delegate functions more effectively. This includes reducing administrative burdens in specialized roles, reviewing processes for efficiency, and ensuring clear accountability in key functions.

Expected Outcomes:

Enhanced service delivery – Improved response times, reduced bottlenecks, and better coordination across departments.

Increased efficiency – Streamlined processes, automation where possible, and better allocation of resources.

Workforce sustainability – Addressing staff burnout, improving job satisfaction, and ensuring roles are structured effectively.

Strategic growth alignment – Ensuring staffing and projects align with long-term municipal objectives.

This report serves as a framework for guiding workforce and operational decisions, balancing immediate needs with future sustainability. Prioritization and phased implementation will be essential to ensuring the most critical needs are met while maintaining financial responsibility.

This summary focuses on new or enhanced positions needed across departments, based on gaps, workload pressures, and strategic priorities. The three positions are the highest priority for immediate hiring. The recommended Organizational Chart is included as Appendix D.

Immediate Staffing Priorities: Recommended Positions for 2025 & 2026 Implementation

1. Rehire Manager of Strategic Initiatives with Expanded Scope

Action:

Rehire the Manager of Strategic Initiatives position to lead corporate strategies, oversee key projects aligned with the Township's Strategic Plan, and address identified organizational gaps. Expand the scope to include digital modernization and IT management based on operational needs.

Responsibility:

Lead Human Resource Generalist and Chief Administrative Officer

Timeline:

1 month position description finalized, 2 months hiring process

Expected Outcome:

Leadership in advancing corporate priorities through strategic planning and project execution. Oversight of economic development, community development, and marketing initiatives that align with municipal goals.

Enhanced focus on digital modernization, IT strategy, and technology-driven service improvements, ensuring integration across departments. Improved coordination of corporate initiatives to ensure alignment with long-term organizational objectives.

2. Create the position of Building & Planning Assistant

Action:

Develop and approve a Building & Planning Assistant position.

Realign administrative and support tasks from the Clerk, Deputy Clerk, and By-law Enforcement Officer to this new position.

Establish a clear reporting structure under the Manager of Building & Planning.

Ensure the role provides direct support for planning applications, enforcement, building inspections, and public inquiries.

Responsibility:

Lead Human Resources Generalist, Manager of Building & Planning, Clerk, Deputy Clerk, By-law Enforcement Officer (Task Realignment Input for Building) and Chief Administrative Officer

Timeline:

2 months position description finalized, 3 months hiring process initiated.

Expected Outcome:

Improved efficiency in handling planning and by-law matters.

Reduce the administrative burden on senior staff, allowing them to focus on higher-value tasks. Faster response times for public inquiries and permit applications.

More streamlined processes between departments.

Justification:

Increased workload in Building, Planning, and By-law Enforcement has created delays and inefficiencies.

Existing administrative support is spread across multiple roles, leading to bottlenecks and unclear responsibilities.

Improved front-line support would enhance customer service and expedite regulatory processes.

3. Create an Additional Facility Maintainer Position. There are currently two Facility Maintainer positions in place.

Action:

Update the Facility Maintainer position description.

Transition seasonal and part-time responsibilities into this full-time role to ensure year-round maintenance.

Assign responsibilities for pesticide application, snow removal, facility maintenance, and parks operations.

Responsibility:

Lead Human Resources Generalist, Director of Community Services and Parks & Facilities Supervisor

Timeline:

1 month position description finalized, 3 months hiring process initiated.

Expected Outcome:

Improved service quality across parks, trails, and facilities.

Reduced reliance on seasonal staff, leading to cost savings in training and rehiring.

More proactive facility and park maintenance rather than a reactive approach.

Dedicated staffing for pesticide spraying and facility & playground inspections, which are currently under-supported.

Justification:

Existing staff levels are inadequate for maintaining 23 parks, 10 buildings, 8 trails, lakeshore areas, and a cemetery.

Seasonal hiring cycles lead to constant retraining inefficiencies.

A full-time Maintainer would allow better workforce distribution and improved planning.

4. Realignment of Tasks to provide Drainage Superintendent Support or Full time Drainage Superintendent role.**Action:**

Evaluate whether existing staff resources can assist with drainage-related administrative tasks.

Identify specific responsibilities that could be realigned to the Deputy Clerk, such as public inquiries, drainage assessments, and documentation management.

Assess if an internal support role (responding to landowner inquiries) or part-time administrative assistance is a feasible solution instead of creating a full-time position.

Consider, if possible, temporary work from home position to input records into Drain Brain software.

Responsibility:

Human Resources Generalist, Drainage Superintendent, Manager of Legislative Services/Clerk, Deputy Clerk and Chief Administrative Officer.

Timeline:

3 months, evaluation complete and decision on resource reallocation.

Expected Outcome:

More timely response to drainage-related requests. Reduced administrative burden on the Drainage Superintendent, allowing a greater focus on technical and regulatory work. Cost-effective solution by reallocating existing resources instead of immediately hiring new staff.

Justification:

The Drainage Superintendent has increased workload pressures, making it difficult to respond promptly to requests.

Some administrative tasks could be handled more efficiently by an internal support role, freeing up the Superintendent for specialized work.

Before committing to a new hire, it is critical to explore whether internal realignment can resolve the issue.

5. Planned Implementation for 2026: Fire Department Leadership & Compliance

The Fire Chief has recommended the addition of a Deputy Fire Chief/Fire Prevention & Training Officer to oversee fire inspections, training programs, compliance tasks, and serve as an alternate Community Emergency Management Coordinator (CEMC). This position has been identified as a critical need in the Fire Master Plan due to increasing operational pressures and leadership gaps.

However, before this position can be considered, extensive planning must take place in 2025 to prepare for a 2026 budget and hiring timeline. This planning will include:

- A thorough review of departmental needs to determine the exact scope of responsibilities required.
- Budget considerations to assess financial feasibility.
- Negotiations with the partner municipality, which funds 50% of one of the fire departments, to justify the need for this position and secure shared cost contributions.

This process will ensure that any future hiring decision is based on a well-defined need and aligns with both municipal priorities and financial realities.

Action:

Conduct a comprehensive assessment of departmental needs to define the scope of the Deputy Fire Chief/Fire Prevention & Training Officer position.

Evaluate budgetary impacts and determine financial feasibility.

Engage in discussions with the partner municipality to present the need for the position and explore cost-sharing arrangements.

Develop an implementation plan for inclusion in the 2026 budget.

Responsibility:

Lead Human Resources Generalist, Fire Chief, Emergency Services and Health & Safety Coordinator & Chief Administrative Officer

Timeline:

9 months, planning, assessment, and discussions with the partner municipality. 12 month budget approval and hiring process.

Expected Outcome:

A clearly defined leadership role that addresses fire inspections, training, and compliance needs. Improved operational efficiency within fire services, reducing pressure on existing personnel. Strengthened emergency management capacity through an alternate CEMC. A well-structured financial plan that ensures sustainable funding and cost-sharing with the partner municipality.

Justification:

The Fire Master Plan identifies leadership and compliance gaps that require dedicated oversight. Increasing operational pressures necessitate improved fire inspections, training programs, and compliance measures.

The position would also serve as an alternate CEMC, enhancing emergency management preparedness.

Given that one of the Township's fire departments is jointly funded with another municipality, collaboration is required to determine shared financial responsibility.

6. Position Transition: Casual Deputy CBO to Building Inspector

Action:

Replace the Deputy Chief Building Official (CBO) position with a Building Inspector position to better align with operational needs and financial sustainability. The transition should be completed on or before the Deputy CBO's last working day to ensure continuity of service.

The new Building Inspector will also assume responsibility for Part 8 of the Ontario Building Code (OBC) – Sewage Systems, which regulates the design, construction,

operation, and maintenance of private sewage disposal systems for properties not connected to municipal sewer systems. These duties will include:

- Reviewing permit applications for new and modified septic systems.
- Conducting site inspections to ensure compliance with design and construction standards.
- Enforcing setback distances from wells, buildings, and water bodies.
- Providing oversight on system operation and maintenance to prevent contamination risks.

Responsibilities:

Lead Human Resources Generalist, Manager of Building & Planning & Chief Administrative Officer Chief Building Official (CBO): Lead the transition, define role expectations, and oversee the recruitment process.

Timeline:

Before the Deputy CBO's departure.

Post-hiring: Phased training to assume Part 8 septic inspections (excluding the reinspection program).

Expected Outcome:

A seamless transition with no service disruptions. Increased inspection capacity, reducing delays in permit approvals and compliance monitoring.

A more cost-effective approach to handling septic inspections, benefiting both the Township and property owners. Enhanced public health and environmental protection through better enforcement of sewage system regulations.

Justification:

Financial Impact: By assuming septic inspections, the Township can retain permit revenue instead of outsourcing, partially offsetting the cost of the new position.

Operational Efficiency: A dedicated Inspector will enhance service delivery by ensuring timely building and septic inspections.

Regulatory Compliance: The role ensures proper enforcement of OBC Part 8 to safeguard groundwater quality and public health.

Managerial Support: The transition provides the Manager of Building & Planning greater flexibility to focus on strategic initiatives rather than daily inspections.

7. Investigate Creating a Pool of Temporary Casual Coverage for Front Counter Support

Action:

Assess the feasibility of establishing a pool of trained temporary casual staff to assist with front counter coverage during peak times, staff absences, or increased workload periods.

Explore the possibility of utilizing past employees or pre-trained individuals who can be called upon as needed.

Develop a process for recruiting, onboarding, and training potential casual staff to ensure they can provide effective support.

Identify budgetary and administrative considerations, including pay structure and scheduling logistics.

Evaluate potential efficiencies and long-term sustainability of this approach.

Responsibility:

Lead, Human Resources Generalist and Finance

Timeline:

12 months, feasibility assessment and initial planning, 18 months pilot implementation (if deemed viable)

Expected Outcome:

Increased flexibility in front counter staffing to address workload fluctuations and reduce strain on full-time staff. Improved customer service by ensuring consistent front-line coverage. A cost-effective and sustainable solution to short-term staffing needs.

8. Update and Complete the Business Continuity Plan

Action:

Review and update the existing Business Continuity Plan (BCP) to ensure it reflects current operations, risks, and essential service requirements.

Identify critical services, functions, and infrastructure that require continuity planning.

Develop and implement business continuity strategies to mitigate risks and ensure rapid service recovery.

Conduct staff training and awareness sessions on BCP procedures.

Establish a testing and review process to keep the plan current and functional.

Responsibility:

Emergency Services and Health & Safety Coordinator, Senior Team & Chief Administrative Officer

Timeline:

12 months initial review and update, 18 months staff training and ongoing updates and annual reviews

Expected Outcome:

A comprehensive and up-to-date Business Continuity Plan that ensures the municipality's ability to maintain essential services during emergencies or disruptions. Improved preparedness and risk mitigation for operational continuity.

Clear roles, responsibilities, and response strategies for staff in the event of service interruptions.

Potential Future Staffing Considerations

The following positions have been identified by staff as potential additions to support long-term organizational growth, succession planning, and regulatory compliance. However, these recommendations are strictly informational at this stage. While staff have highlighted perceived gaps, no formal evaluation has been conducted to determine the necessity, feasibility, or financial implications of these roles.

Before any of these positions can be considered for approval, a comprehensive review must be undertaken. This includes:

- Analyzing workload distribution, operational priorities, and service level impacts.
- Assessing budget constraints and financial feasibility.
- Consulting management to validate the need for these roles and ensure alignment with the Township's strategic objectives.
- Any future staffing decisions will be based on a data-driven approach that prioritizes organizational effectiveness and fiscal responsibility.

Identified Positions (Listed in no particular order)

Records Management & Laserfiche Support Specialist

Need Identified By: Deputy Clerk, Manager of Legislative Services/Clerk

Purpose:

Lead the implementation of Laserfiche.

Assist departments in modernizing and managing filing systems.

Support compliance with record retention schedules.

Rationale:

Corporate records management is a critical function currently lacking dedicated support.

GIS/Asset Management Technician

Need Identified By: Director of Public Works, Chief Administrative Officer

Purpose:

Support asset management planning and GIS data tracking.

Enhance long-term infrastructure planning and maintenance.

Rationale:

The increasing complexity of infrastructure data management requires a dedicated technical resource.

Roads Supervisor (5–10 Year Timeline)

Need Identified By: Director of Public Works

Purpose:

Provide additional oversight for roads department staff.

Assist with future department expansion and planning.

Rationale:

Improved leadership and planning will support service level improvements as the department grows.

Half-Time Treasury & Front Counter Staff

Need Identified By: Manager of Financial Services, Taxation/Revenue Clerk, Payroll & Asset Coordinator

Purpose:

Provide additional front-counter support to reduce workload pressure and improve customer service.

Rationale:

High front-line demands may contribute to staff burnout and reduced job satisfaction.

Director of Recreation & Recreation Programming Staff

Need Identified By: Administrative Assistant/Program Coordinator

Purpose:

Develop and oversee recreation programming across the Township of Huron-Kinloss & Township of Ashfield-Colborne-Wawanosh.

Rationale:

Centralized oversight will improve program coordination, efficiency, and service delivery. This was also a recommendation in the Parks & Recreation Service Delivery and Modernization Opportunities Review done in 2021.

Special Projects Coordinator

Need Identified By: Chief Administrative Officer

Purpose:

Provide assistance in executing special projects.

Rationale:

Current staff do not have the capacity to take on additional special projects.

As the organization evolves, there is a growing need for assistance with special projects, ensuring they are completed efficiently without overburdening existing staff.

Additional Public Works Staff (Full-Time, Part-Time & Weekend Relief)

Need Identified By: Public Works Operators & Director of Public Works

Purpose:

Support reliable road maintenance operations which includes weekend relief coverage.

Rationale:

Additional staffing would reduce overtime burdens and improve service coverage.

Additional Landfill Staff

Need Identified By: Landfill Operator in Charge

Purpose:

Improve monitoring of landfill customers during operational hours.

Rationale:

Enhanced staffing would support compliance, safety, and operational efficiency.

Appendix A - Staffing Plan Survey

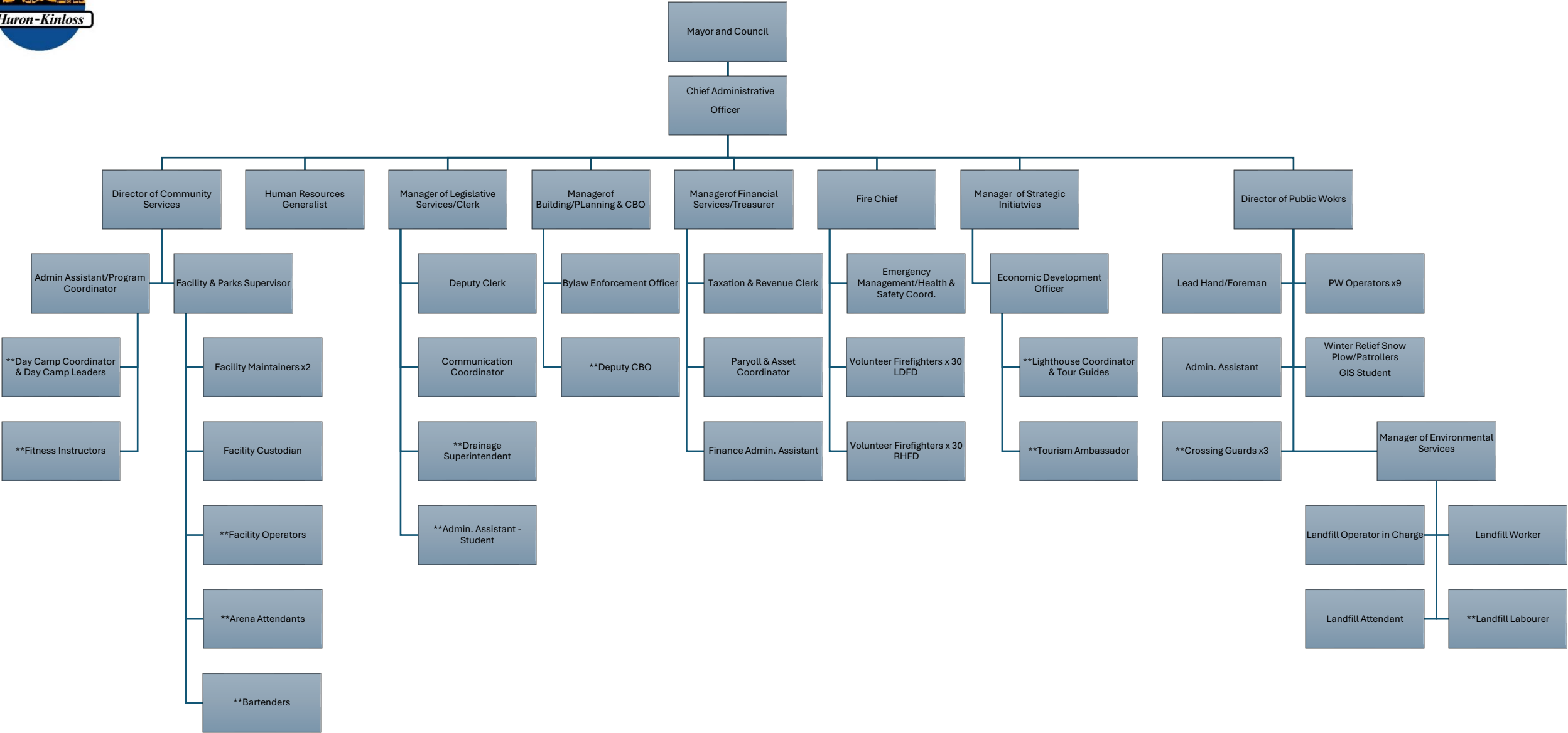
This survey is aimed at gathering further insights into your role and any opportunities for improvement. We will review your responses and set up an individual interview to discuss the results of the survey.

This process will help provide valuable insights into your role and responsibilities and help build a more efficient well-aligned workforce. Your participation is essential to the success of this project, and we truly appreciate your cooperation.

1. Are there any tasks or responsibilities you currently perform that you feel could be eliminated or streamlined? If so, why and how?
2. Are there any software tools or systems that could make your job more efficient? If so, which ones, and how would they improve your work?
3. What additional training or development opportunities do you think would help you be more effective in your role?
4. Are there any areas where better collaboration with other teams or departments would improve your work efficiency? Do you have any ideas on how this could be facilitated?
5. Do you feel there are any skill gaps in your current role that, if addressed, would help you perform better? If so, please provide details.
6. Is there any aspect of your role that feels unclear or misaligned with the organization's objectives? How can we improve clarity?
7. Are there any routine tasks that could be automated to free up time for more value-added activities? If so, please provide details.
8. Do you feel you have the resources (people, tools, budget) you need to perform your role effectively? If not, tell us what's missing?
9. Are there any tasks or projects you spend significant time on that you feel could be delegated or handled differently to better use your time? If so, please provide details.
10. Looking ahead 5 years, what additional skills or team members do you think will be needed to meet future organizational needs in your department? Please provide some details to support your response.



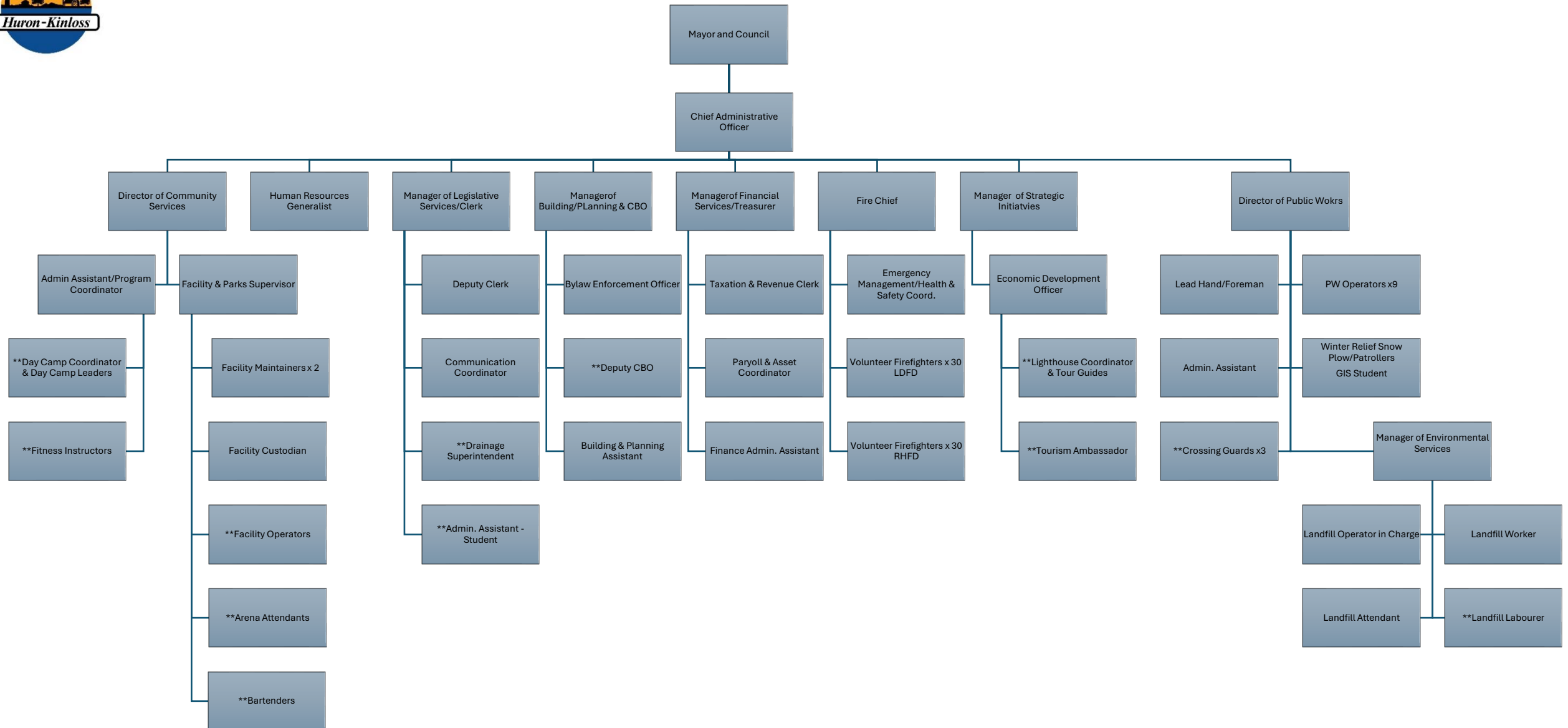
Appendix B - Current Organizational Chart



** indicates a part-time, casual, or student position



Appendix C - Proposed Organizational Chart



** indicates a part-time, casual, or student position

Appendix D - Digital Modernization Committee (DMC) – Terms of Reference

Purpose

The **Digital Modernization Committee (DMC)** is established to enhance staff engagement, training, and awareness of digital tools, software, and automation solutions. The committee plays a key role in ensuring the effective implementation of digital initiatives, aligning technology with organizational needs, and maximizing the benefits of digital solutions across the Township.

Membership

The committee will be composed of:

- **Chair & Lead Member:** Manager of Strategic Initiatives
- **Committee Members:** One representative from each department, appointed based on interest, experience, or relevance to digital initiatives
- **Ex Officio Member:** Chief Administrative Officer (CAO) (non-voting member, providing oversight and strategic guidance)

Additional staff or external consultants may be invited as needed to provide expertise or input on specific projects.

Responsibilities

Strategy & Oversight

- Ensuring alignment with the Digital Modernization Strategy Project Final Report
- Identifying opportunities to enhance digital tools and workflows across the Township
- Approving or recommending software and automation requests for consideration

Research & Development

- Researching and evaluating potential software and automation solutions
- Exploring industry best practices and innovative technologies
- Identifying training needs and skill gaps related to digital tools

Implementation & Training

- Supporting the rollout of new software and automation solutions
- Developing and recommending training initiatives to enhance staff proficiency
- Ensuring clear communication and documentation for new digital tools

Evaluation & Continuous Improvement

- Monitoring the effectiveness of digital solutions and making recommendations for improvements

- Gathering staff feedback on existing and new technology implementations
- Ensuring digital initiatives align with operational needs and service delivery goals

Meeting Schedule

The **Digital Modernization Committee** will meet at a minimum **quarterly**, with additional meetings scheduled as needed based on project timelines and priorities.

Decision-Making

Decisions will be made by **consensus** whenever possible. Where necessary, recommendations requiring financial approval or strategic alignment will be forwarded to Senior Management for final consideration.

Reporting & Accountability

- The Chair (Manager of Strategic Initiatives) will be responsible for:
 - Drafting the agenda and minutes and ensuring progress on action items
 - Reporting key updates and recommendations to Senior Management
 - Maintaining documentation of committee discussions and decisions
- Minutes will be made available to all staff to ensure transparency and engagement

Member Expectations & Selection

- Members are expected to actively participate in discussions, contribute ideas, and assist in implementing initiatives
- Department representatives will serve for a minimum **one-year term**, with the opportunity for renewal
- New members may be nominated by departments or appointed by the Chair as needed