



The Corporation of the Township of Huron-Kinloss

Staff Report

Report Title: Proposed Staffing Changes 2026 Budget

Date: Jan. 26, 2026

Report Number: CAO-2026-02

Department: CAO

File Number: C11 CAO 26

Prepared By: Jodi MacArthur, Chief Administrative Officer

Attachments:

Recommendation:

THAT Township of Huron-Kinloss Council hereby receives Report Number CAO-2026-02 prepared by Jodi MacArthur, CAO;

AND FURTHER authorizes Staff to update the organizational chart as presented as approved in the 2026 Budget once the budget is deemed to be adopted.

Background:

In 2025 Council supported the Staffing Plan Development Project, a comprehensive staffing strategy designed to evaluate current workforce capacity, identify operational gaps and align human resources with long-term strategic goals.

Staff have been implementing actions contained within the report, that are within approved budgets, to improve overall efficiency and effectiveness of the organization. A progress report on the implementation of these actions will be presented to Council at approximately the 12-month mark or June 2026.

Discussion/Analysis/Overview:

The purpose of this report is to consider staffing proposals that are requested in the 2026 budget.

1) Fire & Emergency Services Officer - New

The [Strategic Workforce Planning: Addressing Resource Gaps, Alignment and Future Needs Plan](#) recommended the addition of a position to assist with training, regulatory compliance, administrative duties and operational support for fire & emergency services. This was identified as a critical need in the Fire Master Plan and has been thoroughly evaluated by the Fire Chief.

This position would support both the Lucknow & District Fire Department and the Ripley-Huron Fire Department and serve as the alternate Community Emergency Management Coordinator (CEMC). [Report LDFB-2025-04](#) was presented to the Lucknow & District Joint Fire Board on December 18, 2025 and approved for cost sharing in the 2026 budget that has been recommended to each municipality.

Opportunities associated with creation of this position include enhanced fire prevention activities, designed to reduce overall calls for service and improve service levels for community safety, improved regulatory inspections and reduction in staff overtime. Risks associated with not implementing this position include regulatory and training non-compliance, outdated safe operating guidelines, ineffective documentation and burnout of existing staff and volunteer firefighters.

2) Manager of Operations - New

The potential future staffing considerations identified a 'Roads Supervisor' as a potential 5 to 10 year implementation to provide additional oversight for staff and assist with future planning of projects.

During recent reviews of operations and training staff by human resources consultants Ward & Uptigrove and I Heart My Work, it has been recommended that we consider adding a supervisory role now to strengthen daily oversight, communication, efficient workload distribution and staff development. To maintain consistency with other local area municipalities, we are proposing that this position will be a non-union Manager of Operations, responsible for managing department staff, training and development and procurement and scheduling of road maintenance activities, including fleet and resource management.

Opportunities associated with creation of this position include improved communication with staff and the public, developing a 'one team' work culture with improved accountability and enhanced cross training and mentoring for succession planning. In addition, a reduction in the time spent by the Director will shift the focus on higher value work, such as project management that is currently completed by consultants and/or engineers. Risks associated with not creating this position include increasing employee or citizen dissatisfaction, potential for conflicts within the bargaining unit and inability to advance departmental goals and objectives.

3) Landfill Attendant – Increase from part-time to full-time

The landfill attendant position has historically worked only when the site is open to the public. To maintain onsite staffing for our garbage collection contractor, the schedule has required adjustments pushing the limits of a part-time position. With the new depot for non-eligible sources and education associated with the residential blue box changes, it would be helpful to have the landfill attendant for 35 hours weekly, the same as the other staff. The increase in wages is minor to increase the hours, however the change will initiate eligibility for benefits under the collective agreement. The costs will be offset by the new revenue received under the recycling depot agreement.

Opportunities associated with increasing the hours for this position include better coverage, ability to stagger schedules and cross training. Risks associated with not making this change include non-compliance with Ministry regulations, customer dissatisfaction and inability to meet current service levels.

Financial Impacts:

Wages, benefits and costs associated with providing job related equipment are included in the draft 2026 budget, as presented.

Performance Measurement:

Progress related to actions contained in the Staffing Plan Development Project will be tracked and reported to Council at the 12-month milestone (June 2026).

Strategic Area:

- Embrace a thriving rural lifestyle
- Enhance Municipal Service Delivery
- Prepare for Inclusive Growth
- Ensure Financial Stability

Strategic Goal: Support employee recruitment and retention

Respectfully Submitted By:

Jodi MacArthur, Chief Administrative Officer

Report Approved By:

Jodi MacArthur, Chief Administrative Officer