



ISSUE PAPER

Building

Budget Year: 2026

Issue Paper No.: BLD -01-26

Description: **Customer Service Coordinator – Dual Role**

BE IT RESOLVED THAT Council receive budget issue paper BLD-01-26 for information.

Purpose: Budget to permit the repositioning of existing staff to assume a dual role, Customer Service Coordinator / Building Inspector position.

Background:

Last budget year, the Building Department submitted an issue paper proposing the creation of a new Building Inspector position. Recognizing that this role would be partially funded through taxation, it was determined that establishing an Intern Inspector position, regulated under Division C, 3.1.4.3. of the Ontario Building Code, would be the most cost-effective approach. However, due to financial constraints, the proposal was not approved.

This year, the Township's Building Department re-established the existing Customer Service Coordinator (CSC) position following a brief two-month vacancy. During the recruitment process, interviews were conducted with the intent of selecting a candidate who would not only fulfill the CSC role but also demonstrate interest and potential in becoming a qualified Building Official. Through this process, the department is confident that a suitable candidate has been identified.

The objective of this issue-paper is to leverage existing staff and departmental resources to create a position that allows for professional growth and increased responsibility. Establishing this position would enable the current CSC to:

- Review plans and specifications for smaller projects,
- Conduct building inspections when coverage is required, and
- Enhance service delivery to the taxpayers of Cramahe Township.

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Additional qualifications will be required prior to fully transitioning into this role; however, establishing the position will initiate the training and development process necessary for advancement.

Consultations/Options:

The Building Department has consulted with neighboring municipalities to assess the viability of such a position. Findings indicate that, particularly within smaller municipalities, a dedicated CSC position is often considered a luxury typically afforded by larger jurisdictions. In many cases, front counter staff possess building qualifications, allowing them to provide broader operational support within the department.

Financial Impact:

The Building Department is funded through a combination of building permit revenues and taxation, as shown below:

Year	Revenue	Expenses	Operating Cost
2020	\$91,510.29	\$161,697.82	-\$70,187.53
2021	\$231,709.43	\$204,117.56	\$27,591.87
2022	\$223,992.78	\$217,448.67	\$6,544.11
2023	\$223,739.78	\$219,760.02	\$3,979.76
2024	\$143,562.53	\$219,776.89	-\$76,214.36
2025	Pending	\$232,705.00 (budget)	Pending

These figures illustrate an average taxation contribution of approximately \$21,657 per year. As of the end of November 2025, the department has collected \$254,000 in building permit fees.

Currently, and in the past years, the Building Department has budgeted \$10,000 for a part-time building inspector to facilitate coverage during sick, personal, and vacation leave. However, with a retiring workforce, it is often difficult to secure an interim inspector in times of need. Furthermore, it is the opinion of the Chief Building Official that this money could be better spent by fostering new growth and experience within the department.

Risk Considerations:

While the Building Department is confident that the current CSC is a strong candidate for the proposed position, there is no guarantee that the role will be filled. Should the position remain vacant, departmental operations will continue under existing staffing levels.

Impact to Member Municipalities/Partners:

There will be no impact to member municipalities/partners.

Alignment with the Strategic Plan Pillar:

Effective Governance

One of the key pillars of the Township's Strategic Plan focuses on identifying opportunities for improvement, streamlining efficiencies, advancing deliberate succession planning, and implementing strategies to enhance service delivery and communication with residents.

The Township seeks to achieve these goals through proactive retention and succession planning to ensure the continuity of essential services, preserve institutional knowledge, and mitigate risks associated with leadership turnover.

Justification

Retention and Succession Planning to Ensure Continuity of Essential Services

Establishing this position supports staff retention by creating opportunities for professional growth and career advancement within the department. Additionally, it introduces functional overlaps between the Chief Building Official (CBO) and the Customer Service Coordinator (CSC), ensuring continuity of essential services in the event of an unexpected vacancy or absence.

Maintaining Institutional Knowledge

This position will strengthen knowledge retention within the department by facilitating mentorship and hands-on training. The transfer of skills and experience from senior staff to emerging professionals will help safeguard institutional knowledge and maintain operational consistency.

Mitigating Risks Associated with Leadership Turnover

The proposed position offers long-term potential with no defined ceiling. Building Officials continuously pursue additional qualifications, and as this individual progresses, there is potential for the role to evolve into a Deputy CBO position. This would allow the individual to assume the responsibilities of the CBO if required, thereby reducing organizational risk and ensuring stability in departmental leadership.

Submitted by:

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Reviewed by:

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