

STAFFING TRANSITION PLAN

March 10, 2026

Introduction

The end of 2026 had initially been targeted as the official end to the recovery period and the need for the Village to return to normal operations. There will still be a significant amount of grant funded projects occurring – water, sewer, Community Hub and Fire Hall. Depending on the level of work accomplished in 2026, there could also be some recovery projects continuing – east side slope stabilization, park renewal and Village amenities.

There will be some funding available to the Village from the various recovery grants and the estimated balances at the end of 2026 are shown below:

Municipal Affairs – Core Operations	\$750,000	Staffing and other expenses related to core municipal functions
Municipal Affairs – Wildfire Recovery	\$1,090,000	Expenses incurred by the Village related to planning and recovery from the fire (some staffing included)
EMCR – Recovery Staffing	\$825,000	Staffing relating to recovery functions

The Village will have funding to continue to support the core Village functions beyond 2026, albeit not at the level of the last several years.

As part of this process, conversations were held with CAOs in the surrounding communities:

- Scott Hildebrand – TNRD
- Daniela Dyck – Ashcroft
- Damian Couture – Cache Creek
- Joe McCulloch – Lillooet

The TNRD is well staffed with positions in place for all municipal functions and support staff. In the smaller communities, the CAO was responsible for many different functions – Corporate Officer functions, recreation, economic development, approving officer, planning functions, emergency management etc. All of the communities have a dedicated CFO and a public works lead. Ashcroft and Cache Creek use the TNRD for support in planning and development.

All of the CAOs acknowledged the difficulty in attracting the broad talent required to a small town. In some cases, the CAOs and CFOs are individuals who grew up in the area and in other cases they were attracted to the opportunity and lifestyle that a small town offers. CAOs in small towns make between \$100,000 and \$150,000 per year.

The topic of sharing functions was raised with each of the CAOs and other than a Bylaw Officer shared by Clinton, Cache Creek and Ashcroft, there do not appear to be any sharing agreements in place. There may be an opportunity to share some positions on a short-term basis but it appears that each community has fully utilized the personnel they have.

It appears there is limited opportunity to share positions across organizations, like a CFO, but conversations will continue.

Current State

The current organizational chart is attached. This structure has not changed significantly over the past several years. The recovery and core functions are mixed together with a number of staff members having responsibility for both. Those positions are:

- CAO / CFO
- Accounting Manager
- Accounting / Admin Clerks
- Director of Development
- Municipal Engineer
- Senior Utilities Operator / Advisor
- Communications Advisor
- Corporate Officer

The future structure contemplates separating these two areas completely post 2026 and

funding the recovery / capital projects from grants and EMCR funding and the core Village operations from property taxes and user fees. A number of the staff currently working under recovery could be contracted to provide services on an as needed basis after 2026, taking advantage of the knowledge they have amassed since being involved post 2021 fire.

There is funding in place for the current structure to remain until at least the end of 2026. It is recommended that the transition to core municipal staff happen late in 2026 as a Phase 1 while the current expertise is still under contract and funding is available.

Phase 1 – Hire a Deputy CAO

The transition is proposed in two steps. The first step anticipates hiring a Deputy CAO, sometime late in 2026, to report to the CAO and to begin taking over all core Village responsibilities. That includes municipal finance, public works, utilities, parks, emergency management (including Fire) and corporate officer. This would be a full-time, permanent position in the Village, ideally a resident of the Village or immediate surrounding area.

The CAO would continue to oversee the major capital projects and recovery, including the project accountant, water and sewer infrastructure projects, planning and development to support the rebuild, economic development, communications and provide mentorship to the Deputy CAO. For this part of the transition, all of the positions are currently in place except for a Deputy CAO, a Level 2 water / wastewater operator and a Public Works Lead Hand. The Level 2 water / wastewater operator and Public Works lead hand are in the works and an announcement will (hopefully) be made on these soon.

Recruiting for a Deputy CAO may be challenging - to find a person with all the qualifications to eventually run the organization who wants to move to Lytton, or already lives in the area, will be difficult. Ideally the candidate would have a public administration background and have had some exposure to a municipal government environment. The CAO will support Council in this process.

Phase 2 – Separate Core Operations from Major Projects / Recovery

Once the Deputy CAO has had an opportunity to become familiar with the core operations of the Village, the core operations would be split off from the recovery / major capital

projects and the Deputy CAO would assume the role of CAO. The current CAO would transition to General Manager – Recovery and Construction and report to the new CAO.

The core operations team would be funded by the property taxes and user fees and the recovery / major capital projects would be funded through the grants, specifically, the EMCR recovery funding, the ICIP sewer grant, the UBCM water grant and the GICB grants for the Community Hub and Fire and Emergency Services Centre.

The staff positions would be as follows:

Core Operations – Beyond 2026

Position	Funding Source
CAO / Corporate Officer / Emergency Management	Property Taxes / User Fees
CFO, part time	Property Taxes / User Fees
Accounting Clerk	Property Taxes / User Fees
Accounting / Admin Clerk	Property Taxes / User Fees
Accounting Clerk Part Time	Property Taxes / User Fees
Water / wastewater Level 2 operator	User Fees
Lead Hand Public Works / Parks	Property Taxes / User Fees
Maintenance Worker	Property Taxes / User Fees
Seasonal Worker	Summer grant programs

Capital Projects / Recovery – Beyond 2026

With the exception of the General Manager, these positions will all be contracted on an as needed basis and at some times, working more than full time and at other times, working less than full time.

Position	Funding Source
General Manager – Recovery and Construction	EMCR Recovery
Construction Advisor	GICB
Project Coordinator – Construction	GICB
Contract Manager	Water / Sewer grants
Municipal Engineer	Water / Sewer grants
Utilities Advisor	Water / Sewer grants
Project Coordinator – Water / Sewer	Water / Sewer grants
Project Accountant	Water, Sewer and GICB
Accounting Clerk Part Time	Water, Sewer and GICB

The positions that are not currently in place are the Project Coordinator – Construction and the Accounting Clerk Part Time. The Project Coordinator – Construction will be added to the team within the next couple months to align with the start of the Village Office. The Accounting Clerk, Part-time will be required to do the transactional work for these projects as the municipal finance staff do not have the skills for project accounting nor the capacity. The Project Accountant will continue to file the grant claims and track construction costs.

Conclusion

This is one proposed solution that takes into account the Village operations as they are expected to be in the next few years as well as the required skills of the core staff. Legislative requirements continue to increase and burden small municipalities like Lytton.

The recommended structure is attempting to ensure the expertise is in the Village to keep governance and systems up to current standards and ensure the large infrastructure projects get delivered under the terms of the contribution agreements.