

February 4, 2025

## **Organizational Operations and Improvement Mandate for the CAO of Greater Napanee**

The Town of Greater Napanee provides a number of programs and services to its citizens and is responsible for \$444 million of infrastructure assets, including roads, utilities, facilities, vehicles and equipment.

The purview of Town Council is to decide how investments in assets are prioritized and which programs and services are offered. These decisions are made through annual budget decisions and through Council resolutions. Town Council has the legal authority to decide what programs and services are offered and what investments the Town makes. The CAO has the obligation to decide how the decisions and priorities of Council will be implemented by administration.

With limited revenue-generating tools, it is critical that the Town be deliberate in targeting its efforts and investments to ensure that its operations can be maintained into the future.

To maintain its operations and respond to the aspirations of its democratically elected Council, the Town's administration must ensure that operations are predictable and sustainable, qualities that will also ensure that the Town remains accountable to the citizens it serves.

While the goals of Council identified through the budget process will always take precedence, to ensure Town operations achieve and maintain sufficient levels of predictability, sustainability and accountability, the CAO will prioritize operational improvements in the following areas for the remaining period of the 2022 to 2026 Term of Council:

### **Prioritizing Financial Sustainability and Responsible Management of Assets**

As identified in the 2024 municipal budget, the Town of Greater Napanee's finances should be considered strained, and its fiscal capacity challenged. While continued growth is anticipated to lead to an easing of financial challenges over time, the Town will be challenged in the short to medium term requiring it to exercise prudence and caution in how it uses its resources.

To aid in the Town's ability to meet its financial responsibilities, the CAO will prioritize the following activities:

- The development and implementation of enterprise-wide performance, financial and infrastructure/equipment maintenance measurements, inclusive of common criteria

and data measurement. Specific attention should be paid to replacement and maintenance criteria for fleet, facilities and road infrastructure.

- Review and analysis of the Town's current approach to fees and charges to ensure it remains fiscally responsible, competitive with its peers, and mindful of the economic conditions impacting its finances.
- Identification of needs that can be met through the availability of non-taxation funding sources such as government grants and the development of a systematic approach to secure needed capital.

### **Creating Predictable Organizational Behaviour - Standards, Policies and Systems**

Like many smaller municipalities that are growing in size and complexity, the Town of Greater Napanee will be required to develop more sophisticated systems, processes and policies to effectively manage their increasing responsibilities and scope of duties. The ability of an organization in a highly regulated environment to respond to political direction as well as emerging challenges and opportunities requires that its individual parts move collectively to achieve predictable and desired organizational outcomes.

To achieve greater levels of predictable organizational behaviour, the CAO will prioritize:

- The setting and monitoring of individual service standards for each program area that outline how a service is to operate, what outcomes will be prioritized, and how results will be measured and reported on.
- Identifying and rectifying organizational policy deficits, with a focus on how money is collected and spent, how employees enter and leave the organization, how performance is managed and rewarded, and the boundaries of decision-making authorities for administration, stakeholders and Town Council.
- Regular public reporting of organizational efforts and outcomes based on objective data collection and analysis.

### **Continued Development of a Supportive and Mutually Accountable Team Culture**

For many years, the Town of Greater Napanee like many other government organizations had siloed departments. Most were in different physical locations and often had different processes, expectations and departmental cultures.

Bringing teams together and developing a shared vision of expectations and priorities allows limited resources to be allocated to the area of most need. Creating awareness of interdependencies in and between departments can lead to predictable and deliberate improvements corporation wide. Redundant efforts are more easily detected and eliminated, and the work, learnings and views of all staff members are more intentionally leveraged.

To support the work of all team members in the organization and to further support a mutually accountable culture, the CAO will prioritize:

- The development and implementation of a centralized procurement process, inclusive of enhanced policies, procedures and reporting processes.
- The development and implementation of a centralized policy compliance system, inclusive of digital tools, training and education supports, and reporting mechanisms.
- Development and implementation, inclusive of ongoing training, of staff Conflict of Interest Policy as well and clear guidelines on how breaches of the policy can be identified and reported on.
- The development and implementation of employee recognition programs and team-building initiatives designed to encourage open and transparent relationships and interdependencies between the various Town departments.

### **Prioritizing Open and Transparent Communication to Council and the Community**

Ensuring that Greater Napanee residents are aware of how their investments are being prioritized is key to building and maintaining trust and confidence in public government. Providing opportunities to learn about Town operations, and receiving regular updates on Town operations, projects, issues and decisions will be critical components of these efforts. Ensuring members of the public have the opportunity to learn about Town affairs in a format that is convenient and predictable for them will also need to be a priority.

To ensure administration meets Town Council's stated priority of open and transparent government, the CAO will prioritize:

- The creation of a clear corporate communications strategy that prioritizes regular updates to the community on Town issues, events, investments, service levels, policy decisions, and opportunities to participate in Town decision making. These updates will be provided through a variety of communication tools, which will take into account Town resource levels and the stated information consumption preferences of community residents.
- The development of clear communications and public engagement policies and processes that make it clear to Council, staff and the community how communications and engagement opportunities will be supported, prioritized, and delivered.
- The creation and communication of clear guidelines for administration as to what organizational improvements are to be prioritized, how those improvements will be made, and who is accountable for ensuring improvement initiatives are developed and implemented.
- The development and implementation of enhanced reporting processes related to confidential information, including the use of public reports to accompany all in-camera items that provide high-level details of what is being discussed as well as the stated legal and policy reasons that explain why report material cannot be discussed in an open session of Council.