

February 5, 2025

Organizational Operations and Improvement Mandate for the Director of Parks, Recreation and Culture

The Town of Greater Napanee provides a number of programs and services to its citizens and is responsible for \$444 million worth 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. Administration, through the direction of the CAO, has the obligation to decide how the decisions and priorities of Council will be implemented by administration.

The Town currently has a lack of clarity as it relates to events and support for community groups looking to use Town facilities for non-Town business as well as the use of Town uses more broadly by community groups for things such as events, meetings, and cultural events. To address these issues, the Director of Parks, Recreation and Culture is expected to:

Prioritizing Financial Sustainability and Responsible Management of Assets

- Collaborate with the General Manager of Finance and Information Technology, and complete assessment of all fees and charges that fall within your scope of accountability to identify how the Town's fee structures compare with similar municipalities. Further, analyze whether the fee structures are meeting the Town's policy goals, if and where they exist, and include any unintended consequences of current fee and charge levels.
- Conduct a needs analysis of recreational and cultural capital and operating needs and develop a list of eligible projects and associated criteria that could reasonably be expected to be eligible for government grant funding. Eligible projects should focus on existing infrastructure and operating needs with priority given to assets such as playgrounds, sports fields and other recreational assets where replacement in the near-to-medium term can be anticipated.
- Complete the physical remediation of Town Hall and Market Square precinct as identified by Town Council, as directed by Council and as funding permits.

Creating Predictable Organizational Behaviour - Standards, Policies and Systems

- Develop service standards for all programs and services you are accountable for, inclusive of goals, targets and measurements.
- Develop all policies, plans and procedures as it relates to the use of Town Hall and the Market Square precinct, including, but not limited to, identification of eligible groups, fee structures, partnership agreements, and user guidelines.
- Participate in the development and implementation of an enterprise-wide criteria and data system to equitably measure asset management (vehicles, equipment, facilities) and performance to ensure the assets in areas you are accountable for can be managed using a corporate-wide lens and that resource decisions are made in consideration of all corporate priorities. This work is to be undertaken in collaboration with the General Manager of Growth and Infrastructure.
- Conduct an assessment on current partnerships and space allocation arrangements the Town is involved with. Identify inconsistencies in how partnerships are being administered and make recommendations for standardization.