

February 4, 2025

**Organizational Operations and Improvement Mandate for the General Manager  
Financial & IT Services/ Treasurer of Greater Napanee**

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 deficit of enterprise processes, policies and procedures, including in the area corporate governance, operational decisions impacting corporate finance, and decisions impacting the Town's operational sustainability.

As the Town's Chief Financial Officer, the following areas are to be prioritized:

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

- A comprehensive review and revision of the Town's corporate procurement policy with a focus on implementing KPMG audit recommendations and greater involvement of and oversight by the Department of Finance in large-scale financial decisions and purchases. The procurement process should prioritize the use of a clearly identified competitive bidding process for large-scale purchases.
- Project manage an assessment of all fees and charges within the municipality 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. This project is to be done in collaboration with members of the Senior Leadership Team.
- Following the implementation of required procurement changes, ensure the development of a corporate grants acquisition plan and related processes and strategies. Ensure that the plan prioritizes pairing areas of high need with undersubscribed government funding programs. These efforts should centralize needs analysis processes as well as the development and submission of corporate grant

applications as well as a coaching program for community groups approved by Council to receive the service.

- Work with internal and external resources to identify improvements that can be made in corporate financial analysis and reporting and implement recommendations made in external financial audits conducted over the past five years.

#### **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.
- Work with the General Manager of Growth and Infrastructure to identify common criteria and data that can be used by both Finance and Infrastructure staff to continually assess facilities, fleet and equipment and use limited resources wisely by appropriately prioritizing the most needed investments using a corporate lens. These efforts should use automation wherever possible and be subject to regular reporting to the Corporate Leadership Team and Town Council.
- Incorporate service levels from all Town divisions into Asset Management Plan Update, as required by provincial legislation.

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

- In cooperation with the Manager of Human Resources, develop a comprehensive training program, inclusive of materials and processes, to ensure all management employees with purchasing authority over a defined threshold receive education in corporate procurement processes.