

February 4, 2025

Organizational Operations and Improvement Mandate for the Director of Legislative Services

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 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 an obligation to determine how the decisions and priorities of Council will be implemented by administration.

The Town is on an improvement trajectory as it relates to community engagement, policy and by-law development and implementation, transparency and accountability measures, and public reporting efforts. To further assist the Town in its efforts to improve, the Director of Legislative Services will:

Prioritizing Financial Sustainability and Responsible Management of Town Assets

- Collaborate with the General Manager of Finance and Information Technology and complete an 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.

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.
- Acknowledging that there are identified deficits related to Town by-laws and related legislative and compliance tools, prioritize creating or improving bylaws related to the delegated authority of staff, the safe and appropriate use of public spaces, and the appropriate use and disposition of public assets, particularly land.

- Develop and implement documented procedures related to the acquisition of legal advice, including but not limited to areas of authority, necessary approvals and cataloguing of work products for future use. Conduct a legal services RFP.
- Develop and implement procedures and policies to ensure the municipal election is held in a manner that is accessible and transparent, and that communication is clear and consistent.

Prioritizing Open and Transparent Communication to Council and the Community

- Develop, implement, and/or oversee the schedule of regular reporting for key organizational priorities, including outstanding Council resolutions, fleet and facility condition reporting, service level target updates, legislative compliance requirements, and monthly recommendations to Council from Advisory Committees. As the staff member accountable for public reporting requirements, these efforts are to be undertaken in collaboration with members of the Senior Leadership Team who have functional oversight of the relevant program areas.
- Develop and implement policies and related staff training designed to limit to the extent possible the use of in-camera meeting, including the requirement that all in-camera items are accompanied by a public report that provides general details on the matters that were discussed and the specific legislative details that require discussion to occur in an in-camera format.