

February 4, 2025

Organizational Operations and Improvement Mandate for the GM of Growth and Infrastructure 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 adequate tools, processes and systems to adequately assess infrastructure, and equipment needs and to prioritize investments to support sustainable operations. To support better and more sustainable operations, the Town will need to make enterprise-level decisions using data that is shared and used across the corporation.

Continued effort will also be required to support the Town's economic development and growth management efforts through the use of targeted incentives, strategic management of land assets, and attraction of desired industries.

As the Town's General Manager of Growth and Infrastructure, you will prioritize structural and systemic improvements at the department and divisional levels. The General Manager will also ensure that the Town is prepared to compete with other municipalities in the attraction and retention of investment and employment-generating opportunities by:

Prioritizing Financial Sustainability and Responsible Management of Town Assets

- Develop a comprehensive land registry that encompasses all Town-owned land assets. This effort should include all relevant information to aid in future land-related decision-making including current land use, zoning, history of the property, and where possible valuation and the development of a recommended strategy to Council of how those assets should be managed. Work with the Chief Financial Officer to find ways for land assets that represent stranded capital to support strategies to lessen the financial impact of unfunded capital 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 with the aim of identifying 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.
- Develop and implement a strategy to attract new business, industry and development to facilitate growth in identified sectors using a variety of tools, including advocacy, strategic partnerships and targeted incentives.
- Hire and relationship manage a residential real estate agent of record to manage the disposition, if any, of residential/non-commercial land assets. This asset should be obtained through a competitive process which includes clear terms of reference.
- Research and develop alternative service delivery models for consideration for the Town's equipment-intensive programs and services in Infrastructure Services and Utilities with a goal of maximizing the efficiencies of existing employees and minimizing the Town's capital burden.

Creating Predictable Organizational Behaviour - Standards, Policies and Systems

- Create enterprise-wide criteria and data systems to equitably measure asset management (vehicles, equipment, facilities and roads) and performance and aid the Town in better prioritizing limited resources. These efforts will be taken in close collaboration with the Town's Chief Financial Officer and leaders with operational oversight of fleet and facility assets and will include annual status reporting to Council.
- Develop service standards for all programs and services you are accountable for, inclusive of goals, targets and measurements.
- Identify and implement alternative delivery models for building and planning services that prioritize technology-assisted processes. Focus should be given to digital service options and efficiencies that allow citizens/clients to complete planning and building requirements remotely.