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THE NATION MUNICIPALITY RECREATION DEPARTMENT SERVICE REVIEW

DECEMBER 2021



COVER LETTER

November 29, 2021

We are pleased to provide our report concerning our review of the services and operational practices of the Parks and Recreation Department. Our review was undertaken based on the terms of reference outlined in the request for proposal document (the 'RFP') and our subsequent contract with the Municipality.

As outlined in the RFP, the purpose of the review was to evaluate the services and organizational structure of the Department with the intention of identifying potential opportunities for efficiencies while at the same time ensuring sufficient resources to deliver the intended level of services. As outlined in further detail in our report, the review has identified several potential courses of action that could be considered by the Municipality to achieve these outcomes.

Our review benefitted significantly from the input and contributions of Municipal employees who participated in several different ways. Reviews such as this can be difficult for staff; we appreciated the cooperation afforded to us.

We trust our report is satisfactory for your purposes and appreciate the opportunity to be of service to the Municipality. Please feel free to contact the undersigned at your convenience should you wish to discuss any aspect of our report.

Sincerely,



Michael Cleland, M.Sc., MCIP, RPP

Senior Associate
RC Strategies

EXECUTIVE SUMMARY

OPPORTUNITIES FOR CONSIDERATION

The key themes that have emerged from the Service Review have provided the basis for opportunities that the Parks and Recreation Department may wish to consider as it seeks to enhance the Departments' efficiency and effectiveness, enhance customer service and ensure an appropriate level of resources to maintain current and future services and service levels.





Opportunity	Consideration
 <p>Adjust the Department's Organizational Structure</p>	<p>Rebalance leadership responsibilities by establishing a senior team with focused responsibilities for services and facilities/parks. Use the addition of the Sports Complex as a trigger for making the adjustments. One net-new compliment is suggested with a restructure to most existing positions.</p>
 <p>Address operational process issues</p>	<p>Eliminate, automate or simplify steps for routine processes as part of the Department's continuous improvement efforts. Focus on a comprehensive review of the rental bookings and registration software that could eliminate up to 500 hours of staff time wasted annually.</p>
 <p>Consider other technology solutions</p>	<p>Introduce preventative and demand maintenance scheduling and record keeping practices for operations staff that should connect with the Department's Asset Management system and software. Provide the necessary software and hardware for Department staff to work in a connected field and facility environment. Inspection forms completed in the field for exception reporting should be digitized.</p>
 <p>Address corporate processes issues and gaps</p>	<p>Address corporate payment processes for rental contracts and registrations. Consider accepting online payment and credit card for low-value, one-time purchases.</p>

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STUDY OVERVIEW

OUR APPROACH TO THE SERVICE REVIEW INVOLVED THE FOLLOWING COMPONENTS:

Confirmation of Scope: An initial meeting was held with representatives of the Department to confirm the terms of our engagement and the scope for work for the review.

Environmental Scan: Information concerning the Departments' operations, organizational structure, staffing and financial performance was reviewed to (i) identify the types of services provided; (ii) the Departments' approach to delivering these services; (iii) the associated level of resources (financial and personnel); (iv) performance outcomes; and (v) funding sources.

Previously commissioned studies, including the Department's Parks and Recreation Master Plan budgets, and the business plans were reviewed to provide insight into the current state of the infrastructure and service delivery system.





Several working sessions were held with management and non-management personnel within the Department and the broader corporation to discuss the nature of the services provided, the associated service levels, the method of delivery and areas for potential improvement.

STUDY OVERVIEW

Working sessions were held with Department personnel (management and non-management) to gain an understanding of key processes undertaken by the Department, including:

-  Allocation of facilities
-  Administration of facility rental contracts
-  Collection of payment
-  Recreation programming
-  Community development practices
-  Record keeping practices
-  Facility maintenance practices
-  Facility inspection practices

Site Visits: Site visits were conducted of all major indoor and outdoor facilities, including:

-  Arena
-  Community Centres
-  Outdoor Fields
-  Parks



STUDY OVERVIEW

Organizational Design Evaluation:

Information concerning the Department's current organizational structure was obtained through a review of available documentation as well as discussion with Department personnel (both individually and during meetings). Background documents pertaining to operational plans for the new Sports Complex were reviewed to identify the implications for the proposed organizational design of the Department. Organization structure for other municipalities were reviewed to identify leading practices for the organizational design of a recreation and parks department.

Process Mapping: The 'task by time' journey for staff to complete a booking contract to use of a municipal recreation facility was mapped and assessed to identify time waste and other inefficiencies.

Validation: A preliminary presentation of key recommendations was provided to the Project Committee to validate findings and conclusions. As considered appropriate, revisions were made, and a draft report was prepared and was submitted to the Project Committee.

SECTION 1:

FOUNDATIONS

The following documents and departmental practices provide a strong framework for focusing on important community-wide priorities and outcomes. The Service Delivery Review is expected to unlock potential and focus resources on achieving the outcomes of these long-term plans.

- The Nation's **Parks and Recreation Master Plan** recommends that new programs be primarily community-led by 2022.
- The Nation's **Economic and Tourism Development Strategic Plan** identifies the strong connection that exists between recreation opportunities and tourism in the region, identifying Larose Forest as a primary asset. In addition, investments in facilities such as the Nation Sports Complex will add an additional 'destination' type asset to drive visitation and enhance the municipality's potential to host events.
- The Nation offers residents opportunities to pay for municipal services online and there are a few examples where registration for services has been digitized. Expanding the use of online forms for registration can significantly reduce staff time spent on data inputting and can improve the user experience for residents.
- Recreation staff foster and support community relationships include providing grant funding, and subsidized space.
- The Nation recognizes the importance of its' volunteers across multiple sectors, including recreation, by hosting an annual Volunteer Gala and welcomes nominations through its **Volunteer Recognition Policy**. Having annual events and a clear policy for recognition help create a thriving environment for volunteers in The Nation.

DEPARTMENT MANDATE

The Department is charged with operating recreation and parks facilities and providing recreation and community development services that:

- enhance personal well-being and promote life-long active living
- build community by bringing people together often
- support the needs of community organizations and associations that provide services to the community

THE RECREATION SERVICE DELIVERY CONTINUUM

Three common approaches to delivering community recreation services are illustrated in the continuum aside. A municipality is likely to utilize all three approaches to meet the broad range of service expectations but is likely to have depth of experience in a single approach. Staff roles and responsibilities and the related labour characteristics required for service delivery closely align with the dominant strength.

The Recreation Department in The Nation Municipality has dominant strength in the Direct approach.

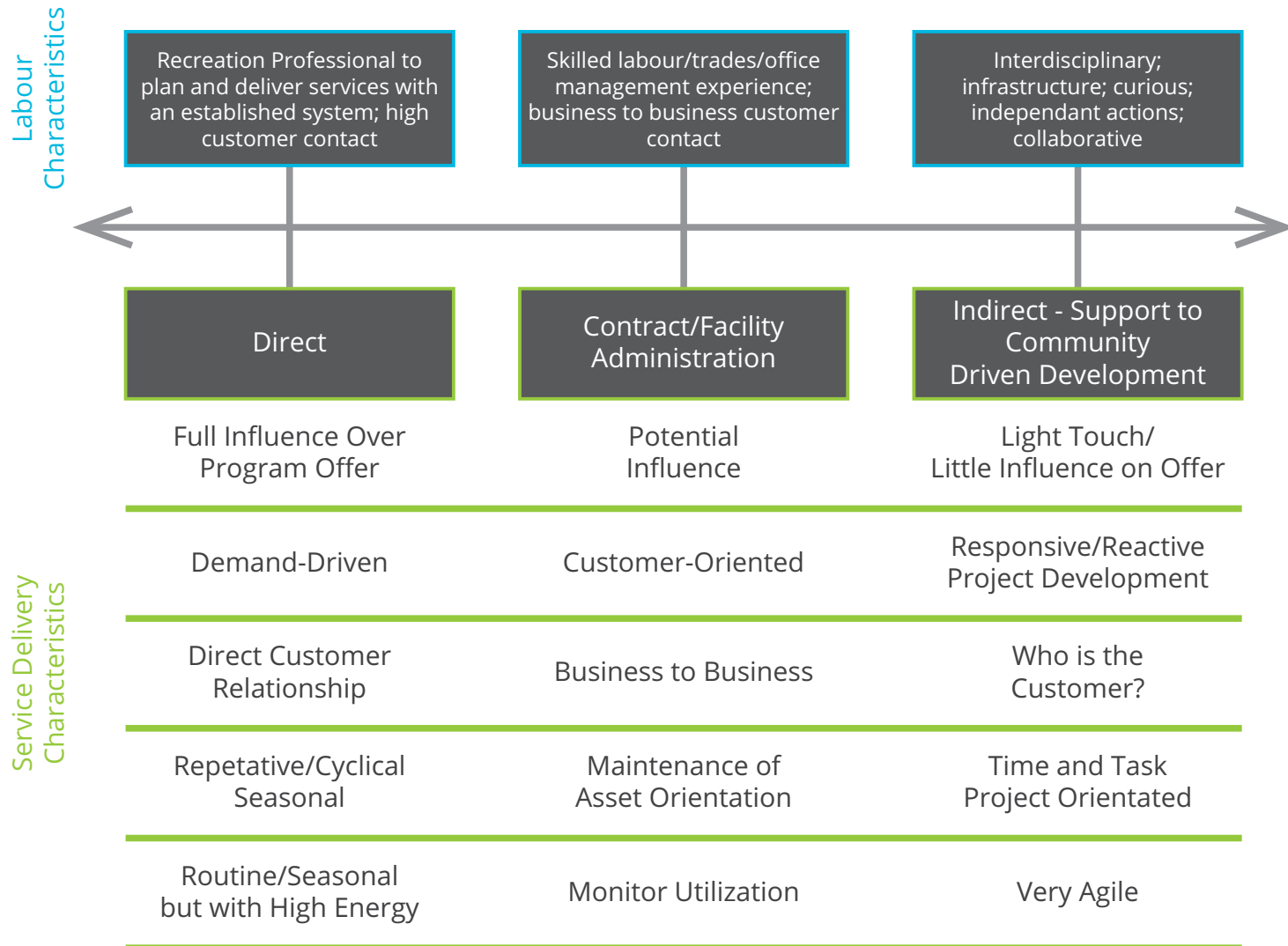
The Master Plan recommends that the Department move towards the Indirect - Community-driven approach in the coming years. The recent decision to develop and operate the Indoor Sports Complex, however, requires greater proficiency in the Direct delivery approach during

the first 3-5 years of operation. The Department's responsibilities for managing a geographically disbursed and aging supply of community facilities also requires dedicated attention from staff.

The Department's organizational structure, along with supporting systems and internal practices must be optimized to meet service delivery requirements that span the full continuum of future service delivery.

This Service Review highlights critical adjustments and investments that are necessary to efficiently and effectively advance long-term strategies.

THE RECREATION SERVICE DELIVERY CONTINUUM



RECREATION DEPARTMENT SERVICES CLASSIFIED BY SERVICE DELIVERY CONTINUUM

Direct	Contract Administration	Indirect / Community Driven
<ul style="list-style-type: none"> • Arena (ice/floor) operations • Community Centre operations • Sports Complex operations • Facility Allocation and Bookings Administration • Food and beverage service • Parks, playgrounds trails, fields and outdoor recreation facility operations • Planning and delivering recreation programs (classes and camps) • Department Planning and Administration 	<ul style="list-style-type: none"> • Facility preventative maintenance • Turf maintenance 	<ul style="list-style-type: none"> • Support to volunteer organizations • Managing or participating in community-driven projects

This table classifies services currently provided by the Recreation and Parks Department by the respective service delivery approach. Most of the services provided by the Department fit the Direct service delivery approach.

SECTION 2:

REVIEW OF DEPARTMENTAL SERVICES

The services provided by the Department are reviewed in this section of the report. For each service, the review considers:

- Activities undertaken by staff related to the service provided by staff
- The Service Level – the established amount of the service provided which typically corresponds to the Department’s budget or resources available to provide the service
- The level of activity – evidence of customer utilization or demand from the public for the service offered or provided.
- Observations & Findings – Opportunities or issues that require attention based on findings from the research and consultation with staff and customers

Source: nationmun.ca



SERVICE: ST-ISIDORE ARENA

Service	St-Isidore Arena Operations
Activities	Operation of the Municipality's arena, including bowling alley and event hall and summer floor
Service Level	37 weeks of ice provision (last week of August to 2 nd week May) 63.5 hours per week or 2,450 hours per year
Level of Activity	<ul style="list-style-type: none"> • 80% of capacity used in 3 pm to 11 pm time slot; 7 am to 3 pm underutilized; 2 weeks for ice preparation and 1 week for ice removal for floor use • 20 weeks provision of arena floor at approximately 800 hours • 2019 arena hall rentals - 29 private parties, 5 funerals, 65 reunions (12 events required bar service)
Observations & Findings	<p>Preventative and demand maintenance is not formally scheduled or tracked by an accountable position or method? and record keeping of maintenance and inspection reports is paper-based vs. digitized</p> <p>The ice allocation process is not clearly documented in a Council approved policy</p> <p>Rental contract administration software has numerous limitations and is prone to errors that require significant staff effort to resolve</p> <p>Available ice timeslots (mainly spot bookings) are not efficiently marketed and sold to potential customers</p>



Source: nationmun.ca

SERVICE: COMMUNITY CENTRE OPERATIONS

Service	Community Centre Operations
Activities	Cleaning, regular day-to-day core services (rental setup and take-down, exterior and site maintenance, inspections)
Service Level	Community Center rentals demand-driven. Municipal staff are on site for rentals to lock and unlock the facility and to oversee bar service, if required
Delivery Model	Direct provision by the Department
Level of Activity	2018 Activity/Bookings for each facility (most current normal year): <ul style="list-style-type: none"> • Centre Limoges: 316 • Salle Fournier: 154 • Centre St-Isidore: 177 • Centre St-Albert: 163 • Centre Caledonia: 59
Observations & Findings	<p>Customers cannot reliably view availability of centers for rental, make an online booking or provide a payment online</p> <p>Customer payment options are inconsistent by facility; payment by credit card for small amounts is not supported</p> <p>Facility staff do not have computers or access to the booking system to independently access information necessary for setting up facilities for confirmed bookings</p> <p>Incoming calls for rentals or customer service are directed to a personal staff line vs. a designated customer service line</p> <p>Hours of operation for customer service calls are not established</p> <p>Demand maintenance is not logged and required inspections are unknown</p>



SERVICE: FACILITY ALLOCATION & BOOKINGS

Service	Facility Allocation & Bookings
Activities	Allocating, booking, issuing contracts, and processing payments related to the rental of Municipal facilities
Service Level	<ul style="list-style-type: none"> • Seasonal ice allocation and rental contracts • Private one-time and reoccurring rentals of Community Centers • Special event and outdoor field bookings - onsite visits for prospective renters (takes time for remote halls) • Unlocking of rented facilities and setup
Delivery Model	These services are provided by the Department. Fees are established and approved by Council annually. Contracts are managed using booking software that is being replaced. The Department does not follow a Council approved Allocation Policy for seasonal ice allocations
Level of Activity	<p>Total of 897 and 856 bookings in 2018 and 2019 respectively.</p> <p>Processing/handling time required for each booking contract is: 35 minutes, or a total of 496 hours annually. This does not include an average of 12 minutes of staff time per contact to support processing of payments</p>
Findings & Observations	<ul style="list-style-type: none"> • The Department does not follow a Council approved Allocation Policy for seasonal ice allocations. • The bookings process is not formally mapped/documentated • The processing/handling time for one-time bookings requires intensive staff involvement and time for visiting halls with prospective renters not tracked • Customers report the inconvenience of existing payment options and prefer online payment solutions by debit and credit card for facility rentals • Customers and staff report errors and extended downtime associated



SERVICE: FOOD & BEVERAGE

Service	Food and Beverage Services
Activities	<ul style="list-style-type: none"> • Provision of food and bar service at the St. Isidore Arena during the in-ice season • Provision of bar service at Community Centers
Service Level	<ul style="list-style-type: none"> • Scheduled weekday evening and weekend operating hours for food and bar service at the St. Isidore Arena • On-demand bar service at Community Centres
Delivery Model	Direct provision by the Department
Level of Activity	<ul style="list-style-type: none"> • 50 operating hours per week for 25 weeks for Arena with operating profit in 2019 of \$15,000 • There are 38 and 42 bookings for bar services in 2018 and 2019 respectively
Observations & Findings	<ul style="list-style-type: none"> • Attracting and retaining part time staff to provide beverage service at the arena and community centers has been challenging; full-time staff often stand in to provide beverage service to customers that have booked for it • There are few food service options to support major arena events that are available in St-Isidore; the arena F&B operation is critical for attracting and holding weekend arena events



SERVICE: DEMAND MAINTENANCE

Service	Demand Maintenance of Facilities and Parks
Activities	Response to demand-triggered maintenance or repair of a Department facility or asset (indoor or outdoor)
Service Level	There is not established service level for a demand-triggered response. Emergency requirements and repairs are a priority for staff.
Delivery Model	Direct provision by the Department
Level of Activity	<ul style="list-style-type: none"> • Demand maintenance work orders are not currently tracked
Observations & Findings	<ul style="list-style-type: none"> • The Department does not have a work order management system or software for demand maintenance tasks related to physical assets / infrastructure. Time and other resources used to respond to demand-triggered issues disrupt staff assigned to preventative maintenance programs. Demand maintenance can be reduced through comprehensive preventative maintenance scheduling • Record-keeping is paper-based and processes and accountabilities for reviewing work completed and inspection reports are inadequately developed

Source: nationmun.ca



SERVICE: PREVENTATIVE MAINTENANCE

Service	Facility Preventative Maintenance
Activities	Scheduled preventative maintenance services related to the operation of Community Centres, the Arena and Parks
Service Level	Scheduled plant refrigeration, HVAC, electrical, plumbing, fire suppression/alarm, and security monitoring
Delivery Model	Preventative maintenance services are provided by external contractors
Level of Activity	Over a dozen preventative contracts handled annually, some of which are coordinated centrally or by other departments
Observations & Findings	<p>A facility condition study for major structures was completed in 2021 and should be used to develop a preventative maintenance program for assessed facilities</p> <p>The Department does not have a work order management system or software for preventative maintenance tasks related to physical assets / infrastructure</p> <p>No proactive maintenance practices are in place to maintain municipal trees in parks and on trails. The Department does not have an inventory of municipality owned trees</p> <p>Service and inspection records and invoices are not systematically retained or input into an asset management system</p>



SERVICE: TURF MAINTENANCE

Service	Turf Maintenance
Activities	The Department oversees two tenders for parks turf maintenance at 10 locations
Service Level	Current grass cutting contracts specify weekly grass cutting Tenders do not include fertilization, aeration, etc. turf maintenance, nor lining of turf markings for soccer, baseball
Delivery Model	Turf maintenance services are provided by external service providers
Level of Activity	Mostly weekly turf maintenance at: <ul style="list-style-type: none">• 16 locations in the East Sector• 36 locations in the West Sector
Observations & Findings	<ul style="list-style-type: none">• Turf maintenance is being performed on ball fields that are not used for baseball programs or by the public for baseball• Lowering the level of service to maintenance to every 7-10 days is expected to result in some cost savings with minimal public impact



SERVICE: PARKS AND OUTDOOR OPERATIONS

Service	Operations of Parks, Playgrounds, Sport Fields and Outdoor Facilities
Activities	Operations of outdoor recreation assets and properties (inspection, waste removal, painting, repairs)
Service Level	<p>Maintenance activities are performed primarily during May – October, with scheduled activities including:</p> <ul style="list-style-type: none"> • Weekly playground inspections • Monday & Friday waste removal during heavy use periods and weekly in lower use periods • Daily cleaning of permanent washroom facilities • Weekly service of portable toilets (except twice a week at Limoges)
Delivery Model	The Department directly provides maintenance to outdoor facilities
Level of Activity	<ul style="list-style-type: none"> • Staff do not track time against maintenance activities or by location
Observations & Findings	<ul style="list-style-type: none"> • Exception-only activity-based work order tracking for parks and outdoor operations should be resumed • Playground inspection record keeping is paper-based; reporting should be digitized, and inspections should be reviewed by an accountable position in the organization

Source: nationmun.ca



SERVICE: COMMUNITY ACTIVITIES

Service	Liaising with Community and Partner Organizations
Activities	Working with volunteer committees who help guide and suggest/ procure offerings for a specific activity or site
Service Level	<ul style="list-style-type: none">• Attending daytime and evening community meetings and events• Arrangement of municipal participation or outside resources to support delivery/completion of a community-driven activity or site
Delivery Model	These services are provided by Department staff using a community development approach
Level of Activity	Staff time for attending community meetings is not currently tracked
Observations & Findings	Time and effort tracking practices should be used to account for resources community to supporting community and partner organizations



SERVICE: RECREATION PROGRAMMING

Service	Planning and Delivering Recreation Programs (Classes and Camps)
Activities	<ul style="list-style-type: none"> • On-demand provision; core programs are summer children’s camp programs, some seniors program support, occasional special contract service programs by 3rd parties. • Marketing and promotions, website, evaluation
Service Level	Provision of registered and drop-in seasonal sport and recreation programs for children and adults at 5 Community Centers
Delivery Model	Recreation and sport programs are provided directly by Department staff
Level of Activity	Recent program data is not available because of pandemic-interruption to service delivery.
Observations & Findings	<ul style="list-style-type: none"> • The master plan recommends that recreation programs be community-led instead of directly provided • Directly delivered recreation programming is anticipated at the Sports Complex in 2023 • AODA compliance is an issue with some facilities which restrict access to some citizens • The use of surveys to determine interest in programs is encouraged along with use of surveys post-program to determine satisfaction with municipal efforts



SERVICE: PLANNING AND ADMINISTRATION

Service	Department Planning and Administration
Activities	<ul style="list-style-type: none"> • Preparation of and quarterly reporting on capital and operating budgets • Solicit potential funding for infrastructure and programs from external sources • Risk analysis and legislative compliance related to facility operations and service provision • Contract management and record keeping related to agreements of a financial nature
Service Level	Department staff provide guidance to Council and CAO on required levels of service
Delivery Model	These services are directly provided by Department staff
Level of Activity	The Recreation Coordinator is currently accountable for planning and administration activities as well as supervising all staff in the Department
Observations & Findings	<ul style="list-style-type: none"> • Planning and administration activities as well as supervision of facility and program operations staff are currently handled by the Recreation Coordinator; facility and program operations activities should be separated/delegated to an accountable position in the organization • The Department does not have an annual plan (i.e. a business plan) to focus attention and resources on identified priorities for the year. Aside from the Department’s approved budget, systems are not in place to monitor progress or achievement of established goals for administration and operations staff • Department staff do not appear to be involved in planning and decision making related to parkland acquisition for new plans of subdivision.



FUTURE SERVICES: SPORT COMPLEX

Service	Operation and Maintenance of the Sports Complex
Activities	Provision of on-site customer service, provision of sport and recreation programs, general facility cleaning, setup and take-down services related to scheduled programs and bookings
Future Service Level	Tentative hours: 6am to 10pm daily September through April
Delivery Model	Rental contracts and recreation and sport programs will be directly provided directly by Department staff
Level of Activity	70% private rentals (est.) 30% programming (est.)
Observations & Findings	<ul style="list-style-type: none"> • The operational requirements of the Sports Complex require extensive updates to existing software systems for rental and program bookings and management as well as online and in-facility payment solutions • Facility management and operational systems, process and practices for the new facility should be integrated with and the same as those used for legacy facilities • A comprehensive business and operations plan for this facility should be developed in early 2022



SECTION 3:

SERVICE LEVEL COMPARISON

The Department's resources and financial performance (budget, FTE, revenues and expenditures etc.) related to the delivery the above services were compared to other jurisdictions in the region that deliver similar, but not equivalent services. Efforts were taken make relative comparisons by considering total population, population density and indoor space per capita. The data is sourced from the Province of Ontario's Financial Information Returns. A facility provision summary is provided in the Appendix.

Highlights of this analysis include:

- The Nation has similar sq. metres / 1,000 population with other municipalities however, much of the indoor space are minor community centres (halls) that in some cases are not accessible, with limited ceiling heights which limits program options for leisure activities in comparison with other communities.
- The Nation's Recreation and Parks Department has 30% fewer staff per capita than representative communities.
- The Department also has approximately 20% higher costs per capita due to less than expected revenues for facility operation along with a highly-dispersed set of facilities based on pre-amalgamation investments; re-configuring operational methods of facilities that are distant from the service base may reduce travel times and overall facility costs.
- The Nation has less Ha/1,000 in parks and for trails than the average for comparison communities.
- The Nation has at least one and potentially two surplus outdoor ice pads; some are near the end of their lifecycle; and with minimal incremental revenue against refurbishment or replacement of these pads; given a good supply of tennis courts, some also with pickleball lining and alternate day use.
- The Nation's program and facility services provide a reasonably well-rounded range of services and facilities in comparison with other similar communities. There is a need to look at access to splashpad and gymnasium-based activities.

CURRENT SERVICE LEVELS

COMPARISONS - SPACE & STAFF

Municipality	Population	Area Sq. KM	Population Density / Sq. KM	Sq. M. Indoor	Sq. M. Indoor / 1000	FTE Profile (FT, PT, seasonal)	FTE	FTE / 1000
The Nation	12,808	658.32	19.46	5,997	468.22	4, 3, 13	20	1.56
Russell Township	19,451	199.11	97.69	9,000	462.70	8.5, 30, 24	63.5	3.26
Hawkesbury	10,263	9.62	1,066.84	6,857	668.13	3, 39, 11	53	5.16
Alfred and Plantagenet Township	9,680	392.31	24.67	1,450	149.79	3, 9, 18	30	3.10
Champlain Township	8,706	207.27	42.00	4,500	516.88	9, 4	13	1.49
East Gwillimbury	23,991	245.04	97.91	14,828	618.07	27, 0, 21	48	2.00
Average of Comparators	13,735	285	49.60	7,105	480.63		29.92	2.49

Source: nationmun.ca



CURRENT SERVICE LEVELS

COMPARISONS – FACILITY REVENUE & EXPENDITURES

Municipality	Population	Sq. M. Indoor	Facility Expenses 2018	Facility Revenues 2018	Facility Net Cost / 1000
The Nation	12,808	5,997	\$1,503,017	\$575,474	\$89.90
Russell Township	19,451	9,000	\$2,083,618	\$1,398,650	\$35.22
Hawkesbury	10,263	6,857	\$800,810	\$506,906	\$28.64
Alfred and Plantagenet Township	9,680	1,450	\$1,498,024	\$389,203	\$114.55
Champlain Township	8,706	4,500	\$1,110,785	\$534,637	\$66.18
East Gwillimbury	23,991	14,828	\$2,619,785	\$1,236,352	\$57.66
Average of Comparators	13,735	7,105	\$1,602,673	\$773,537	\$62.44



SECTION 4:

OVERALL OBSERVATIONS ON SERVICES

Based on our review of Parks and Recreation services and facilities, we make the following comments and observations about services and service levels:

- The Department does not currently have sufficient FTE to meet its established service levels across its geographic footprint; demand maintenance work orders and Department staff's involvement in community-initiated issues/activities/events can lead to the diversion of operational resources.
- The single operations base at the St-Isidore Arena is not optimal for operations staff and moving equipment across the municipality, particularly for demand maintenance. The opening of the new Sport Complex is an opportunity to establish a second operations base with responsibility for the western section of the municipality with dedicated staff at each base/major facility responsible for operations within a defined area of the municipality.



OVERALL OBSERVATIONS ON SERVICES

- Roles and responsibilities of full-time positions do not appear to match well with daily activities. Considering the existing organizational structure, greater delegation of responsibility for customer contact and low-value operational responsibilities (bar service, etc.) is necessary for the Department Head to focus on higher value operational priorities. A least one new manager position is required to optimize service delivery with a focus on facility operations.
- Documented processes that detail and track the completion of routine, daily facility operations tasks and demand maintenance work orders should be developed for critical operational requirements as part of the development of an Asset Management Program. Record keeping should be handled using dedicated software. The operations budget for demand and preventative maintenance should include costs for necessary tools and supplies to complete the range of maintenance projects undertaken by staff – an annual operating budget should be added for these costs.

OVERALL OBSERVATIONS ON SERVICES

- The Department does not have an annual business plan that is visible to all staff in the Department. A future-oriented plan would help staff contribute to defined priorities in relation to their positional roles and responsibilities.
- The addition of the Sport Complex requires organizational structure changes and will require the Department to directly operate and delivery recreation programming until at least 2025; reliance on rental activity and community-led programming at this facility presents some risk to the established budget. A comprehensive Sport Complex business and operations plan should be developed in early 2022.
- While the Master Plan recommends that the recreation programming should be community led by 2022 (instead of direct delivery), only the Department has the capacity and access to resources to meet business plan objectives.



OVERALL OBSERVATIONS ON SERVICES

- The pending opening of the Sport Complex will place new demands on the Department's central systems and practices. In addition to an online booking and registration system, robust digital marketing tools should be provided to support early business development activities.
- Facility and program registration booking software is required that offers integrated booking/registration and payment card processing. These services are currently handled through phone-in or emailed requests and the current booking system creates inefficiencies for staff and customers. Payment cards are not currently accepted. The implementation of a new and mostly-automated system will significantly reduce time wastage.
- The Department's operating costs are higher than comparator communities, which we attribute to both service levels, the type of facilities provided and the geographic service area.



OVERALL OBSERVATIONS ON SERVICES

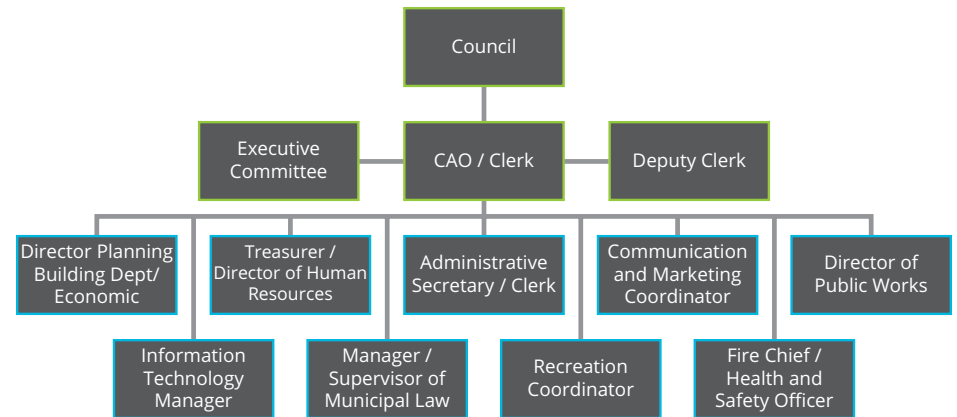
- The Department contracts specialized services to contracted service providers. The cutting cycle requested for turf maintenance should be reviewed with an interest to increasing the days between cutting at parks and outdoor areas that are less frequently used.
- The Department's Food & Beverage service is appreciated by customers and complements the operation of the arena and community centres. It should be continued if the service can be provided on a for-profit basis.
- The Department does not appear to be formally involved in corporate strategy and planning decisions that have implications on service levels (i.e., new parkland acquisition and development).



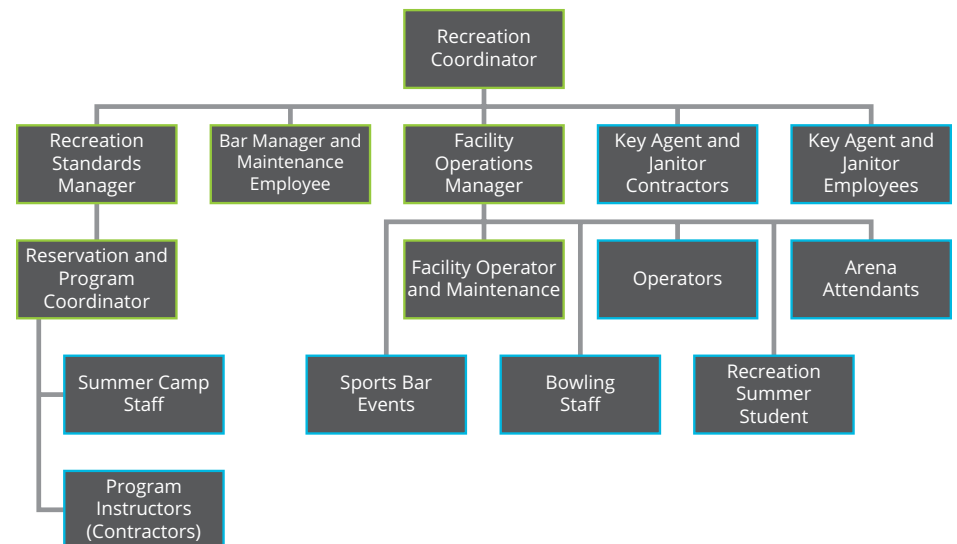
SECTION 5:

REVIEW OF ORGANIZATIONAL STRUCTURE - CURRENT LEADERSHIP STRUCTURE

- Current Structures as a heading for both models.
- The CAO – Chief Administrative Officer reports to Council .
- The Department Heads report to the CAO.
- Department Heads are responsible and accountable for departmental services.



- The Recreation Coordinator is the Department Head with responsibility for Parks and Recreation.
- All positions report to the Recreation Coordinator in the current model.
- The Parks and Recreation Master Plan recommended emphasis on development of policies and standards, which has resulted in the 2021 proposed structure provided by staff.
- Neither structure reflects new positions required to operate the Sports Complex.



OBSERVATIONS ON ORGANIZATIONAL STRUCTURE

- The current structure of the Department is very vertical and the makeup suggests the Department simply “grew” with minimal changes over time. Too many operational/functional staff report to the Department Head. Clarity is required to keep appropriate tasks with appropriate positions
- The structure and position titles do not align with the current approach to service delivery
- The positions necessary for operating the Sport Complex have not been determined by staff
- The structure doesn’t acknowledge the service area geography supported by the Department, or responsibility for outside operations
- The title of the Department Head almost always carry the title of Director or Manager



INSIGHTS FOR REVISING THE ORGANIZATIONAL STRUCTURE OF THE RECREATION AND PARKS DEPARTMENT

- Need to demonstrate through normal operations how efficient and effective the Department is. Doing the right things, the right way
- Need to demonstrate quality, satisfaction in delivering recreation and parks experiences, not simply operating a facility or delivering a program
- Need to focus energies. Get the right people to do the right things. Put responsibility to whom it makes a difference; can't be everywhere doing everything
- Continue direct and indirect provision of services with aid of contracted services, especially those activities that involve travel within the municipality. Measure inputs and outputs
- Create a learning atmosphere amongst staff and stretch goals. Work together to develop an annual business plan that establishes priorities and goals for all operational areas of the Department

RECOMMENDED ORGANIZATIONAL STRUCTURE

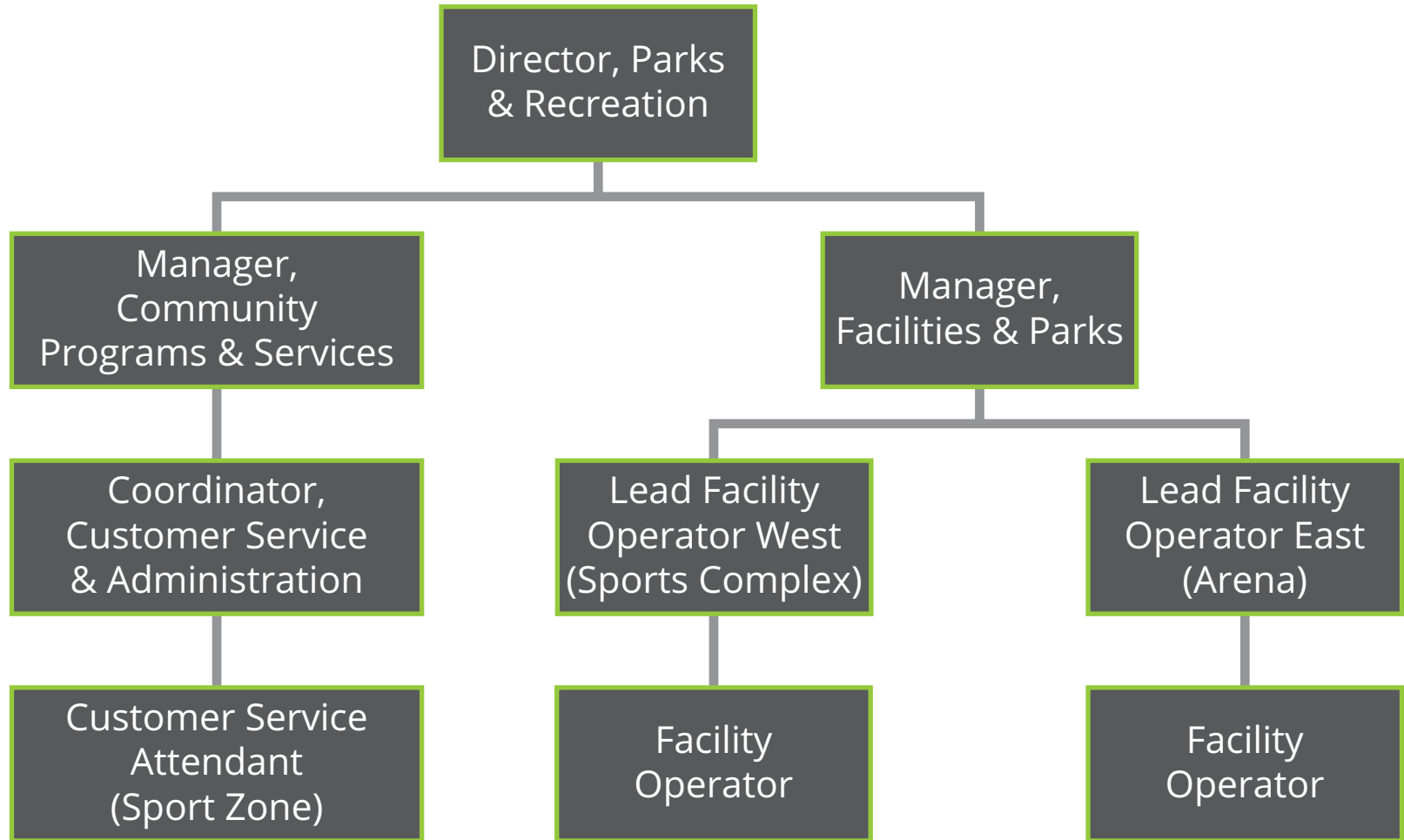
Optimizing the organizational structure of the Department based on the comprehensive review of services is necessary to realize identified efficiencies and other customer-oriented improvements.

Several refinement workshops with staff were important for establishing the recommended departmental organizational structure provided in this section.

Key structural changes include:

- Elevating the Department Head's position title to Recreation and Parks Director. This adjustment reflects common practice in the sector, within the region, and within the municipality. The change also acknowledges that current operational responsibilities will be delegated to new management positions suggested for the Department.
- Creation of a new Parks and Facilities Manager position with responsibility for demand and preventative maintenance, asset management, and operations of all indoor and outdoor facilities, including the new Sports Complex.
- Creation of a Community Programs and Services Manager to plan and delivery community recreation programs and support delivery of community-provided programs and services – in alignment with both the Master Plan and the Sport Complex plan. This position will also coordinate promotions and marketing and oversee customer service staff that would have responsibility for rental contracts and administration.
- Creation of a Customer Service and Administration Coordinator position to focus on facility rentals, contract administration, and centralized administrative support to the Department.
- Additional positions are required to operate and maintain the Sport Complex and provide customer service to tenants and program users at the new facility.
- The proposed Parks and Facilities Section will have geographic (West and East) and seasonal (Winter and Summer) responsibilities for outside, parks and trails and community centres.

RECOMMENDED FULL TIME ORGANIZATIONAL STRUCTURE



RECOMMENDED POSITION OVERVIEW

Position	Compliment Status	Key Responsibilities	Link to Service Review Observations & Findings
Director, Recreation and Parks	Existing – occupied (adjusted Recreation Coordinator position)	<ul style="list-style-type: none"> • Departmental leadership, community engagement, long-term project development 	<ul style="list-style-type: none"> • Development and leadership of the Departmental Business Plan • Deliver new Sport Complex operations plan
Manager, Facilities and Parks	Existing – vacant (adjusted Facility Operations Manager position)	<ul style="list-style-type: none"> • Responsible for all facility and operations staff • Asset Management • Accountable for all facility operations teams and parks maintenance 	<ul style="list-style-type: none"> • Implement demand and preventative maintenance software and develop formal operations systems and practices
Manager, Community Programs and Services	New – to be requested (related to earlier case for program and recreation coordinator – Master Plan driven)	<ul style="list-style-type: none"> • Planning and delivery of recreation and sport programs and partnerships with community organizations • Accountable for customer service, and all facility rentals and program registrations • Drive Master Plan implementation 	<ul style="list-style-type: none"> • Deliver recreation and sport program at the new Sports Complex • Implement new program registration and rental booking software
Coordinator, Customer Service and Administration (for entire municipal department)	Existing – occupied (adjusted Program and Reservation Coordinator position)	<ul style="list-style-type: none"> • Primary public point of contact for general inquiries and customer service • Takes rental bookings for facilities 	<ul style="list-style-type: none"> • Implement customer service at the Sports Complex
Facility Operator – West / Sports Complex	New – Sports Complex Business Plan	<ul style="list-style-type: none"> • Responsible for general operations and maintenance of the Sports Complex and indoor and outdoor facilities in the West Section 	<ul style="list-style-type: none"> • Open and operate the Sports Complex
Facility Operator - East Arena	Existing – occupied (adjusted Facility Operator position)	<ul style="list-style-type: none"> • Responsible for general operations and maintenance of the St-Isidore Arena and indoor and outdoor facilities in the East Section 	<ul style="list-style-type: none"> • Operate the Area
Customer Service Attendant – Sport Complex	New – Sports Complex Business Plan	<ul style="list-style-type: none"> • This position will have responsibility for providing customer service 	<ul style="list-style-type: none"> • A new full or part time position (dependent on business plan) to assist in operating the facility and providing front of house customer service.

SECTION 6:

PROCESS MAP FOR RENTALS AND BOOKINGS

The Department's existing rental bookings and contract administration process is time intensive and is the cause of frequent customer and staff complaints. On average and without complicating issues, it takes 48 minutes of staff time to completely manage a single booking contact for a facility rental. The 'task by time journey' is outlined in the aside table.

Time wastage is caused by excessive manual processing, movement of paper records and frequent system errors that cause staff to create manual workarounds or manual verifications.

Expectations of the public have changed around how municipalities provide this service. Rental customers expect an online transactional relationships with their municipality and more importantly, expect to pay for the service online.

By replacing the existing software platform, offering online payment options, and automating manual legacy practices, the 'task by time journey' for each rental contact can be reduced to 15 minutes, on average. This will result in time savings of 493.35 hours of staff time annually based on the volume of rental contacts managed in 2019 (897 contracts). Using an assumed hourly rate of \$25.00 per hour, the potential annual cost saving is \$,12,333.75.

PROCESS MAP FOR RENTALS AND BOOKINGS

Task	Current Time Minutes	Alternative Software with Process Improvements	Rationale
Inbound call from customer interested in making a booking	15 minutes	10 minutes	The customer will be provided with this information online
Confirming availability of facility (by phone, texts.)	5 minutes	0 minutes	The inventory in the system will be considered accurate and not require verification
Creating a client profile and tentative contract in booking system	8 minutes	0 minutes	The client will establish a profile online
Send tentative contract to customer by email and explain payment solutions	9 minutes	0 minutes	The system will send a generated email with predetermined information included
Email reminders for unpaid contracts	3 minutes	0 minutes	Auto-generated reminders will be sent to customers with unpaid booking contracts prior to the rental date
Receive and process cash or cheque payment	4 minutes	4 minutes	Significantly lower volume of in-person payments are anticipated
Posting to GL	4 minutes	0 minutes	GL postings are batch generated and occur automatically
Balancing	1 minutes	1 minutes	Assuming manual verification is required

Required Elements - Manual to Digital Systems	Benefits
<p>Financial and System Management. A system that reconciles daily to the General Ledger and internally balances against all payments saves time and effort for both departmental and corporate finance staff. A robust system of checks and balances also helps assure SSI (server system infrastructure) and PCI (payment card industry) compliance with point-of-sale systems.</p>	<p>Balancing financial activity ensures that municipal audits meet standards. As well, system security measures such as two-factor logins for staff at minimum help assure system and credit card compliance with standards.</p>
<p>Contact Management. The ability to send texts and emails to facility users and program registrants provides more robust ways to meet program and facility rental standards.</p>	<p>The communication method of choice can be set up with clients for ease of administration. The system can also be used corporately for communications in other departments with clients corporately.</p> <p>The system can be used for marketing campaigns and for “pop-up events”, for contract bookings.</p>
<p>Modules – Membership, Events, Facility Reservations, Leagues & Program Registrations. All of these elements combined with proper procedures create “corporate memory” and allow repeat use each session, year or set up multi-year forward reservations (weddings).</p>	<p>As staff turnover occurs, the corporation is not as vulnerable to issues caused by having undocumented procedures. Combined with application of approved corporate policies, staff can defend priority of bookings or access to available program registration spots. It also allows better administration with 3rd party program or facility providers, especially with the new soccer facility requirements.</p>
<p>Programs / Facilities Inventory. This formally ensures that programs and facilities are reviewed and documented within a formal system before such allocations are made available by session or by time period and allows for double checking that what is thought to be available is.</p> <p>Easily accessible by the public with a variety of methods; smartphone, tablet, PC, municipal offices.</p>	<p>Session program information can be “rolled over” to the following year with minimal clerical requirements.</p> <p>The public can obtain confirmation of their program registration and/or facility booking through the system, no need for costly duplication of paper-based receipts and mailings.</p>
<p>Demand / Supply Management. The system organizes capacity to provide programs and facilities and schedules that capacity and allows examination of capacity restraints or fiscal objectives against program registrations and facility bookings.</p>	<p>With program capacities, room capacity limits outlined; the municipality can better allocate such places and programs along with determination of BE (Break Even) or PM (Profit Margin) requirements and allocate resources against the programs and facility bookings.</p>
<p>Client Management. This very valuable information becomes both required for secure handling of sensitive information along with having to keep track of multiple and separate pieces of information about a household and their requirements. This is also very useful in marketing current and future offerings.</p>	<p>Current documentation requirements, i.e.: children caregiver security, health information, pick-up times and contact requirements for emergencies (either by provider or by users) can be available quickly and accurately in the case of emergencies or program/facility changes. Also, if a subsidy program is in place for persons in need – the system handles this more discretely.</p>

APPENDIX:

CURRENT FACILITY AND PARK PROVISION LEVELS

Municipality	Population	Parks (Ha)	Parks Ha / 1000	Trails (KM)	Trails KM / 1000
The Nation	12,808	21.82	1.7	1.00	0.08
Russell Township	19,451	36.40	1.87	10.60	0.54
Hawkesbury	10,263	25.10	2.59		
Alfred and Plantagenet Township	9,680	25.10	2.59	15.00	1.55
Champlain Township	8,706	10.00	1.15		
East Gwillimbury (near Toronto, Ontario)	23,991	76.13	3.17	30.00	1.25
Average of Comparators	13,735	187.65	2.11	9.43	0.57

APPENDIX:

CURRENT FACILITY AND PARK PROVISION LEVELS

The Nation (West-East)	Ha	Total Sq. Ft	Community Centres (halls)	Library	Components
St. Bernardin Caledonia Community Centre Parc Jean-Paul Charlebois	2.52	9,500	9,500		Tennis courts (2) Baseball diamond, Playground, Outdoor Ice Pad
Fournier Fournier Community Centre Parc Fournier	1.56	3,214	3,214		Outdoor Ice Pad / Pickleball Skateboarding Baseball diamond
Casselman Lacroix Boat Launch	0.20				Boat Launch
St. Isidore St. Isidore Arena & Hall Parc St. Isadore	2.44	32,700	15,000		Outdoor Ice Pad & Picnic Shelter Tennis courts (2), Soccer on BB diamond Skateboarding, Splashpad Playground & Basketball court
Parc Ste. Rose	1.15				Soccer Pitch Baseball diamond Playground
Parc Gagnon	0.51				Historic cabin Playground Picnic shelter & outdoor washroom

APPENDIX:

CURRENT FACILITY AND PARK PROVISION LEVELS

The Nation (West-East)	Ha	Total Sq. Ft	Community Centres (halls)	Library	Components
Forest Park	3.39				Outdoor Ice Pad Playground PAX trail
St. Albert Community Centre St. Albert Boat Launch St. Albert Recreation Trail Jean-Maurice Laverne Park	0.20 4.09	16,000	14,000	2,000	Outdoor Ice Pad / Pickleball Playground, Tennis court Baseball diamond (major) Library in basement + resell goods store
Limoges St. Viateur School (rentals) Sports Complex 14.16 ha		14,000	10,000 (gym)		Gymnasium Program Rooms
Parc Rodolphe Latreille	5.42				Major Baseball diamonds (2 - lit) Basketball, Beach Volleyball Skateboarding Walking trail
Parc Giroux	0.10				Accessible Playground
Parc Lavigne	0.91				Baseball diamond Basketball court Playground
Totals	21.82	64,551			

APPENDIX:

THE NATION FACILITIES VS STANDARDS

The table that follows outlines the required elements and functional benefits of migrating to a new software platform. Beyond eliminating time waste, a new system provides a range of additional services and functions that will be critical to future operational requirements and to meet customer expectations.

Facility	Current	Gap	Ratio / Residents	Notes
Major Community Centre	0	0	1:50,000 population	St. Isidore Arena & Hall is at a mid-point between Minor & Major Community Centre
Minor Community Centre	1	0		
Ice Rinks (indoor)	1		1:600 players	** excess of 2 outdoor pads
Ice Pads (outdoor)	5	-2	1:4,000 population	
Indoor & Outdoor Aquatics	0	0	1:50,000 indoor	1: 25,000 outdoor ** excess of 4 baseball diamonds
Baseball	7	4	1:500 players	
Soccer Pitches (outdoor)	2	0	1:500 players	
Outdoor Aquatics	0	0	1:40,000	
Splashpad (major)	0	0	1:20,000	
Splashpad (minor)	1	1	1:5,000	
Multi-Use - Tennis courts	5	-2	1:4,000	
Multi-Use - Basketball	3	1	1:800 youth	** excess of 2 tennis courts
Skateboard Park (major)	0	0	1:25,000	Youth population of The Nation approx. 2400
Skateboard Park (minor)	3	0	1:5000 youth	
Basketball	3	0	1:800 youth	1 accessible playground at Parc Giroux
Playgrounds (major)	1	1	1:5,000 population	
Playgrounds (minor)	7	1	1:800 metres	
Off-Leash Dog Park Areas	0	2	1:5,000 population	Suggest West and East Location for dog parks
Trails (km)	1 km	10.5 km	1.25km/1000	
Parkland - Total Ha	2.11 Ha / 1000	6.272 Ha	2.6 Ha / 1000	Park area at Sports Complex Site will address parkland shortage