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SUBJECT: Proposed Manager of Community Services Position  
FROM: Bill Jones, Chief Administrative Officer  
DATE: July 22, 2019

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**RECOMMENDATION:**

THAT Council receives CAO Report No. 19-19 in regards to the proposed Manager of Community Services position, job description, funding sources and position remuneration, as information;

AND THAT Council utilizes \$100,000.00 (\$50,000.00 in 2020 & \$50,000.00 in 2021) of the recent "one-time provincial funding" allocation for the partial funding of the proposed Manager of Community Services two-year contract position;

AND THAT Council authorizes staff to commence the recruitment process for a Manager of Community Services with primary duties including the overall management of the Parks and Facilities Department and responsibility for Tourism and Economic Development activities.

**BACKGROUND:**

**Facilities Supervisor current responsibilities and growth impacts**

Currently, the Municipality has a Facilities Supervisor overseeing parks and facilities in Northern Bruce Peninsula. The Facilities Supervisor position was created around 2007. This position includes management responsibilities as well as a vast array of non-management tasks. This model had worked well for a few years but, in recent years, it has become less effective in meeting the ever-growing needs of our residents, user groups and tourists. Not only is more time needed to address the management component of the Department, but more resources are needed outside to properly address parks and facility maintenance. In the past decade, the Parks and Facilities Department and the services it provides has grown substantially with additions, such as:

- Tobermory Skate Park
- Tobermory Dog Park
- Community gardens
- Improvements or additional boat launches/docks (Rush Cove, Lindsay Road 20 area, Dyers Bay)
- Growing demand/use at community centres and halls

- Airport and lease activities
- Increased requirements at the St. Edmund's and North Bruce Peninsula Museum
- Gardens, planters and landscaping features
- Tobermory Meeting Place
- Harbour activity and commercial vessel related issues
- Increased involvement in libraries (Tobermory and Lion's Head locations)

In addition to the items discussed above, we are seeing an increase in involvement with user groups, community groups and volunteers who all have an interest in some aspects of parks, facilities or tourism-related issues that impact parks and/or Municipal facilities. Demands and expectations from facility users and residents alike are growing. Ten years ago, it was challenging to maintain facilities, create and manage policies and communicate with residents and facility users. Now, it has reached the point where either facility maintenance or customer service could suffer due to competing tasks and limited time to properly address issues or concerns.

### **Tourism and Economic Development tasks**

From a Tourism and Economic Development perspective: The County of Bruce recently completed a study on the Economic Impact of Tourism which showed that, in 2018, Bruce County saw 2.5 million tourists with an economic impact of 299.1 million dollars. This study also concluded that Northern Bruce Peninsula attracted 38% of those visitors which ranks Northern Bruce Peninsula #1 in Bruce County. It is important that the Municipality take a larger role in tourism to assist our business community and make sure we are capitalizing on this growth market.

Recently, there was a grass roots movement in Northern Bruce Peninsula that commenced a process to address tourism in a sustainable manner. Substantial consultation took place with significant public interest and input. A study was created, a Tourism Advisory Group (TAG) was considered and recommendations have been developed. Although Council has not formally adopted the document, it has shown interest in some of the recommendations. Further involvement with the TAG or recommendation implementation would be a task undertaken by the Manager of Community Services.

The Municipality also undertook an Economic Development Strategy in 2017. The document made several recommendations regarding:

- broader tourism offerings
- post-secondary educational partnerships
- attracting residents and entrepreneurs
- attracting entrepreneurs
- continue to work closely with local organizations involved in economic development
- undergo a rigorous investment readiness test
- infrastructure

This document and its recommendations require staff resources to move them forward which would be the responsibility of the Manager of Community Services.

Its important to reiterate that, with the creation of this position, the Municipality is not looking at taking over tourism and visitor services but, being a resource when and where needed for our existing tourism providers as well as exploring economic development opportunities when and where applicable.

### **Manager of Community Services – Financials**

In January of 2019, Council passed the following resolution:

*Moved by M. Myles*

*Seconded by J. Mielhausen*

*“THAT Council supports a funding application to the Tourism Development Fund (TDF) for the purposes of hiring a Manager of Community Services on a two (2) year contract basis;*

*AND THAT a significant portion of the position will be allocated to tourism-related projects and services;*

*AND THAT the creation of this position is contingent on successfully obtaining significant funding from the other levels of government.”*

The above noted resolution was used to support a grant application for potential funding of the proposed position. The “contract” designation was required for the application as the Tourism Development Fund will not contribute to full-time or permanent staff positions.

At the July 8, 2019 Council Meeting, Council deferred CAO Report No. 19-18 wherein the CAO recommended that Council use a portion of the “one-time provincial funding” to offset the cost of the proposed Manager of Community Services position for two (2) years. The report was deferred until such time as the job description and remuneration could be discussed. Using a portion of the “one-time provincial funding” will satisfy the aforementioned resolution.

Aside from any Provincial contribution to the proposed position, the Municipality has already budgeted \$30,000.00 towards the position from the campground, arena, and both harbours. It is important to note that the \$30,000.00 is all from user fees and not from taxation; therefore, the funding for the proposed Manager of Community Services would be as follows:

**Position remuneration range:**

**\$87,000.00 to \$100,000.00**

**Budget allocation**

- Funds from the "one-time provincial funding": \$50,000.00
- Municipal contribution – non taxation: \$30,000.00
- Municipal contribution: \$7,000.00 to \$20,000.00

If the Tourism Development Fund (TDF) funding from the Province is approved, then a portion of the "one-time provincial funding" can be utilized elsewhere at Council's discretion. The job description is attached for Council's consideration. The position's job description was reviewed and remuneration (shown above) was recommended by the Municipality's HR consultant, Ward & Uptigrove.

If Council approves the job description and funding request for the proposed Manager of Community Services position, staff will advertise for the position as soon as possible.

**MUNICIPAL STRATEGIC COMMITMENT:**

By evaluating strategic objectives, it can be assured that the actions taken by the Municipality create value across all strategic priorities identified in the Strategic Plan. In doing so, the Municipality moves closer to its vision of providing a safe, progressive municipality that is committed to managing growth and providing a welcoming, diverse and environmentally sustainable community that enhances the quality of life for all residents and visitors.

Strategic Priority	Yes	No
Well managed and fiscally responsible municipal government is enhanced	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Conservation and protection of unique natural environment including the encouragement of well managed growth is enhanced	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Health, safety and education of the community are enhanced.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Development/promotion of cultural and recreational opportunities is enhanced.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Citizen involvement is enhanced.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economic development strategies are enhanced.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does the option(s) recommended create value across all strategic priorities?	<input type="checkbox"/>	<input type="checkbox"/>
Does the option(s) recommended make Northern Bruce Peninsula a municipality of choice for high performance public servants?	<input type="checkbox"/>	<input type="checkbox"/>



Bill Jones, Chief Administrative Officer

# Northern Bruce Peninsula

## Job Description

### Manager of Community Services

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Reports to: Chief Administrative Officer                      Status: Full Time- Contract

Last Revised: July 2019    Hours: 37.5 per week

#### Summary of Duties

The Manager of Community Services is responsible for overseeing the Parks and Facilities division as well as Tourism & Economic Development activities.

The Manager of Community Services will act as the strategic leader for the Community Services Department, and is a member of the Senior Management Team.

The Manager of Community Services will perform tourism related activities that will support and enhance current tourism service providers, businesses owners and community organizations, as well as explore opportunities for sustainable well managed growth.

#### Qualifications

1. University degree or college diploma in one or more of the following: Business, Public Administration, Planning, Recreation, tourism or Economic Development;
2. An appropriate professional designation (i.e. Ontario Professional Planners Institute, MBA, ORFA, CET, OMMI, Etc.);
3. A minimum of five (5) years related management experience at a senior management level;
4. Superior verbal and written communication skills;
5. A suitable combination of the above.

#### Major Responsibilities

- Plans, organizes, directs and controls the day-to-day activities of the Community Services Department by:
  - Developing departmental policies, procedures and practices within the Department;
  - Establishing appropriate goals and objectives;
  - Encouraging creative thinking and motivating to create opportunities to meet future challenges to ensure the efficient, effective and economical provision of services for the residents of the municipality.
  - Liaising with Council and senior personnel with respect to interdepartmental/corporate issues.

- Serving as a member of the Senior Management Team in the research/analysis/development of management reports, in order to respond and/or resolve interdepartmental and corporate issues.
- Performs the role of Tourism and Economic Development Officer:
  - Building and strengthening relationships with the business community and tourism service providers, implementing recommendations of the Economic Development Strategy and other economic development initiatives proposed by committee and/or Council.
  - fulfilling the recommendations of the sustainable tourism plan that are approved by council.
- Represents the department/Municipality at meeting by:
  - Attending as a participant/advisor/strategist at meetings of Council, Senior Management Team, or with special interest groups.
  - Acting as an advisor/facilitator/participant/strategist to groups such as facility groups, sports groups, citizen action groups, individuals or community associations, in order to explain the Department/Municipalities position.
- Responsible for dealing with complaints and concerns from the public
- Prepares tenders and contracts for projects within the department responsibilities
- Responsible for the development and management of contracts as they relate to facilities managed by the Parks and Facilities division
- Develops and monitors the overall departmental budget, goals and objectives

### **Supervisory Duties**

- Responsible for the orientation and training, managing performance and discipline of staff assigned to the Community Services Department in consultation with the CAO
- Prepares advertisements, screens applicants and interviews for positions within the Community Services Department in consultation with the CAO
- Coordinates consultants and the work of others as required
- Ensures Department staff participates in professional development and training as appropriate
- Jointly responsible for the effective human resource/personnel management of the department including adherence to policy and legislation in consultation with the CAO

### **Skills**

- Formal post-secondary education in Business or Public Administration, Planning, Recreation, Tourism and/or Economic Development
- Thorough working knowledge of the Municipal Act, Municipal Freedom of Information and Protection of Privacy Act, Occupational Health and Safety and other applicable acts, along with the regulations, guidelines and procedures relating to said legislation.
- Excellent computer skills, including the use of word processing and database management
- Excellent project management skills
- Ability to work with tact and discretion in a political environment

### **Working Conditions**

- Requires regular overtime and evening meetings
- Requires flexibility and ability to respond quickly to Council requests, interpreting and responding to the varied needs of Council
- May be periods of unyielding deadlines imposed by legislation or Council policy, constant interruptions and public inquiries
- Required to exercise flexibility and maintain a high level of organization
- This position lends itself to a large degree of public exposure. Written and verbal criticism and abuse can be expected from the public.
- The Manager attends all Council meetings, Committees of Council as well as any other committee and staff meetings as required.

### **Working Relationships:**

- The Manager must establish close working relationships with the Mayor and members of Council, CAO, all department heads, Department staff, local government ministries, consultants, developers, contractors and the general public.