



ISSUE PAPER

Parks & Recreation

Budget Year: 2026

Issue Paper No.: REC-06-26

Description: Parks, Recreation, and Facilities Coordinator Position

BE IT RESOLVED THAT Council receive budget issue paper REC-06-26 for information.

Purpose: To secure the funding to hire the much-needed administrative assistance for the Parks, Recreation, and Facilities department.

Background:

The Parks, Recreation, and Facilities department is responsible for maintaining and operating several different areas of the township including maintaining 29 properties and 11 facilities. The largest being The Keeler Centre, which operates 7 days a week for 17 hours a day.

This operation is staffed by a Lead Hand, 3 permanent operators and 11 to 14 other part-time positions for a total of 15-18 staff members.

The Manager is responsible for all aspects of the operation including the heavy operational workload, heavy administrative and regulatory requirements, public interaction and customer service and the support and coordination of all staff members.

While the Lead Hand position supports the operational duties, there's no support for the substantial administrative tasks.

A Coordinator would be responsible for customer service, facility bookings, schedule creation and maintaining, public relation support, department public communications and the creation and implementation of new programs for residents.

This support position would allow the Manager the time to complete required tasks as laid out in the positions job description.

Consultations/Options:

Conversations have been had with all other municipalities within Northumberland County, and it was identified at the time that Cramahe is the only township without this key position in the department.

Job description and pay band have been discussed with Human Resources.

Financial Impact:

\$75,000 includes all costs to the employer.

Recommended Source of Funding:

Taxation.

Risk Considerations:**Human Resources & Staff Well-Being Risks**

- Manager Burnout. Higher stress levels and risk of burnout due to administrative overload. Possible increases in absenteeism or turnover at the management level.
- Staff Support Deficiencies. Reduced availability for coaching, conflict resolution, and performance management. Potential decline in staff morale and productivity.
- Without administrative support, follow-up on HR procedures may be slower or incomplete, increasing exposure to grievances.

Operational Risks

- Manager becomes overwhelmed with administrative tasks (scheduling, reporting, correspondence).
- Reduced ability to focus on strategic, compliance, and service-delivery responsibilities.
- Delays in approvals, communications, procurement, and internal processes.
- Slower response times to council, public, and interdepartmental requests.

Organizational Effectiveness Risks

- Managers lose time for long-term planning, budgeting, and project oversight.
- Delays or quality issues in strategic initiatives and municipal program delivery.
- Slower or lower-quality responses to council or the public can reflect poorly on the department.
- If the manager is absent, key communications, scheduling, and workflows stall.

Impact on Member Municipalities/Partners:

None.

Alignment with the Strategic Plan Pillar:☒ **Effective Governance**

Identify areas of improvements and ways to streamline efficiencies, deliberate succession planning, and implement strategies to advance service delivery and communication to residents.

☒ Community Engagement

Continually gather information to assess the strengths, weaknesses, challenges and resources within our community to understand needs and priorities

Submitted by: 
Chris Curwin, Mngr. Parks, Rec and Facilities

Reviewed by: _____
Holly Grant, CAO/Clerk