



STAFF REPORT

SUBMITTED BY: Chris Frotten

DATE: December 18, 2024

SUBJECT: Organizational Structure for the New Recreation Centre and Arena

STRATEGIC OBJECTIVE: N/A

ORIGIN

This report originates from the need to establish a formal organizational structure for the new recreation centre, which will be integrated with the existing arena. This report proposes a management structure to meet the growing needs of both the arena and the new recreation centre.

BACKGROUND

Now that our new recreation centre is under construction, our attention is shifting toward operational planning to ensure the facility meets the needs of our community and operates as efficiently as possible.

At present, the arena and the recreation centre are managed separately, with me overseeing the arena and Misty, our Recreation Director, managing the recreation centre. The arena primarily hosts ice-making operations, sporting events, and community activities related to ice sports, but it also hosts events and functions in the spring and summer months. It is supported by a small team, including one full-time and two part-time administrative staff, along with one full-time and two part-time ice makers. The recreation centre supports a variety of community programs and activities, including fitness classes, birthday parties, youth programs, and community meetings. Aside from some assistance from our Arena and Public Works Administrative Assistant, Misty handles all of the operational duties of the centre.

Turning our attention to the new recreation centre - it will now have its own distinct operational needs. This facility is designed to serve as a welcoming community space where residents can drop in, connect, and socialize. The vision is for the centre to be a hub of activity and engagement, offering multi-use spaces that accommodate a wide range of needs. The centre's program rooms are intended not only for structured programming but also for informal activities such as playdates, seniors' card games, or coffee meetups after a walk on the indoor track. The goal is to create a

flexible and inclusive space that fosters community connections and supports physical and social well-being.

DISCUSSION

The recreation centre and arena will operate as a single facility once the new centre opens, running approximately 14 hours a day, 7 days a week. This level of operation creates a lot to manage, including facility rentals, programming, maintenance, customer service, and staff coordination.

As mentioned, I currently oversee the arena while also managing other municipal responsibilities, and Misty has been focusing on the recreation centre's operation along with her broader recreation duties. To be honest, we are both stretched thin, and the workload will only increase once the new recreation centre is fully operational. Without a dedicated manager, we risk overburdening ourselves which could increase operational issues, impacting the quality of services provided to our residents.

To address this, we are proposing to create a Facility Manager position to oversee the day-to-day operations of both the recreation centre and the arena. This role would include coordinating staff, managing budgets, handling facility bookings, and ensuring that both facilities are running efficiently. A Facility Manager would provide focused leadership, allowing Misty and I to concentrate on our core responsibilities.

In terms of organizational structure, the Facility Manager would report directly to Misty, as the overall oversight of both facilities would fall under the Recreation Department. Below the Facility Manager, staff would be organized into two main groups:

- **Operations Staff:** This group would include ice makers, and maintenance staff.
- **Administrative Staff:** This group would be responsible for bookings, and administrative support.

This structure would ensure that the new integrated facility would have dedicated leadership and support. The Facility Manager would be the key point of contact for the facility, ensuring smooth communication and coordination between staff and other departments.

The addition of a Facility Manager would also help to streamline operations, reduce the burden on existing staff, and allow both the arena and recreation centre to thrive as part of a unified recreational offering in the Municipality.

BUDGET IMPLICATIONS

The creation of the Facility Manager position will cost an estimated \$75,000 to \$85,000 per year, including salary and benefits.

While this is a significant investment, it is important to consider the long-term benefits that will come from a more efficient and coordinated management structure. Without a dedicated Facility Manager, the existing workload on Misty and I could result in operational inefficiencies, errors, or missed

opportunities, which could ultimately incur additional costs in the form of overtime, staff turnover, or underperformance. In addition, we would likely need to hire additional operation, maintenance and administrative staff if this position

As mentioned in the above section, the Facility Manager would also bring expertise to improve efficiency and reduce costs across several areas. By streamlining staffing and scheduling, the Facility Manager would be able to optimize shifts, prevent overstaffing, and better allocate resources. Coordinating maintenance activities would help minimize downtime and avoid costly repairs. Additionally, with a focus on enhancing scheduling and coordination, the Facility Manager could increase facility usage, potentially boosting rental income, and overall community engagement, which can generate revenue.

LEGAL IMPLICATIONS

N/A

PUBLIC CONSULTATION/COMMUNICATIONS

N/A

RECOMMENDATION

Based on the growth in both the size and scope of operations at the new integrated facility, **I recommend the proposed organizational structure, including the creation of this new full-time Facility Manager position.** The current management model, which relies on me overseeing the arena and Misty managing the recreation centre, has proven effective in the early stages of development and operation. However, this arrangement is no longer sustainable as both facilities will require more comprehensive and specialized management to address their evolving demands.

The proposed structure introduces a Facility Manager role, responsible for overseeing both the arena and the recreation centre. This individual would ensure that the operations of both facilities are coordinated effectively, maintain consistent quality in service delivery, and that the staff are supported in achieving operational goals. By centralizing oversight, the Facility Manager can optimize resources, manage budgets efficiently, and provide consistent leadership across both locations. This will help prevent operational silos, ensure alignment of goals, and allow for better decision-making at the management level.

This proposed organizational structure will provide the necessary leadership, support, and resources to manage both the arena and the recreation centre effectively. It is designed to ensure that we can continue to provide high-quality, responsive recreational services to the community, without overburdening existing staff or sacrificing operational efficiency. The phased implementation of these roles, with appropriate training and transition planning, will ensure a

smooth and successful adjustment to the new facility, minimizing disruptions during the changeover.

SUGGESTED MOTION

Move that it be recommended to Council to approve the proposed organizational structure for the new recreation centre and arena, including the creation of a full-time position for the management of the facility. Further, that the CAO be directed to incorporate the necessary funding allocations into the upcoming budget discussions.

ALTERNATIVES

1. Instead of hiring a new Facility Manager, we could promote an existing staff member to a supervisor position to oversee day-to-day operations at the arena and recreation centre. That said, I do not believe there isn't anyone on staff with the capacity to take on this expanded role without significant adjustments to their workload. This would likely require us to backfill the promoted position, creating additional staffing costs and potentially affecting the efficiency of other operations.
2. We could consider outsourcing the management of both facilities to an external company or consultant with expertise in running recreational centres and arenas. This would allow for professional management without the need to create a new position, though it may come with higher ongoing costs for the contract.
3. Misty could assume the management of both the arena and the recreation centre. However, this is not recommended, and she has expressed that this role would be unmanageable in addition to her current responsibilities. While this may reduce costs, this option would place an unsustainable workload on an already demanding role, reduce her ability to focus on broader recreation planning and leadership, and necessitate hiring additional program and event staff, as much of this work is currently handled personally by her.

ATTACHMENTS

- Proposed Organizational Chart

