



**Recreation and Culture Critical Success Factors:** Listed below are *specific activities* that this department determines it must do in order to address the Township Vision. The list has been prioritized (“1” is highest priority), with approximate “achievable by” dates.

Overarching Goal	What must we keep doing?	priority	What must we start doing?	priority	By date
1. <b>Excellence in quality customer service is our business.</b>	<ul style="list-style-type: none"> <li>Provide top quality ice and park playing surfaces</li> </ul>	2	<ul style="list-style-type: none"> <li>Develop 5 year plan for major improvements</li> </ul>	2	Mar 2005
2. <b>We know and manage our assets effectively and efficiently.</b>	<ul style="list-style-type: none"> <li>Manage our vandalism prevention plan</li> <li>Focus on attractive, neat and tidy appearance of town</li> <li>Manage up-to-date, best value, lowest cost, tools and equipment maintenance / replacement plans</li> <li>Work with our community partners (e.g. police, media, volunteers)</li> </ul>	2	<ul style="list-style-type: none"> <li>Find creative ways to involve the public in reducing vandalism</li> <li>Source new funding through community-based volunteer fund-raising leadership</li> </ul>	2  2	2005  2005
<div style="border: 1px solid black; padding: 5px; width: fit-content;">           Asset areas discussed:           <ul style="list-style-type: none"> <li>Buildings, Tools &amp; Equipment</li> <li>Budgets</li> <li>Human resources</li> </ul> </div>					
3. <b>We meet or exceed the applicable provincial standards for performance under current legislation</b>	<ul style="list-style-type: none"> <li>Prepare for and pass mandatory inspections (e.g. structural snow loading, fire, safety)</li> <li>Stay caught up with legislative changes affecting our department</li> <li>Watch for and take preventative action in areas where liability issues could arise</li> </ul>				



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4. We support development and maintenance of attitudes of personal responsibility and professional pride among employees	<ul style="list-style-type: none"> <li>Constant daily communication about standards and best practices among staff and with management</li> </ul>	1	<ul style="list-style-type: none"> <li>Initiate an ongoing plan of scheduled arena activities with coaches and managers of the Minor Hockey and Girls’ Hockey programs</li> </ul>	1	Jan 2005
	<ul style="list-style-type: none"> <li>Keep the management team working well as a team</li> </ul>				
	<ul style="list-style-type: none"> <li>Support appropriate professional development for staff and managers (e.g. computer skills)</li> </ul>				
5. We recognize that what we do has a direct effect on health and safety of the public and Township staff.	<ul style="list-style-type: none"> <li>Maintain a safe and secure environment in all interior and exterior areas where there is permitted public access</li> </ul>	1	<ul style="list-style-type: none"> <li>Identify areas (e.g. hillsides) that are in some ways dangerous to maintain, and acquire appropriate equipment or adopt necessary new techniques or practices to ensure safety of equipment operators</li> </ul>	1	Summer 2005
	<ul style="list-style-type: none"> <li>Maintain safe and secure employee work areas and equipment</li> </ul>	1			
	<ul style="list-style-type: none"> <li>Train employees in safe operation of all equipment</li> </ul>	1			
6. We regularly evaluate services and how they are delivered.	<ul style="list-style-type: none"> <li>Communicate regularly with coaches and program leaders to identify areas for service improvement</li> </ul>	1	<ul style="list-style-type: none"> <li>Initiate a suggestion box and a seasonal customer survey sheet to be filled out at the canteen</li> <li>Identify needs and services that will require additional employees or new work contracts to service the Township areas beyond Eganville</li> </ul>	2	2005
	<ul style="list-style-type: none"> <li>Maintain healthy contract-worker relationships (e.g. groundskeepers, electricians)</li> </ul>	1		3	2007



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<b>7. We work to maintain effective communication among all departments Council and the public.</b>	<ul style="list-style-type: none"> <li>Work with key organizational partners (e.g. Works and Water) to achieve common objectives</li> </ul>	1			
<b>8. We abandon outmoded practices and support employees to innovate and bring forward new ideas.</b>	<ul style="list-style-type: none"> <li>Watch for cost-effective solutions and activities that fit with time and budgetary priorities</li> <li>Encourage and implement employee ideas</li> </ul>	1	<ul style="list-style-type: none"> <li>Revisit our approach to planning to ensure that good ideas are captured, planned for and acted upon</li> </ul>	2	2005
<b>9. We recognize that we serve a community with a variety of ages and disabilities.</b>	<ul style="list-style-type: none"> <li>See 5 and 6 above, and 16 below</li> </ul>	1	<ul style="list-style-type: none"> <li></li> </ul>		
<b>10. We recognize and accept that we are the first line of contact with the public.</b>	<ul style="list-style-type: none"> <li>See 1 and 4 above</li> </ul>	1	<ul style="list-style-type: none"> <li></li> </ul>		
<b>11. Not applicable</b>	<ul style="list-style-type: none"> <li></li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>		
<b>12. Admin. operations are effective and efficient, with a high degree of functional flexibility</b>	<ul style="list-style-type: none"> <li>Efficient, accountable financial and employee management practices, processes and records</li> </ul>	1	<ul style="list-style-type: none"> <li>Establish a computer- based communication system at the arena office (with Internet connection)</li> </ul>	1	Spring 2005



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<b>13. We place a high priority on developing and working with community volunteer organizations.</b>	<ul style="list-style-type: none"> <li>Know and serve the <i>actual</i> needs of our volunteer groups (recreation, special events groups, etc.)</li> </ul>	1	<ul style="list-style-type: none"> <li>Hold an annual volunteer appreciation event</li> <li>Collect an ongoing year-to-year list of volunteers, with contact information and areas of interest, and record on a data-base</li> </ul>	1	Dec 31 2004
				1	Ongoing
<b>14. Not applicable</b>	•		•		
<b>15. Not applicable</b>	•		•		
<b>16. We serve the public’s need for quality of life.</b>	<ul style="list-style-type: none"> <li>Identify areas where we can improve access for people with special needs</li> <li>Provide inexpensive (for customers) opportunities to make use of facilities (e.g. public skating)</li> <li>Apply policies regarding acceptable behaviour by public</li> </ul>	2	<ul style="list-style-type: none"> <li>Cost out and budget for second floor arena access</li> <li>Review our policies for legality and appropriateness, and how policies are applied and publicized</li> </ul>	3	2006
		2		2	2005
		2			
<b>17. We preserve our roots and embrace cultural diversity.</b>	<ul style="list-style-type: none"> <li>Preserve our excellent rapport with First Nations facilities users</li> <li>Hire and train staff for openness and inclusiveness toward cultural diversity</li> <li>Support and encourage events and initiatives that celebrate our past successes in skating and hockey</li> </ul>	1	•		
		1			
		1			