

Job Title	Director, Parks, Recreation and Cultural Services
Reports to	Executive Director, City Planning and Community Development
Division / Department	City Planning and Community Development / Parks, Recreation and Cultural Services
Job Number	0023
Jurisdiction	Out-of-Scope

Core Job Purpose

Responsible for the leadership of the Department of Parks, Recreation and Cultural Services including each of strategic, operational and program planning, stakeholder relationship management, financial management and people leadership.

Departmental mandate involves ensuring residents have access to: inclusive sport, recreation, art and culture facilities and programs; opportunities to enjoy the natural beauty and benefits of parks and open space; programs that support community safety and wellness, as well as access to housing options; and quality public open spaces that showcase our built, natural and cultural heritage.

As a member of the City's senior management team, leads and/or participates in corporate-wide policy development, planning and special projects.

1.0 Key Accountabilities

This section of the job description provides a summary of the job's core responsibilities. It may not include every task that is performed, and it does not provide an overview of "how" each duty is undertaken. Any additional duties undertaken within the scope of the job will be based on similar skills, effort, responsibility and working conditions. Employees are expected to perform all job tasks competently and with a focus on continuous improvement through the identification of opportunities. Through the City's performance management system, employees will work with their direct supervisor to set specific goals and objectives.

1.1 Strategic and Operational Planning

- Works collaboratively with the Executive Director and other Departmental Directors in developing both a strategic plan and an annual business plan for City Planning and Community Development
- Leads the long term and annual business planning processes for the Parks, Recreation and Cultural Services Department, including revenue creation and management, as well as capital planning
- Provides guidance and oversight of branch-specific annual, operational plans; ensures alignment with each of Department and City-wide strategy and development of clear business goals and related performance measures
- Oversees and directs the development of departmental programs and services including objectives, service level and performance targets
- Ensures departmental planning is aligned with City bylaws, and provides recommendations for changes to bylaws as necessary
- Maintains awareness of leading practices applicable to his/her portfolio and regularly assesses their suitability for application by the City of Regina

1.2 Financial Management

- Provides input to the annual budget planning process for City Planning and Community Development

- Leads the development of the Parks, Recreation and Cultural Services Department budget, community investments, and oversight of branch-specific budget development
- Ensures that there is timely and accurate forecasting and ongoing analysis of the budget, revenue and expenditures and where necessary, ensures proactive mitigation strategies are developed and implemented
- Ensures that financial management practices are aligned with City standards and practices, and where necessary ensures development of Department-specific financial management practices
- Provides approvals for procurement, including the development of business cases
- Provides support to revenue generating business model areas, (i.e. golf and cemeteries.)

1.3 Stakeholder Relationship Management

- Collaborates with other City leadership team members in joint policy, service, program development as well as issues management
- Meets with Council members to provide information, advice and guidance on issues relevant to the Department
- Provides senior level advice and guidance to City's Executive Leadership Team
- Meets with and manages relationships with community representatives, citizens, advocacy groups and other partners; serves as the City's spokesperson/representative in discussions, negotiations and consultations
- Consults with City partners in service planning and programming
- Meets with other levels of government to discuss / plan municipal level programs and services
- Provides leadership and intervention on program and service-related challenges / complaints related to high risk and/or high-profile departmental issues
- Where necessary, ensures service level agreements and/or partnership agreements are in place
- Represents the Department at Committee, Council, public meetings and community events
- Serves as media spokesperson on behalf of City

1.4 Human Resource Leadership

- Ensures the Department has an effective organizational model, and that roles and responsibilities are clearly defined and communicated
- Leads the development of an annual Department-wide workforce plan with a focus on identification of the necessary human resources both in terms of capacity and competency
- Provides direct leadership, mentoring and coaching of the Department's management team
- Leads employee engagement and other internal consultative processes
- Conducts performance planning for senior staff (goal setting, review and assessment) and ensures that performance process is complete for Departmental staff resources
- Monitors Departmental culture and productivity, and intervenes when necessary
- Provides leadership for Department's most complex and sensitive employee/labour relations issues; this includes participation in formal grievance and arbitration processes
- Ensures that managers and other people leaders understand and adhere to the City's numerous collective agreements
- Establish a strong safety culture by ensuring the implementation of corporate safety initiatives, promotion of safety at every opportunity, and making time and resources to ensure that safety is integrated into the workplace

1.5 Risk Management

- Ensures that Department-specific bylaws, policies, procedures and practices are developed, maintained and adhered to; ensures that all corporate policies are adhered to

- Ensures that the Department has a risk management plan and that the plan is tracked, reported on, and when required, leads mitigation strategy
- Ensures program evaluation and review programs are in place to assess effectiveness and efficiency
- Ensures that the Department has a clear quality improvement strategy and that standards are defined, measured and met
- Ensures that Department-specific legislation / bylaws are aligned with provincial / federal jurisdictions
- Regulates compliance with City bylaws

2. Knowledge

- Knowledge of senior leadership practices related to planning, policy development, financial management, program development / evaluation, performance and risk management, project management, contract management, customer services and human resources
- Knowledge of issues, trends and challenges related to broad City-specific and broader municipal operations as well as specifically in relation to the Department's core mandate – sport, culture/heritage, recreation, community and social development, grants, forestry, horticulture, pest control, cemeteries, park development and maintenance and; this includes knowledge of multiple policies, procedures, bylaws as well as other relevant legislation
- Knowledge of issues and challenges related to the City's unique populations including child and youth, families, seniors, persons of Indigenous ancestry, new Canadians, persons with disabilities, gender and sexual diversity and the homeless
- Knowledge of planning and operations of parks and open space management, including cemetery and golf courses
- Knowledge requirements include complex analytic tools and processes such as statistical modelling, business analytics and scenario planning
- As the senior leader Parks, Recreation and Cultural Services, the knowledge requirements are deployed for purposes of solving complex and interrelated financial, programming and relationship management issues that require the development of new strategies or approaches
- Knowledge requirements must balance an understanding of ongoing operational effectiveness with the provision of leading / best practices for both programming as well as management practices (people, process, technology, finance, etc.)

3. Communications and Interpersonal Skills

- The Director collaborates with other senior City leaders to resolve business challenges where differences of opinion are common, and interpersonal skills related to consensus building, persuasion / influence, compromise, political acumen are required
- The Director serves as the City's most senior representative in developing, building and maintaining partnerships with community agencies, school boards, business representatives as well as other levels of government for the development and delivery of programs and services related to the Department's mandate
- Leadership presence is required for dealing with Council members and other stakeholders
- Overall, the role of a Director requires a wide range of communication skills – formal presentation, negotiating, consensus building, and inspiring / building trust with others – recognizing that the skills are often required in challenging, complex interactions with one and/or many people where differences of opinion, disagreement or dissatisfaction exist
- Senior level change management skills include the recognition and abatement of resistance and the development of "followership" through provision of clarity of vision statements to build buy in and acceptance across diverse populations, both within the City and with a partners, customers, media and others

- Given that the Director is often dealing with challenging situations – high profile, politically charged, high risk – communication and interpersonal skill requirements also include emotional intelligence such as empathy, attentiveness to nonverbal cues, managing the emotions of self and others, and building bonds / trust with others
- Leads the development of customer centric culture within the Department
- Speaks on behalf of the City on complex/political issues and leads significant negotiations on strategic alliances and/or partnerships

4. Complexity and Problem Solving

- Problems, issues and challenges are typically strategic in nature and/or complex operational issues that require the consideration of multiple interests and data/information. It is often the case that the problem itself is unclear and requires considerable effort to define prior to solution development
- While some problems / issues have short term solutions, it is more often the case that the issues have the potential for long term consequences and are requiring leadership in analytics and scenario planning to develop options and assess implications before developing a preferred course of action
- Problems / issues often stretch beyond the Department and through financial and other operational linkages require consideration of other City and partner programs, initiatives
- Both creativity and innovation are required of this role for problem identification and solution development
- Long term strategies focus on proactive department and enterprise wide initiatives to support continuous improvement for the organization and community

5. Impact of Actions and Decisions

- Reporting to the Executive Director of City Planning and Community Development, the Director of Parks, Recreation and Cultural Services has full autonomy and independence to make all day-to-day operational decisions, operating within the context of overarching City policy, direction and the will of Council
- The Director's role has a broad and pervasive impact on the overall Department, in each of people, programs, and finances
- With a portfolio that has direct impacts on citizens and customers, including many of the City's most vulnerable populations, the impact of this role is far reaching, both in scope and time horizons
- Given the public facing outcomes of this role, the advice and recommendations will have a significant impact on the perceptions and views held by a wide range of stakeholders
- Impacts includes revenue generation opportunities
- While approval related to Departmental long-term plan is vetted at senior levels in the organization, the Director is expected to provide sound judgement and recommendations requiring minimal change
- Direction is provided in the context of broad City-wide goals and objectives in the context of the City's mission, vision and mandate with the Director having responsibility for plan development, execution, and as required, risk mitigation

6. People Leadership and Development

- The Director's leadership role focuses on leading other leaders through coaching, mentoring and formal performance management
- As the senior Departmental leader, the Director is also responsible for ensuring that managers / supervisors are effective people leaders and ensuring that the Department's culture is positive, productive and healthy

- The Director leads the Department's overall workforce planning process and talent management reviews – reviewing capacity and planning for the future (identification of resource needs, training and development, promotion and succession planning)

7. Physical, Visual, Auditory and Concentration Demands (PVAC)

- While the role of a Director is challenging, and includes attention to detail, visual, auditory and concentration demands, there are no unusual PVAC demands associated with this role
- Computer work, reading, listening at meetings, as well as limited driving to/from off-site locations is required

8. Environmental Working Conditions

- The majority of the work is undertaken in City facilities. There is some requirement to conduct meetings offsite, typically in other office like environments
- There is limited requirement to be on site at other City facilities – leisure centers, community spaces, sport facilities, parks, cemetery, and golf courses

