

REV it up Initiative: Capital Planning and Asset Management

The Town of Newmarket is currently undertaking a series of initiatives to implement multi-year capital budgeting and an asset management policy

Finance

Lead Department Key Action Item

Update specific asset management plans and develop additional, new asset management plans within the next 3 years

Estimated Timeline

7 Years

Develop a fiscal strategy to determine future funding requirements for capital budget planning by Q4, 2020

Key Action Item

<u>Supporting Departments:</u>

Asset Management Unit
Engineering
Public Works
Recreation and Culture
Information Technology (IT)



REV it up Initiative: Electronic Records Management

The Town could invest in an Electronic Records Management System (ERMS) that Estimated Timeline would both store and dispose of records once no longer required by FOI or CRA 2 - 3 Years standards Key Action Item Invest in tools and Develop a management Legislative resources to strategy for records **Services** implement collecting and retrieving corporate records strategy Lead Key Action Item Department <u>Supporting Departments:</u> All Departments Newmarket April 27 Council Presentation

REV it up Initiative: Administrative Monetary Penalty System

The Town could further transition all bylaw related tickets to the AMPS enforcement Estimated Timeline system to realize operational efficiencies and cost savings on an annual basis 3 Years Key Action Item Identify other types of Bylaw infractions to be Roll out the new AMPS Legislative transferred into the AMPS program for parking program (e.g., mobile **Services** offences in Q1, 2020 business licensing and other existing by-laws). Lead Key Action Item Department <u>Supporting Departments:</u> Corporate Communications Customer Service Newmarket April 27 Council Presentation

REV it up Initiative: Updates to Procurement Policies and Procedures

This initiative builds on work already underway in Legal and Procurement Estimated Timeline Services with respect to the use of nonbinding tenders 1 Year Key Action Item Identify electronic Update the Legal and solutions for **Procurement By-Law** and policies based on approvals and Procurement best practices and signatures feedback from user departments Lead Key Action Item Department <u>Supporting Departments:</u> All Departments Newmarket April 27 Council Presentation

REV it up Initiative: Licensing Transportation Network Companies (TNC's)

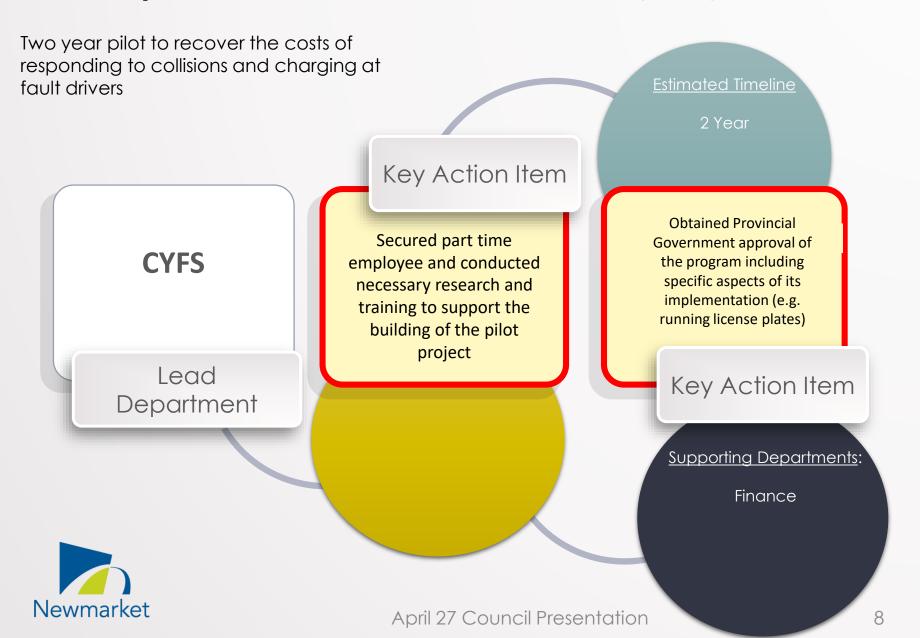
Implementation of the proposed Mobile Licensing Bylaw, which will regulate Estimated Timeline Transportation Network Companies (TNC's), including Uber, tow trucks, limos, 2 Years and more Key Action Item Specific stakeholder consultation to educate and Communication Legislative inform affected mobile and education businesses of the new around the new **Services** regulatory requirements adopted by Council in Q1, mobile licensing 2020 requirements Lead Key Action Item Department <u>Supporting Departments:</u> Corporate Services **Customer Service** Newmarket April 27 Council Presentation

REV it up Initiative: Municipal Accommodation Tax (MAT)

A tax levied on hotels, motels and other forms of accommodation within the Estimated Timeline traditional lodging industry, as if permitted, on property owners/renters offering short 3 Years term rental stays through peer to peer online platforms, such as Airbnb Key Action Item Present results of Begin consultation with consultation to Council **Finance** stakeholders and seek direction as to (hotel/motels, online B&B whether to proceed with a platforms, short term MAT program rentals) Lead Key Action Item Department Supporting Departments: Corporate Services Customer Service Legislative Services **Economic Development** Recreation and Culture

Newmarket

REV it up Initiative: Central York Fire Service (CYFS) – Collision Fee



REV it up Initiative: Business Planning

Standardized business plan for operations and services Estimated Timeline 3 Years Key Action Item Incorporate the aligned work flows Complete work alignment Office of the into the annual staff between Council Strategic performance Priorities, REV it up and align CAO planning process by with financial planning and 2021 strategies by Q4, 2020 Lead Key Action Item Department Supporting Departments: All Departments Newmarket **April 27 Council Presentation**

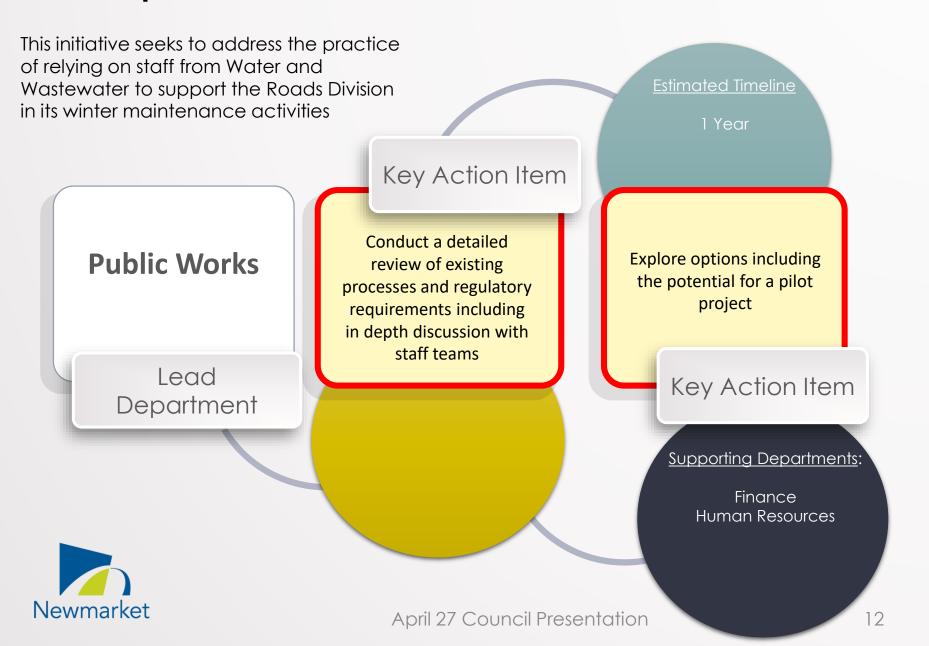
REV it up Initiative: Digital Transformation Strategy

A strategy that focuses on developing efficient, digital architecture, focusing first Estimated Timeline on near-term improvements that could produce step change in productivity 2 Years Key Action Item **Develop Terms of** Establish a Steering Reference, roles and Information responsibilities for each Committee to oversee the department regarding the development of a Digital **Technology** development of a Digital **Transformation Strategy Transformation Strategy** Lead Key Action Item Department Supporting Departments: All Departments Newmarket April 27 Council Presentation

REV it up Initiative: Continuous Improvement Program

Internal staff to be trained in continuous improvement methodologies and Estimated Timeline complete continuous improvement projects 4 Years Key Action Item **Embed continuous** improvement Initiate the delivery of a Office of the methodology into a consistent, base level of continuous improvement new Emerging CAO training to identified staff by Leaders Program by Q3, 2020 Q4, 2021 Lead Key Action Item Department Supporting Departments: All Departments Newmarket April 27 Council Presentation

REV it up Initiative: Operations Review – Winter Maintenance and Water / Wastewater



REV it up Initiative: Customer Service Integration – Public Works Services

This initiative seeks to improve the customer experience in Public Works Services and find operational improvements between Customer Service and Public Works

Key Action Item

Review job descriptions & organizational charts for Public

Works Administrative staff, along

with other background info such as

the Employee Survey results, any

prior reviews, etc. and then meet

with identified key staff from various

involved departments (e.g. PWS, HR, Customer Service, etc.)

In close consultation with Acting Director PWS & with input from HR consultant, prepare overview, recommendations, & next steps followed by a change management/implementation plan as necessary

Key Action Item

<u>Supporting Departments:</u>

Public Works Human Resources

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Customer Service

Lead Department

Newmarket

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<u>Estimated Timeline</u>

2 Years

REV it up Initiative: Increased Collaboration: Facility operations and Recreation and Culture

This initiative seeks to build on collaboration between facility operations and Recreation and Culture including, but not limited to, short-term collaboration initiatives and an organizational review

Public Works

Recreation and Culture

Lead Departments

Key Action Item

Explore scope options and approaches with both Commissions / Departments in order to build a project charter

Estimated Timeline

2 Years

Implement project charter including comprehensive staff engagement and change management best practices as determined appropriate

Key Action Item

<u>Supporting Departments:</u>

Customer Service Human Resources



REV it up Initiative: Future focused initiatives (2021 or later start)

- o Performance Management
- CYFS Multi-year Single Source Contracts
- CYFS Collaborative Recruitment
- Organizational Review
- Technical Function Assessment

 Review and select other items listed in the REV it up Report for additional potential items as capacity enables additional initiatives.



Thank you.....Questions?

