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2018–2022 Council Strategic Priorities – Action Plan Staff Report to Council

Report Number: 2020-29
Department(s): Office of the CAO
Community Services
Corporate Services
Development and Infrastructure Services
Author(s): Lisa Lyons, Director of Legislative Services
Meeting Date: April 27, 2020

Recommendations

1. That the 2018-2022 Council Strategic Priorities – Action Plan, presentations and report be received; and,
2. That the Action Plan and proposed public facing performance measurement dashboard approach, contained in the staff presentations and included as Attachment 1 and 2, be approved in principle; and,
3. That staff provide regular progress reporting through bi-annual updates to Council and through a public facing dashboard to provide an overall performance measurement approach to track and present the progress of Council's Strategic Priorities.

Purpose

The purpose of this report and accompanying presentations, is to provide Council with a proposed Action Plan that identifies the focussed actions required to support the pillars and priorities as identified in Council's 2018-2022 Strategic Priorities. Staff is also seeking Council approval to provide regular progress reporting of outcomes and milestones through a public facing performance dashboard in addition to bi-annual updates to Council.

Background

In 2019, Council developed and approved the 2018-2022 Council Strategic Priorities. These priorities provide the focus and direction of the organization for the term of Council.

As an organization, there have been numerous planning sessions held by the Strategic Leadership Team (SLT) and the Operational Leadership Team (OLT), to identify priority projects and complementary actions and activities that support moving Council's priorities forward.

The proposed Action Plan was created to serve as staff's workplan to action the priorities approved by Council for the next several years. Each Pillar has been assigned a staff Lead, who will be responsible to meet with a broader team to ensure each action is sufficiently resourced and on track to meet targets identified in the Plan. The Leads will also be responsible to report on the key activities and influencing factors through reports to SLT/OLT, Council and the public facing dashboard.

It is relevant to note that the Action Plan should be somewhat flexible, allowing for projects, actions and timeframes to be changed as new direction is set by other levels of government, as new funding opportunities present themselves, or by other influencing factors.

Also, Newmarket provides many core services within the organization and to the broader public that may not be reflected in this Plan. The Plan serves to elevate strategic, high level projects and complementary actions that will drive progress in the areas which need extra attention as identified by Council, and informed through community consultation for the remainder of the term.

Conclusion

Upon approval of the recommendations in this report, staff will move forward with continued implementation of identified actions and will more fully define the milestones and outcomes to be included in the bi-annual progress report to Council and on the public facing dashboard.

Business Plan and Strategic Plan Linkages

This report provides an Action Plan with direct linkage to the 2018-2022 Council Strategic Priorities.

Consultation

This report and corresponding presentations were developed in consultation with the Strategic Leadership and Operational Leadership Teams.

Human Resource Considerations

Development of the Action Plan for the 2018 – 2022 Council Strategic Priorities were done using existing staff. Any human resource considerations associated with the implementation of the pillars/priorities will be subject to the annual budget process.

Budget Impact

Implementation of the recommendations would coincide with annual operating and capital budget considerations.

Attachments

Attachments (2): Presentation – Council Strategic Priorities Key Action Item Work Plan
 Live Demonstration – Performance Measurement and Dashboards

Approval

Jag Sharma, Chief Administrative Officer

Ian McDougall, Commissioner of Community Services

Peter Noehammer, Commissioner of Development and Infrastructure Services

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