



OFFICE OF THE CAO  
TOWN OF NEWMARKET  
395 Mulock Drive  
P.O. Box 328  
Newmarket, ON L3Y 4X7

www.newmarket.ca  
ca@newmarket.ca  
905.895.5193

August 19, 2015

**CHIEF ADMINISTRATIVE OFFICER REPORT /HUMAN RESOURCES  
REPORT #2015-06**

TO: Mayor Van Bynen & Members of Council

SUBJECT: NTAG Deputation June 22, 2015 re: Budget, Performance Objectives and other Corporate Matters

ORIGIN: CAO/Human Resources

---

**RECOMMENDATIONS**

**THAT CAO/Human Resources Report #2015-06 dated August 19, 2015 regarding NTAG Deputation June 22, 2015 re: Budget, Performance Objectives and other Corporate Matters be received and the following recommendation be adopted:**

**AND THAT in accordance with Council's Strategic Priority of Community Engagement, an open house and Public Information Centre be scheduled prior to the end of 2015 as an opportunity to inform and engage all interested residents and stakeholders on matters of general public interest.**

**COMMENTS**

This report is intended to address comments made by the Newmarket Taxpayers Advocacy Group (NTAG) to Council on June 22 at which time the deputation expressed some concerns respecting the process, or possible lack thereof of establishing the Town's Strategic Priorities and the linkage to Performance Management processes for staff in supervisory roles. The municipality has also received requests for information from the public related to strategic planning processes, financial management and controls, business incentive programs, civic planning and corporate policies.

For efficiency purposes, as staff continues to expend time and resources with respect to these requests, it is being proposed that the Town host an open house 'drop in' for interested residents and stakeholders providing an opportunity to share with all of the community, our strategic planning and measurement processes as well as other information.

In the meantime, the remainder of this report sets out at a high level, some of our processes related to:

- Establishment of Council strategic priorities
- Cascading of Strategic Priorities down through the organization from the CAO
- Performance Management
- Succession Planning
- Staff Development

## 1. Establishment of Strategic Priorities 2012-2014

Each term of office the CAO is responsible for establishing a process that will support Council in identifying and solidifying strategic priorities for the term of office. Once set the CAO is responsible for aligning administrative goals of the organization to Council's priorities. The priorities are broken down into strategic focus areas and translated into corporate actions that will deliver on the established priorities. The Council Strategic Priorities for this term are being finalized (see link to report below).

NTAG requested in their deputation information related to performance objectives and other administrative matters. The final December 2014 Strategic Priorities Report Card and Summary Action Plan are provided by way of the following links to show how progress is tracked at a high level recognizing individual success is tracked through a more formal performance process:



[CAO/Strategic Initiatives Information Report 2015-01 re: 2014-2018 Strategic Priorities](#)

[CAO/Strategic Initiatives Information Report 2015-01 re: Council Strategic Priorities - 2012 to 2014 Final Report Card & Summary Action Plan](#)

The 2012-2014 CAO priorities for example contain the following overriding priorities to:

- Oversee the successful implementation of Council Strategic Priorities
- Direct core strategies, master plans, programs and initiatives approved by Council to their successful implementation and completion to maintain the current ranking as one of Canada's Top Towns to Live In.

A specific example from the CAO's 2013 Priorities and the linkage to Council's Priorities is as follows:

Council Strategic Priority	CAO Priority
<b>Strategic Focus Area:</b> Fiscal Responsibility (2013/14 Budget)	Budget 2013/14 <ul style="list-style-type: none"> <li>• Establish Council's budget priorities for</li> </ul>



<ul style="list-style-type: none"> <li>• Identify new sources of revenue (RSS)</li> <li>• Review Asset Replacement Fund (ARF)</li> </ul>	<p>2013</p> <ul style="list-style-type: none"> <li>• Oversee the delivery of the 2013 draft budget to Council and achieve approval by end of 2012</li> </ul> <p>Capital Financing Study</p> <ul style="list-style-type: none"> <li>• Oversee the completion of the Capital Financing Sustainability Strategy Parts 1 and 2 by end of 2013 and advance DC update for finalization in 2014.</li> <li>• Commence 2014 Budget strategy</li> </ul>
--	---

The status of the Council priorities and related action items is reviewed regularly with Council with report cards every 6 months.

## 2. Cascading of Strategic Priorities

Each term when strategic priorities are established, the CAO undertakes to ensure communication of the priorities to all areas of the corporation, both through written form and personally at Town Halls and Coffee With events. Through the Commissioners, and in consultation with senior management, departmental strategies are developed to deliver on the corporate priorities. In turn, these priorities are translated into work plans and are cascaded down to the front lines thus ensuring alignment of departmental priorities with corporate priorities.

## 3. Performance Management/Succession Planning/Staff Development

The Town committed to a performance management model in 2002. While 2015 kicked off an updated program and the new program is in test mode in 2015, departments are required to engage with employees throughout the year relative to established individual and/or team objectives and competency development objectives.

Staff development can take many forms. It is not just simply about formal training but rather about exposing staff to other forms of development. This may include participation on committees, temporary secondments to other areas, leading projects, mentoring, etc. It is this inclusive approach that contributes to a culture where rewards are not measured strictly in dollars but in a sense of engagement, fulfillment and respect, which in turn lends itself to a high performing culture. This type of approach supports succession planning.

The Town recently launched an online learning and development program called Harvard ManageMentor that accommodates various styles of learning given the 4 generations in the workplace and supports both knowledge and competency development. Development through this program is tied directly to the formal Performance Partnership Program which is aligned with departmental and corporate strategic objectives. Evidence of the success of the Town's approach

was reflected in the recent Professional Development Award from CAMA (Canadian Association of Municipal Administrators). The Town received the Professional Development Award which recognizes a community that has developed a unique and innovative program for their staff and can be replicated in other communities.

The evolution of the various programs that support employee development and a positive employee culture support a higher level of creativity and innovation, a culture of trust and collaboration which in turn results in greater outcomes. This employment brand is then translated into an attraction and retention strategy which ultimately serves the community. Creating and maintaining a motivated, engaged and inspired workforce has greatly contributed to the Towns' success in many areas.

#### 4. Fiscal Responsibility

The Town of Newmarket has adopted a budget and budget control process that takes place through public consultation, Council strategic and fiscal direction and staff action annually. Council sets targets, strategic and project considerations and service levels. The Council budget presentations and staff reports can be found on the Town website.

Staff have continually sought out efficiencies as part of this annual process to meet or exceed Budget targets while maintaining Council approved service levels. This has resulted in significant cost saving, cost avoidance, innovation and service level enhancements over many years. Examples include:

- Collaborative initiatives such as with the N6 (northern six municipalities of York Region) on items such as solid waste collection, insurance, audit and training
- Energy reduction programs in facilities and energy generation through solar panel programs
- Revenue sourcing and maximization such as sponsorship and the Service Pricing Policy
- Efficiencies such as shared resources with partner municipalities and others
- New technologies such as LED street lighting

The result being that Newmarket taxes are below the Region and GTA average according to the most recent BMA study.

In conclusion, the Town of Newmarket administration strives to create an engaged and empowered workforce focused on customer service, public service excellence and innovation in an environment of significant complexity, growing demands, ever-increasing legislative requirements, technological change and competition for resources and economic development.

In addition, the organization is governed by an extensive and comprehensive set of policies, guidelines and processes of a modern, progressive municipality with many different lines of business.



It is staff's intent to showcase in more detail at the Open House being proposed our processes related to such things as strategic planning, financial management and controls, business incentive programs, civic Planning, and corporate policies.

## **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

This Report supports the Strategic Plan direction Well-Equipped and Managed by implementing policy and processes that reflect sound and accountable governance through leading-edge management and the efficient management of municipal services.

## **CONSULTATION**

Consultation with the Commissioners was carried out as part of the preparation of this report.

## **HUMAN RESOURCE CONSIDERATIONS**

The recommendations contained in this report have no immediate impact on staffing levels.

## **BUDGET IMPACT - Operating and Capital Budgets (Current and Future)**

This report has no direct impact on the Town's operating or capital budgets.

## **CONTACT**

For more information on this report, contact Bob Shelton, CAO or the Director of Human Resources, Lynn Georgeff.



---

Bob Shelton, Chief Administrative Officer