



OFFICE OF THE CAO/STRATEGIC INITIATIVES
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February 10, 2016

**CHIEF ADMINISTRATIVE OFFICER – STRATEGIC INITIATIVES
INFORMATION REPORT 2016-02**

TO: Mayor Van Bynen
Members of Council

SUBJECT: Council Strategic Priorities 2014-2018 December 2015 Status Report

ORIGIN: Strategic Initiatives/CAO

In accordance with the Procedure By-law, any Member of Council may request this Information Report be placed on an upcoming Committee of the Whole agenda for discussion.

This Report provides Members of Council with a semi-annual update on the status of Council's 2014 to 2018 Strategic Priorities developed and adopted by Council June 22, 2015 via Chief Administrative Officer Report 2015-06. The attached December 2015 Status Report incorporates progress updates from each Commission on the key initiatives and actions up to the end of December, 2015. The dashboard colour scheme provides a quick reference to illustrate which initiatives are complete (white), on target (green), approaching target (yellow), needs improvement (orange), or requires more information (red) to achieve the expected completion date for each key initiative/action. Over 25 percent of the initiatives are complete, with the majority underway and in progress. One key initiative requires further information from Council related to engaging new Canadians (under Strategic Priority "I"). Staff will follow up with individual members of Council to identify key initiatives and actions to achieve success in addressing this priority.

A copy of this Information Report and the attached Status Report on Council's 2014-2018 Strategic Priorities dated December 2015 will be posted on the Town's website to inform the Newmarket community on the progress made up to December 31, 2015.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

This initiative supports the Town's vision, mission and strategic plan directions of being Well Equipped & Managed by implementing policy and processes that reflect sound and accountable governance and fiscal responsibility in achieving service excellence. By aligning activities with Council's Strategic Priorities, the organization's commitment to continuous improvement is further enhanced; organizational effectiveness is strengthened; Council/Staff relationships are preserved; and service efficiency and performance is measured.

CONSULTATION

The Strategic Leadership Team and members of the Operational Leadership Team have been consulted and provided updates on the status of the projects associated with Council's Strategic Priorities.

HUMAN RESOURCE CONSIDERATIONS

Not applicable to this report.

BUDGET IMPACT

Operating Budget (Current and Future)

Operating Budget impacts will continue to be considered as part of the annual budget process or reported on separately to Council as appropriate.

Capital Budget (Current and Future)

There are no immediate capital budget requirements as a result of this report. Any impacts to the Capital Budget will continue to be identified as part of the annual budget process or reported on separately to Council as appropriate.

CONTACT

For more information on this report, contact Bob Shelton, Chief Administrative Officer at bshelton@newmarket.ca or extension 2031 or Cindy Wackett, Corporate Project Consultant, Strategic Initiatives, cwackett@newmarket.ca or extension 2048.



Cindy Wackett, Corporate Project Consultant
Strategic Initiatives



Robert N. Shelton, Chief Administrative Officer

RNS:cw

e-copies: Strategic Leadership Team
Operational Leadership Team

Attachment: Council Strategic Priorities December 2015 Status Report

KEY INITIATIVES, ACTION PLANS & STATUS REPORT

COUNCIL'S 2014-2018 STRATEGIC PRIORITIES



DECEMBER 2015

On behalf of Newmarket Council, it is my pleasure to share Council's Strategic Priorities for our 2014-2018 term.

Council and staff worked together to create a framework for action guided by the following five themes:

- Economic Development / Jobs
- Enhanced Recreational Opportunities
- Community Engagement
- Efficiency / Financial Management
- Traffic Safety & Mitigation

While each theme is equally important on their own, combined they are the cornerstones for our future success. Contained within the five themes are 14 strategic priorities Council wishes to focus on for this term. The Key Initiatives Action Plans & Status Report outlines how Council and staff will achieve these goals and priorities. I encourage you to read and understand our priorities and action plans as we align our efforts and shape our direction to achieve our vision of a community that is *Well* beyond the ordinary.

A heartfelt thank you to our residents, staff, community partners, businesses and my fellow Council members – it is your efforts and inspiration that have made us one of the best places to live in Canada.



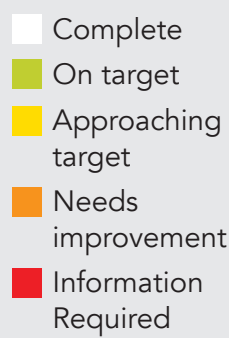


FROM LEFT TO RIGHT: Regional Councillor John Taylor, Councillor Christina Bisanz, Councillor Tom Hепен, Councillor Dave Kerwin, Mayor Tony Van Bynen, Councillor Kelly Broome-Plumley, Councillor Tom Vegh, Councillor Jane Twinney, Councillor Joe Sponga

THEME	STRATEGIC PRIORITY	KEY INITIATIVES/ACTIONS	STATUS	EXPECTED COMPLETION DATE
Economic Development/ Jobs	A. Implementing affordable broadband in Newmarket	Complete RFP process	Ongoing	2016
		Subject to Council approval, proceed with Phase 1 of broadband infrastructure pilot project	In progress	2016 and onwards
	B. Reviewing & prioritizing our Economic Development Strategy	Establish Newmarket Economic Development Advisory Committee (NEDAC) for 2014-2018 term of Council to inform Economic Development Strategy	Complete	2015
		Hold community summits with key stakeholders to refine economic development strategy	In progress	2015/2016
	C. Revitalizing our Community Centre Lands & addressing downtown parking needs	Complete a long-term downtown parking strategy	In progress	2016
		Establish way-finding program for downtown	In progress	2015-2016
		Establish a development strategy for the Community Centre Lands	In progress	2015/2016
	D. Creating a strategy for vibrant & livable corridors along Davis Drive & Yonge Street	Support the completion of vivaNext construction along Yonge Street & Davis Drive and Town related works	Complete	Davis Dr. - 2015
			In progress	Yonge St. - 2019
		Prepare a redevelopment ready strategy	In progress	2015/2016
		Implement the Urban Centres Secondary Plan initiatives (e.g. 212 Davis Drive – purpose built rentals)	Complete/ Ongoing	2015 and onwards
		Construct Tom Taylor Trail connections at Davis Drive	In progress	2015-2018
		Complete and refine preliminary financing strategy that addresses future growth servicing needs (e.g., Implementation Strategy)	Complete	2015
		Develop a strategic property acquisition plan, (e.g. Streetscaping, breathing spaces, public places)	In progress	2015-2018
		Develop a Yonge/Davis corridor marketing strategy	In progress	2015/2016
	E. Supporting innovative projects & partnerships with various sectors	Support CreateITNow initiative and Innovation Team		2015

LEGEND

- Complete
- On target
- Approaching target
- Needs improvement
- Information Required

Enhanced Recreational Opportunities	F. Enhancing our recreational & community facilities	Finalize Recreation Playbook, to include recommendations for facility and program development over the next ten years	Complete	2015
		Open Old Town Hall to the public	New target set	2016
		Explore/develop a long term strategy for municipal facilities and potential recreation & community "hub"	In progress	2015-2018
	G. Supporting Community & Neighbourhood Projects	Review community initiated outdoor skating rink pilot projects for potential service enhancement	Complete	2015
		Implement recommendations of the Recreation Playbook as approved by Council (e.g. neighbourhood splash pads)	In progress	2016-2018
	Community Engagement	H. Aligning ourselves with communications best practices	Council approval of policies related to community engagement and management of customer complaints, enquiries & information requests	In progress
Explore Recreation & Culture marketing initiatives to enhance community engagement & relationship building			Complete	2015
Continue citizen-engaged budget survey and identify enhancements			Ongoing	Ongoing
Link community survey results to priorities			Ongoing	Ongoing
Explore enhanced corporate communications, including use of social media, surveys, applications & community outreach (e.g., new website)			Ongoing	Ongoing
I. Engaging our changing resident demographics		Explore mechanisms (e.g., task force, community forum) to review best practices to better engage new Canadians who may experience barriers due to language or culture and develop a servicing strategy	Information Required	2015 - 2018
	Review current aging in place initiatives (e.g., Seniors strategy)	Complete/ Ongoing	2015	
	Strive to have greater diversity representation on Town committees	Ongoing	2015-2018	
LEGEND				
	Complete			
	On target			
	Approaching target			
	Needs improvement			
	Information Required			

Efficiency / Financial Management	J. Ensuring effective & efficient services	Initiate additional shared services options with northern York Region municipalities (N6) (e.g., shared animal shelter, waste management call centre)	Ongoing	2016
		Explore partnerships and collaborative projects with other agencies, schools & service providers as identified (e.g., YMCA, Pickering College)	Ongoing	2018
		Complete community accommodation planning study which explores the use of Town owned lands and facilities for all civic uses	In progress	2016
		Develop an asset management strategy (plan, policy & program)	In progress	2015-2018
		Initiate collaborative information technology projects (e.g., YorkInfo Partnership for shared geographic information systems)	Ongoing	2018
		Enhance various information technologies and internal efficiencies (e.g., software for land use & permit tracking, parking ticket, budget, and employee systems)	Ongoing	Various completion dates, many by 2016
	K. Measuring and benchmarking our financial performance	Complete the Service Pricing Policy review	In progress	2016
		Continue to identify direct and indirect costs for services & programs using the activity based accounting methodology	Ongoing	Ongoing
Traffic Safety & Mitigation	L. Ensuring safe streets	Implement engineering, education and enforcement initiatives through a Traffic Mitigation Strategy (e.g., Traffic Calming Policy, visibility improvements, signage)	In progress	2015-2018
	M. Improving traffic congestion	Initiate traffic congestion strategy (e.g., improve communication of construction disruptions, minimize simultaneous road closures, coordinate with Region)	In progress	2015/2016
LEGEND 	N. Supporting major transit service enhancements	Council approval of an active transportation strategy	Complete	2015
		Support planning and development of Mobility Hubs on Davis Drive		2016
	Review opportunities to better connect Regional Express Rail initiatives to the Town		2015-2018	