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February 20, 2015

**CHIEF ADMINISTRATIVE OFFICER – STRATEGIC INITIATIVES  
INFORMATION REPORT 2015 – 01**

TO: Mayor Van Bynen  
Members of Council

SUBJECT: Council Strategic Priorities – 2012 to 2014  
Final Report Card & Summary Action Plan

ORIGIN: Strategic Initiatives/CAO

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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 is the final report to Members of Council on the status of the 2012 to 2014 Council Strategic Priorities. The Report Card and Summary Action Plan incorporate updates from each of the Commissions on the corporate actions as of December 31, 2014.

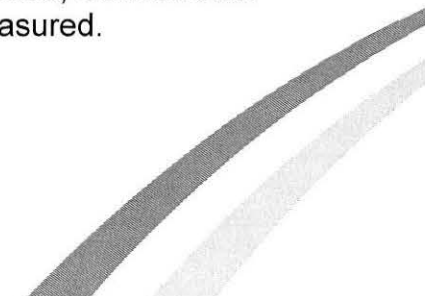
A copy of this Information Report, Summary Action Plan and Report Card will be posted on the Town's web-site for informing the Newmarket community.

**BACKGROUND**

Newmarket's 2010-2014 Council established Strategic Priorities in 2012 focused on Economic Stability, Community Engagement & Transparency, and Parks, Recreation & Environment. Within these three areas of focus, setting out 11 key action categories, 39 corporate actions were identified for the previous term of Council. Staff began reporting semi-annually on the status of the corporate actions in December 2012. This is the 5<sup>th</sup> report in the series to complete the reporting cycle on the 2012-2014 Council Strategic Priorities.

**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)

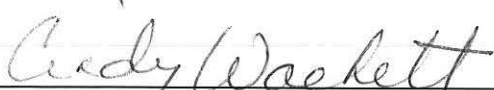
Operating Budget impacts will continue to be considered as part of the annual budget process or reported on separately to Council as appropriate.

### 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](mailto:bshelton@newmarket.ca) or extension 2031 or Cindy Wackett, Corporate Project Consultant, Strategic Initiatives, [cwackett@newmarket.ca](mailto:cwackett@newmarket.ca) or extension 2048.



Cindy Wackett, Corporate Project Consultant  
Strategic Initiatives



Robert N. Shelton, Chief Administrative Officer

RNS:cw

cc: Strategic Leadership Team

2 Attachments: Council Strategic Priorities Report Card (December 2014)  
Council Strategic Priorities Summary Action Plan (December 2014)

# STRATEGIC PRIORITIES REPORT CARD DECEMBER 2014



## Strategic Focus Area: Economic Sustainability

	Corporate Action	Timeline	Status
1.1	<b>Fiscal Responsibility</b>		
	Identify new sources of Revenue (RSS)	2013/14 Budget	Complete
	Review Asset Replacement Fund (ARF)	2014	Complete
1.2	<b>Build Partnerships</b>		
	Establish new or enhance existing N6 partnerships	Ongoing	Ongoing
	Enrich and extend Library Town Task Force involvement	2013 Budget & Beyond	Ongoing
	Secure & enhance partnerships with businesses	2013 & Beyond	Ongoing
1.3	<b>Economic Development</b>		
	Assist implementation of Viva Next	*Ongoing & 2015	On Target
	Assist execution of York Region Central Service Centre	Ongoing	Ongoing
	<b>Education Facility/Strategy</b>	Ongoing	Ongoing
	Support Health Sciences & Educational Opportunity	2014 & Beyond	Ongoing
	Redevelopment Ready	Ongoing	Ongoing
	Davis Dr. Corridor	Ongoing	Ongoing
	Market/Sell Newmarket	2013/14 & Beyond	Ongoing
	EG & Aurora Interface	Ongoing	Ongoing
	**Broadband Initiative & Innovation Centre	Ongoing	On Target
1.4	<b>Internal Efficiencies</b>		
	Identify ways to make service delivery more efficient - (SRP)	2013/14 Budget	Complete
	Implement Phase 2 - Service Review Program (SRP)	2013/14 Budget	Complete
	Enhance Citizen Centered Service Delivery	Ongoing	Ongoing

Items identified as ongoing are in process and/or part of our operations.

\* Updated Timeline

\*\* Priority Focus for 2014 Budget

— Removed from this Council term's Strategic Priorities - June 24, 2013 Council meeting

— Added to 2012 - 2014 Council Strategic Priorities - June 24, 2013 Council meeting

### Strategic Focus Area: Community Engagement & Transparency

	Corporate Action	Timeline	Status
2.1	<b>Hear the Resident's Voice</b>		
	Review & update all Committees & Task Forces	Ongoing	Complete
	Opportunities for residents to voice their opinion	Ongoing	Complete
	Establish Project Steering Committees as necessary	Ongoing	Complete
	Explore Parks Ambassador program	Ongoing	Complete
	Enhance Leadership with Youth engagement	2013	Ongoing
	Education and Marketing Campaign to residents	Ongoing	Complete
	Design Splash Pad	2013	Complete
	Implement Graffiti Abatement Program	Ongoing	Complete
Renovate & expand Old Town Hall	2015*	On Target	
2.2	<b>Community Projects</b>		
	Review Outdoor Skateboard Park Options & Plan	2015*	On Target
	Review Old Firehall Options & Plan	Ongoing	Ongoing
Expand Asset Naming Programs (RSS)	2013 Budget & Ongoing	Ongoing	
2.3	<b>Partnerships</b>		
	<b>**Enhance Business Engagement &amp; Outreach</b>	2013/14	Ongoing
	<b>**Re-Engage Community Centre Lands Task Force</b>	2013/14	On Target
2.4	<b>Positive Approach</b>		
	Execute Council Priorities	2012 to 2014	On Target
	Develop Recording Votes Solution	2013	Complete
2.5	<b>Show Leadership as a community and as an organization</b>		
	Implement Cultural Master Plan	2012 to 2014	Ongoing
	Develop Recreation Master Plan	2013 to 2015*	On Target
	<del>Reactivate Health Sciences Commission</del>	<del>TBD</del>	

Items identified as ongoing are in process and/or part of our operations.

\* Updated Timeline

\*\* Priority Focus for 2014 Budget

— Removed from this Council term's Strategic Priorities - June 24, 2013 Council meeting

— Added to 2012 - 2014 Council Strategic Priorities - June 24, 2013 Council meeting

# STRATEGIC PRIORITIES REPORT CARD DECEMBER 2014



## Strategic Focus Area: Parks, Recreation & the Environment

	Corporate Action	Timeline	Status
3.1	<b>Energy Efficiency &amp; Emissions Reduction</b>		
	Continue Smart Commute Program	Ongoing	Ongoing
	<del>*Complete Partners for Climate Protection – Phase 1 (Corporate)</del>	<del>2013 or beyond</del>	
	<del>**Implement Partners for Climate Protection – Phase 2 (Community)</del>	<del>2013 or beyond</del>	
3.2	<b>Enhance Parks &amp; Trails</b>		
	Determine Service Levels for trails	2012 to 2014	Complete

~~\*Comment: The Newmarket Environmental Action Committee (NEAC) has been requested to prioritize items as recommended in the PCP Action Plan~~

~~\*\*Comment: This item is not identified as a Council priority in the 2013 Budget so no further action has been undertaken against this item.~~

Items identified as ongoing are in process and/or part of our operations.

\* Updated Timeline

\*\* **Priority Focus for 2014 Budget**

— Removed from this Council term's Strategic Priorities - June 24, 2013 Council meeting

— Added to 2012 - 2014 Council Strategic Priorities - June 24, 2013 Council meeting

Strategic Focus Area: Economic Sustainability						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
1.1 Fiscal Responsibility	<ul style="list-style-type: none"> <li>Identify new Sources of Revenue (RSS)</li> <li>Phase 1 of the Service Review Program (SRP) includes a Revenue Sourcing Study (RSS)</li> </ul>	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> <li>Final report listing potential revenue recommendations to June 18 Workshop</li> <li>Regular status updates</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenue on an annual basis</li> <li>Minimized reliance on the tax base</li> <li>Stretch target proposed for SRP</li> </ul>	<ul style="list-style-type: none"> <li>Service Review Program execution complete.</li> </ul>
	<ul style="list-style-type: none"> <li>Review Asset Replacement Fund (ARF)</li> <li>Phase 2 of the SRP includes an ARF review/Financial Sustainability Study</li> </ul>	2014	Strategic Initiatives, Finance & Development & Infrastructure Services Commission	<ul style="list-style-type: none"> <li>Review &amp; analysis of current ARF</li> <li>Updated info re life cycles &amp; replacement values established</li> <li>RFP issued Q3 2012</li> <li>Peer review completed</li> <li>Council adopted strategy</li> </ul>	Sustainable funding for capital assets over their lifecycle	<ul style="list-style-type: none"> <li>Project complete</li> </ul>
1.2 Build Partnerships	<ul style="list-style-type: none"> <li>Establish new or enhance existing N6 partnerships                             <ul style="list-style-type: none"> <li>Redesign Town Web-site</li> <li>Review Insurance Adjuster Services</li> <li>Review Joint Benefits Provision</li> </ul> </li> </ul>	Ongoing 2014 2013 2013	Various depts. as necessary	Project implemented or signed agreements	<ul style="list-style-type: none"> <li>Collaborative relationships with neighbouring municipalities</li> <li>Improved cross-border issue management</li> <li>Improved service efficiency &amp; effectiveness</li> <li>Pooling/sharing resources</li> </ul>	<ul style="list-style-type: none"> <li>New Town web-site to be launched Q1 2015</li> <li>Granite Claims Solutions retained as N6 Insurance Adjuster</li> <li>Joint Benefits Provision review complete</li> <li>N6 Shared Services Review underway by N6 secondment role</li> </ul>
	<ul style="list-style-type: none"> <li>Enrich and extend Library Town Task Force involvement                             <ul style="list-style-type: none"> <li>Included in Phases 1 &amp; 2 of the SRP</li> <li>Identify efficiencies &amp; opportunities</li> </ul> </li> </ul>	2013 Budget & Beyond	Library staff, Community Services Commission & Strategic Initiatives	<ul style="list-style-type: none"> <li>Completed review of service efficiencies &amp; cost savings</li> <li>Report to Council with recommendations</li> </ul>	Recommendations for 2013 & 2014 budgets	<ul style="list-style-type: none"> <li>Town and NPL combined and implemented service efficiencies &amp; initiatives for advertising materials, resulting in significantly increased distribution and cost effectiveness for NPL</li> <li>NPL electronic program registrations, room bookings &amp; invoicing through T of N CLASS system is being implemented</li> <li>Ongoing research into NPL electronic payroll submissions solution combined with Town-wide solution</li> <li>Public Art Policy and program approved by Council in collaboration with NPL</li> <li>NPL and Town now using same Point of Sale vendor to save fee costs</li> </ul>
	<ul style="list-style-type: none"> <li>Secure &amp; enhance Partnerships with Businesses                             <ul style="list-style-type: none"> <li>Corporate Visitation program</li> </ul> </li> </ul>	2013 & Beyond	Economic Development	<ul style="list-style-type: none"> <li>Necessary resources obtained</li> </ul>	List of company capabilities and key contacts database	<ul style="list-style-type: none"> <li>"Shoplocally.com" initiative implemented with Chamber of Commerce to grow revenue</li> </ul>

Strategic Focus Area: Economic Sustainability						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
	<ul style="list-style-type: none"> <li>Business Attraction Program</li> </ul> Note: Refer to Economic Development Plan for recommendations & strategies					<ul style="list-style-type: none"> <li>&amp; enhance local prosperity</li> <li>Business attraction/retention program pending resources</li> </ul>
1.3 Economic Development	<ul style="list-style-type: none"> <li>Assist implementation of Viva Next</li> <li>Davis Dr. construction</li> <li>Yonge St. design</li> </ul>	2015	Task Force, various depts. as necessary	<ul style="list-style-type: none"> <li>Davis Drive construction and Town enhancements completed</li> <li>Yonge St. Design</li> </ul>	<ul style="list-style-type: none"> <li>Improved traffic flow</li> <li>Infrastructure in place to support Secondary Plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Project ongoing</li> <li>Regular Viva updates provided to Council</li> <li>Completion date for Davis Drive on target for 2015</li> <li>Yonge St. design underway</li> </ul>
	<ul style="list-style-type: none"> <li>Assist execution of York Region Central Service Centre</li> </ul>	Ongoing	Planning & Building Services	<ul style="list-style-type: none"> <li>Approved zoning</li> <li>Approved site plan</li> <li>Construction commenced</li> </ul>	<ul style="list-style-type: none"> <li>YRCSO opened</li> </ul>	<ul style="list-style-type: none"> <li>Project ongoing</li> <li>Pre-consultation meeting December 2013</li> <li>Formal site plan submission under review</li> <li>Minor variance approved</li> </ul>
	<ul style="list-style-type: none"> <li><b>**Support establishment of Post-Secondary Education Facility/Strategy</b></li> <li>Review need for broad strategy &amp; business plan with Council</li> </ul>	Ongoing	CAO, Commissioner, Community Services, Economic Development & other depts. as necessary	<ul style="list-style-type: none"> <li>Council approved strategy</li> </ul>	<ul style="list-style-type: none"> <li>Presence of a post - secondary institution campus</li> </ul>	<ul style="list-style-type: none"> <li>Joint submission with Aurora made for York University/Seneca campus. Markham site selected</li> <li>Post-secondary working team available to review alternative post-secondary education options.</li> </ul>
	<ul style="list-style-type: none"> <li>Support Health Sciences &amp; Educational Opportunity</li> <li>Consider this opportunity as part of Post-Secondary Education Facility &amp;/or a Broadband Infrastructure Strategy</li> </ul>	2014 & Beyond	Economic Development		<ul style="list-style-type: none"> <li>Presence of a Facility</li> </ul>	<ul style="list-style-type: none"> <li>CreteITNow at Southlake Innovation Centre location shifted to on-campus. Expected to open Q2 2015</li> <li>YR identified Intelligent Communities as 1 of 3 Economic Development priority areas</li> <li>Regional Broadband study complete – Regional Council approval received</li> <li>Joint submission with Aurora explored for York/Seneca campus. Continuing review of alternative post-secondary education options</li> <li>York Region assessing York Telecom Network (YTN) future for Newmarket's Broadband Strategy. Results expected Q3 2015</li> <li>ORION Point of Presence installed &amp; to go live by Q2, 2015</li> </ul>
	<ul style="list-style-type: none"> <li>Redevelopment Ready</li> <li>Identify strategies for redevelopment</li> <li>Complete implementation of secondary plan</li> <li>Establish Task Force Action Items</li> </ul>	Ongoing	Development & Infrastructure Services & other depts. as necessary	<ul style="list-style-type: none"> <li>Coordinated implementation of strategies for development</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes determined by Task Force</li> </ul>	<ul style="list-style-type: none"> <li>Official Plan Amendment # 10 – Newmarket Urban Centres Secondary Plan and Official Plan Amendment # 11 – Newmarket Active Transportation Network adopted by Council</li> </ul>

Strategic Focus Area: Economic Sustainability						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
	<ul style="list-style-type: none"> <li>Establish streetscape concept plan</li> </ul>					<ul style="list-style-type: none"> <li>on June 23, 2014. Regional approval anticipated 2015.</li> <li>Streetscape design plans under development for Yonge Street &amp; Davis Drive corridors outside of VIVA rapidway</li> </ul>
	<ul style="list-style-type: none"> <li>Davis Dr. Corridor</li> <li>Strategic Property Review</li> <li>Monitor strategic pieces of land (public or private) for development, education business purposes</li> </ul>	Ongoing	CAO & Commissioner, Development & Infrastructure Services	<ul style="list-style-type: none"> <li>Opportunity &amp; need Identified</li> <li>Report to Council recommending strategic land acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>Strategic properties acquired</li> </ul>	<ul style="list-style-type: none"> <li>Project ongoing</li> <li>Regular, VIVA reporting and updates to Council ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Market/Sell Newmarket</li> <li>Market lands in area of Harry Walker Parkway &amp; Mulock Dr.</li> <li>Complete, design &amp; install signs at entrances to the municipality</li> </ul>	2013/14 & Beyond	Economic Development & other depts.	Submission of development applications	<ul style="list-style-type: none"> <li>Increased number of building permits</li> <li>More jobs</li> </ul>	<ul style="list-style-type: none"> <li>Halton Recycling lands rezoned and listed with a commercial realtor</li> <li>Two entrance signs for Davis &amp; Bathurst and Hwy 404 &amp; Mulock awarded to contractor</li> </ul>
	<ul style="list-style-type: none"> <li>EG &amp; Aurora Interface</li> <li>Explore &amp; bring forward options for best practices related to buffers, trails, connectivity, etc.</li> </ul>	Ongoing	Planning & Building, Engineering & Legal Services	Various development applications along borders approved and constructed	<ul style="list-style-type: none"> <li>Seamless and compatible urban environment</li> </ul>	<ul style="list-style-type: none"> <li>Active Transportation Plan included as part of Secondary Plan</li> <li>Prioritization of trail construction complete</li> </ul>
	<ul style="list-style-type: none"> <li><b>**Broadband Initiative &amp; Innovation Centre</b></li> <li>Explore opportunities, partnerships, and business cases</li> </ul>	Ongoing	Economic Development, IT & CAO	<ul style="list-style-type: none"> <li>Community Assessment results</li> <li>Conference May 23/24, 2013 for local municipalities &amp; businesses</li> <li>Business plan</li> <li>Determine scope of project &amp; level of Town's involvement</li> </ul>	<ul style="list-style-type: none"> <li>Business case &amp; Feasibility Study and order of magnitude costs identified as part of the Economic Development impact study</li> </ul>	<ul style="list-style-type: none"> <li>Regional feasibility study complete</li> <li>Report approved by Regional Council May 2014</li> <li>Giga-bit Corridor Economic Impact Study complete</li> <li>CreateITNow own RFP results expected Q1 2015                             <ul style="list-style-type: none"> <li>Business plan complete</li> <li>Staff continue to attend foundingboard meetings for implementation</li> </ul> </li> <li>Seconded Director position of IT Innovation focusing on broadband implementation &amp; further IT innovations</li> </ul>
1.4 Internal Efficiencies	<ul style="list-style-type: none"> <li>Identify ways to make service delivery more efficient (Service Review Program)</li> <li>SRP Phase 1 consists of:                             <ul style="list-style-type: none"> <li>RSS (Revenue Sourcing Study)</li> <li>SPPR (Service Pricing Policy Review)</li> </ul> </li> </ul>	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> <li>Report to Council recommending Revenue generation</li> <li>Council adopted strategy related to pricing of services</li> </ul>	<ul style="list-style-type: none"> <li>Fair &amp; consistent approach to pricing services</li> <li>Creative ways for increased revenue</li> <li>Reduced pressure on tax</li> </ul>	<ul style="list-style-type: none"> <li>Revenue Sourcing Study (RSS) complete and reported through 2014 budget process</li> <li>Final SRP information report submitted to Council Q1, 2014</li> <li>Service Pricing Policy Review complete.</li> </ul>



Strategic Focus Area: Economic Sustainability						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
					<ul style="list-style-type: none"> <li>base for service provision</li> <li>Equitable service pricing system aligned with Strategic Plan and Council Priorities</li> </ul>	<ul style="list-style-type: none"> <li>Service pricing to be addressed in 2015 budget process and Recreation Playbook (Master Plan) with future programs identified and validated through community consultation in 2015</li> </ul>
	<ul style="list-style-type: none"> <li>Implement Phase 2 - Service Review Program (SRP)                             <ul style="list-style-type: none"> <li>REV ideas (Revenue, Efficiency &amp; Value)</li> <li>Efficiency &amp; cost savings recommendations related to Town &amp; Library Services</li> <li>ARF (Asset Replacement Fund) Review &amp; Financial Sustainability Strategy</li> </ul> </li> </ul>	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> <li>Report to Council with recommendations to implement REV ideas including quantifiable cost savings &amp;/or efficiencies</li> <li>Report to Council with recommendations on ARF &amp; FSS</li> </ul>	<ul style="list-style-type: none"> <li>Target savings as part of SRP</li> <li>Improved service delivery through efficiency</li> <li>A long term Capital Financing Strategy to replace aging infrastructure</li> <li>Improved community satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 SRP execution complete</li> <li>REV program complete</li> <li>Staff encouraged to submit new ideas through ELITE program</li> <li>Integration of Library/Town services ongoing</li> <li>ARF Review complete</li> <li>Financial Sustainability Strategy (FSS) – Hemson recommendations under review</li> <li>Asset Management Plan complete</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance Citizen Centered Service Delivery                             <ul style="list-style-type: none"> <li>Further enhance the culture of customer service across the organization</li> <li>Establish working environment that improves the customer experience &amp; fosters “one window service delivery”</li> <li>Review &amp; reintroduce Service Alignment Review recommendations to enhance service delivery</li> </ul> </li> </ul>	Ongoing	CAO & Commissioners	<ul style="list-style-type: none"> <li>Implemented recommendations from Service Alignment Review</li> <li>395 Mulock renovations enhance abilities for departments to collaborate re overlaps in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Improved public awareness</li> <li>Strong customer feedback scores</li> </ul>	<ul style="list-style-type: none"> <li>Service Alignment Review of Community Services Commission continuing with staged implementation</li> <li>Expansion of Customer Service kiosk services at Magna and RJT complete. Seniors Meeting place, Youth Centre &amp; Old Town Hall under review re: staffing, technology, budget, training, roles &amp; responsibilities</li> </ul>

Strategic Focus Area: Community Engagement & Transparency						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
2.1 Hear the Resident's Voice	<ul style="list-style-type: none"> <li>Review &amp; update all Committees &amp; Task Forces to reflect Council's Strategic Priorities</li> </ul>	Ongoing	Corporate, Development & Infrastructure and Community Services Commissions & other depts. as necessary	<ul style="list-style-type: none"> <li>Establishment of Task Forces &amp; Committees aligned with Council Strategic Priorities, as necessary</li> <li>Council adopted Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Council direction related to committees &amp; task forces</li> <li>Development of strategic documents where appropriate (i.e. Master Plans)</li> </ul>	<ul style="list-style-type: none"> <li>Council approved Committee Public Appointment Policy 2013</li> <li>Established Appointment Committee</li> <li>Council adopted Canadian Code for Volunteer Management</li> <li>Committees &amp; Task Forces research complete . Council Workshop scheduled in Q1 to review</li> </ul>
	<ul style="list-style-type: none"> <li>Develop opportunities for residents to voice their opinion, other than mandated PIC's.</li> </ul> <p>Engage residents in establishing:</p> <ul style="list-style-type: none"> <li>Establish Ten Year Plan with Maintenance Standards</li> <li>Continue to develop Trails</li> <li>Complete Recreation Master Plan</li> <li>Formalize Recreation &amp; Culture Feedback System</li> <li>Develop a public engagement policy that addresses the different demographics of residents</li> </ul>	Ongoing	Communications, Strategic Initiatives & various other depts.	<ul style="list-style-type: none"> <li>Public Engagement Policy adopted by Council</li> <li>Consensus achieved on venues, timing, medium or channel etc. for public engagement</li> </ul>	<ul style="list-style-type: none"> <li>High level of citizen participation in events seeking citizen input or engagement</li> <li>High level of citizen satisfaction with services, branding &amp; future growth of Newmarket</li> </ul>	<ul style="list-style-type: none"> <li>Conducted public engagement &amp; consultation initiatives as part of 2014 budget process</li> <li>Community Engagement Policy drafted for consideration by council 2015</li> <li>Recreation Master Plan community consultation commenced and scheduled to Q2 2015</li> <li>Branded Recreation Playbook as Recreation Master Plan</li> <li>Conducted term of Council community survey in 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Establish Project Steering Committees as necessary</li> </ul>	Ongoing	Various depts. as appropriate	Project work plans	Projects implemented on time, on budget & in scope	<ul style="list-style-type: none"> <li>Ongoing as part of Administration's focus on improving efficiency through project management and continuous improvement culture</li> </ul>
	<ul style="list-style-type: none"> <li>Explore Parks Ambassador program</li> </ul>	Ongoing	Public Works Services	Formalized volunteer program for parks maintenance, subject to council direction & approval	Higher degree of community involvement / engagement in the parks	<ul style="list-style-type: none"> <li>Complete – Development &amp; Infrastructure Services Information Report – Public Works Services 2013-04 dated April 24, 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance Leadership with Youth engagement</li> <li>Study &amp; address through the Recreation Master Plan</li> <li>Review &amp; establish a strategy to hear the voice of youth</li> </ul>	2013	Recreation & Culture Services	Continue to provide leadership programs for youth	<ul style="list-style-type: none"> <li>Build sense of community with youth</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Master Plan "Playbook" to be presented to Council Q2 2015. It has included an extensive Youth Engagement process</li> <li>Hosted a Youth and Local Government event in October 2013 during Local Government week and plan on hosting a similar event in Q2 2015</li> </ul>

Strategic Focus Area: Community Engagement & Transparency						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
	<ul style="list-style-type: none"> <li>Develop Education and Marketing Campaign to the resident so they know their opinion is being sought</li> </ul>	Ongoing	Corporate Communications & various depts.	All residents receive notice of input opportunities	High level of resident input at events	<ul style="list-style-type: none"> <li>Implementing and integrating communications, marketing, traditional and social media tools and tactics to seek residents' opinions into all strategic communications plans and public education campaigns on an ongoing basis</li> <li>Total # of social media users continue to increase</li> <li>Branded "Get Involved" engagement campaign in 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Design Splash Pad</li> </ul>	2013	Engineering Services	Engage a consultant for a design and cost of a Splash Pad	Create a model for Council's consideration for implementation in the 2013 Budget.	<ul style="list-style-type: none"> <li>Project complete – Rogers Spray Pad opened June 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Implement Graffiti Abatement program</li> </ul>	Ongoing	Public Works & Legislative Services	<ul style="list-style-type: none"> <li>Adoption of By-law</li> <li>Reporting mechanisms</li> <li>Contractor hired for graffiti removal</li> <li>Community communication plan</li> </ul>	Removal of graffiti on Town property in a timely manner	<ul style="list-style-type: none"> <li>Program execution complete - Development &amp; Infrastructure Services Information Report – Public Works Services 2014-36</li> </ul>
	<ul style="list-style-type: none"> <li>Renovate &amp; expand Old Town Hall</li> </ul>	2015	Engineering Services	<ul style="list-style-type: none"> <li>Final design completed</li> <li>Construction tendered</li> </ul>	Completion of Project	<ul style="list-style-type: none"> <li>Construction commenced April 2013</li> <li>Completion scheduled Q2 2015</li> </ul>
2.2 Community Projects	<ul style="list-style-type: none"> <li>Review Outdoor Skateboard Park Options &amp; Plan</li> </ul>	2015	Community Services Commission	<ul style="list-style-type: none"> <li>Review Recreation Master Plan</li> </ul>	Implementation of Council decision re Outdoor Skateboard Park	<ul style="list-style-type: none"> <li>Being addressed as part of the Recreation Master Plan "Playbook" to be presented in Q2 2015</li> </ul>
	<ul style="list-style-type: none"> <li>Review Old Firehall Options &amp; Plan</li> </ul>	Ongoing	Development & Infrastructure Services	<ul style="list-style-type: none"> <li>Establish evaluation criteria</li> <li>Issue RFP</li> <li>Sell land &amp; building</li> </ul>	Economic Development in the downtown area	<ul style="list-style-type: none"> <li>Pending outcome of Parking Study scheduled for completion in 2015 to determine future use</li> </ul>
	<ul style="list-style-type: none"> <li>Expand Asset Naming Programs (RSS)</li> </ul>	2013 Budget & Ongoing	Recreation & Culture Services Lead -Various depts. with support from other depts. as required	<ul style="list-style-type: none"> <li>Recommendations presented to RSS Working Committee re Asset Naming at June 18, 2012 Workshop</li> <li>Impact on Operating Budgets commenced 2013</li> </ul>	<ul style="list-style-type: none"> <li>Community identity</li> <li>Increased revenues &amp; decreased reliance on tax base</li> <li>Annual naming and sponsorship of assets</li> </ul>	<ul style="list-style-type: none"> <li>Riverwalk Commons Skating/Water feature named – ceremony held 2013</li> <li>Renewed Metro Aquatics Centre naming rights and negotiated a new rights holder for Olympic rink</li> <li>Future focus – Newmarket Theatre, RJT #2 (subject to Council approval)</li> <li>Old Town Hall component naming underway</li> <li>Ongoing solicitation of local businesses and</li> </ul>

Strategic Focus Area: Community Engagement & Transparency						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
						corporations to discuss event/facility naming & advertising opportunities
2.3 Partnerships	<ul style="list-style-type: none"> <li><b>**Enhance Business Engagement &amp; Outreach</b></li> </ul>	2013/14	Economic Development	<ul style="list-style-type: none"> <li>Launch of program</li> <li>Web-site enhancement</li> <li>Marketing strategy adopted by Council</li> </ul>	<ul style="list-style-type: none"> <li>Business retention &amp; expansion</li> <li>Improved business, community relationships &amp; partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Identified by Council as a Priority Focus for 2014 Budget – June 24, 2013 Council meeting (CAO/SI Report 2012-14)</li> <li>New Town web-site review and design completed for launch Q1 2015 concurrently with Economic Development web-site</li> </ul>
	<ul style="list-style-type: none"> <li><b>**Re-engage Community Centre Lands Task Force</b></li> </ul>	2013/14	Engineering Services	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Added to Council Strategic Priorities list and identified as a Priority Focus resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)</li> <li>Staff level meetings of the Task Force initiated.</li> </ul>
2.4 Positive Approach	<ul style="list-style-type: none"> <li>Execute Council Priorities</li> </ul>	2012 to 2014	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> <li>Council adopted list of Council Priorities &amp; Strategic Focus Areas</li> <li>Semi-annual report card presented to Council</li> </ul>	Improved service efficiency, alignment & focus within Council's term of office	<ul style="list-style-type: none"> <li>Performance reporting ongoing (i.e. Strategic Priorities Report Card- Dec 2012, June 2013, Dec 2013, June 2014, December 2014)</li> <li>Summary Action Plan updated: March 20, 2013 (New Commission structure), April 22, 2013 (Status column), June 24, 2013 (Council direction), Dec 2013, June 2014, December 2014</li> <li>Strategic Planning session scheduled for January 2015 to establish 2014-2018 priorities</li> </ul>
	<ul style="list-style-type: none"> <li>Develop Recording Votes Solution</li> </ul>	2013	Legislative Services	<ul style="list-style-type: none"> <li>RFP issued June 2012</li> <li>Service provider retained</li> </ul>	User friendly, efficient system that meets the needs of various stakeholders	<ul style="list-style-type: none"> <li>Project complete - Recording votes solution implemented as part of the Meeting Management Suite system</li> </ul>

Strategic Focus Area: <b>Community Engagement &amp; Transparency</b>						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
2.5 Show Leadership as a community and as an organization	<ul style="list-style-type: none"> <li>Implement Cultural Master Plan                             <ul style="list-style-type: none"> <li>Source funding for Public Art/Public Space</li> <li>Major Public Art Piece</li> <li>Keith Bridge Art Work</li> </ul> </li> </ul>	2012 to 2014	Recreation & Culture Services & other depts.	<ul style="list-style-type: none"> <li>Status reports to Council on various components</li> <li>Council adoption of Public Art Policy</li> </ul>	Increased Cultural and Economic Development opportunities	<ul style="list-style-type: none"> <li>Second Report Card to be done in Q3-2014 to be presented to Council January 2015</li> <li>Arts Council appointed and moving forward</li> <li>Cultural Mapping - awareness building ongoing</li> <li>Public Art Policy adopted by Council June 2014</li> <li>Kilometre Trailmarkers installed Spring 2013</li> <li>Keith Bridge Opening to include art insertions celebrating modes of transportation</li> </ul>
	<ul style="list-style-type: none"> <li>Develop Recreation Master Plan</li> </ul>	2013 - 2015	Recreation & Culture Services	<ul style="list-style-type: none"> <li>RFP issued</li> <li>Consultant retained</li> <li>Council adopted RMP</li> </ul>	A long term plan for the future of Recreation including facility needs & activity programming	<ul style="list-style-type: none"> <li>Process is well underway and to be approved in Q2 2015</li> <li>Branded Playbook anticipated for completion 2015</li> </ul>
	<ul style="list-style-type: none"> <li><del>Reactivate Health Sciences Commission</del></li> </ul>	<del>TBD</del>				<ul style="list-style-type: none"> <li><del>Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)</del></li> </ul>

Strategic Focus Area: Parks, Recreation & the Environment						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
3.1 Energy Efficiency & Emissions Reduction	<ul style="list-style-type: none"> <li>Continue Smart Commute Program</li> </ul>	Ongoing	Strategic Initiatives & other depts	Successful implementation of community & corporate programs and events	<ul style="list-style-type: none"> <li>Improved traffic flow</li> <li>Reduced traffic congestion</li> <li>Improved air quality</li> </ul>	<ul style="list-style-type: none"> <li>Received Smart Commute Silver Workplace designation in 2012 &amp; 2013 and Gold designation 2014/2014 Program budget approved by Council</li> <li>Received the "Bike-Friendly Workplace" award at the York Region Bike Summit</li> </ul>
	<ul style="list-style-type: none"> <li><del>Complete Partners for Climate Protection – Phase 1 (Corporate)</del></li> </ul>	<del>2013 or Beyond</del>				<ul style="list-style-type: none"> <li><del>Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)</del></li> </ul>
	<ul style="list-style-type: none"> <li><del>Implement Partners for Climate Protection – Phase 2 (Community)</del></li> </ul>	<del>2013 or Beyond</del>				<ul style="list-style-type: none"> <li><del>Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)</del></li> </ul>
3.2 Enhance Parks & Trails	<ul style="list-style-type: none"> <li>Determine Service Levels for trails                             <ul style="list-style-type: none"> <li>Review maintenance service levels</li> <li>Construct trail underpass at Davis Drive</li> <li>Construct trail extension along 514 Davis Drive (East side of river)</li> </ul> </li> <li>Ongoing Asset Naming for parks, identified amenities, &amp; open spaces</li> </ul>	2012 to 2014	Community Services & Development & Infrastructure Services Commissions	Adoption of Parks Policy Development Manual	<ul style="list-style-type: none"> <li>Implemented Service Levels as identified in the study</li> <li>Additional parks named</li> </ul>	<ul style="list-style-type: none"> <li>Davis Drive trail underpass scheduled for completion 2015</li> <li>Maintenance level for trails reviewed with the Parks Policy Development Manual and subject to ongoing review</li> <li>3 parks named at April 15, 2013 Council meeting</li> <li>2 parks named at Fall 2013 ceremony</li> <li>Tim Hortons Skating &amp; Water Feature corporate official naming completed 2013</li> <li>Kilometre Trailmarkers included corporate recognition for donation (Eterra Group)</li> <li>New Parks By-law 2013-14 effective June 1, 2013</li> <li>Ongoing annual solicitation to the public for submissions to the Municipal Asset Naming Database</li> </ul>

**\*\* Priority Focus for 2014 Budget**

~~Removed from this Council term's Strategic Priorities – June 24, 2013 Council meeting~~

Added to 2012 - 2014 Council Strategic Priorities - June 24, 2013 Council meeting