

# COUNCIL'S 2014-2018 STRATEGIC PRIORITIES PROGRESS REPORT



JUNE 2017

# MESSAGE FROM THE MAYOR

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. This Progress Report outlines key initiatives and actions on 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.

*Tony Van Bynen*



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

THEME	STRATEGIC PRIORITY	KEY INITIATIVES/ACTIONS	STATUS	EXPECTED COMPLETION DATE
<b>Economic Development/ Jobs</b>	<b>A.</b> Implementing affordable broadband in Newmarket	Complete RFP process	Complete	2015
		Subject to Council approval, proceed with Phase 1 of broadband infrastructure pilot project	In progress	2016 and onwards
	<b>B.</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	Complete	2017
	<b>C.</b> Revitalizing our Community Centre Lands & addressing downtown parking needs	Complete a long-term downtown parking strategy	In progress	2016-2018
		Establish way-finding program for downtown	In progress	2017
		Establish a development strategy for the Community Centre Lands (Proposed change)	In progress	2015-2018 and beyond into the next term
	<b>D.</b> 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	2016/2017
		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	Complete	2016
		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	2017
	<b>E.</b> Supporting innovative projects & partnerships with various sectors	Support CreateITNow initiative and Innovation Team	Complete/ Ongoing	2015

**LEGEND**

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

THEME	STRATEGIC PRIORITY	KEY INITIATIVES/ACTIONS	STATUS	EXPECTED COMPLETION DATE
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	Complete	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	2015-2018
		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
LEGEND	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	In progress	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

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

THEME	STRATEGIC PRIORITY	KEY INITIATIVES/ACTIONS	STATUS	EXPECTED COMPLETION DATE
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	Ongoing
		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	2018
		Develop an asset management strategy (plan, policy & program)	In progress	2015-2018 and beyond into the next term
		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	2018
		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)	Ongoing	2017-2018
	N. Supporting major transit service enhancements	Council approval of an active transportation strategy and implementation	Complete/ Ongoing	2017-2018
Support planning and development of Mobility Hubs on Davis Drive		In progress	2017	
Review opportunities to better connect Regional Express Rail initiatives to the Town		In progress	2015-2018	
<b>LEGEND</b> <span style="display: inline-block; width: 15px; height: 15px; background-color: white; border: 1px solid black; margin-right: 5px;"></span> Complete <span style="display: inline-block; width: 15px; height: 15px; background-color: #92d050; border: 1px solid black; margin-right: 5px;"></span> On target <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffc107; border: 1px solid black; margin-right: 5px;"></span> Approaching target <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffc107; border: 1px solid black; margin-right: 5px;"></span> Needs improvement <span style="display: inline-block; width: 15px; height: 15px; background-color: #dc3545; border: 1px solid black; margin-right: 5px;"></span> Information Required				