



Town of Newmarket
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Council Strategic Priorities 2014-2018 June to December 2018 Final Progress Report Information Report

Report Number: 2019-02

Department(s): Innovation & Strategic Initiatives

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In accordance with the Procedure By-law, any member of Council may make a request to the Town Clerk that this Report be placed on an upcoming Committee of the Whole agenda for discussion.

Executive Summary

This is the Office of the CAO's final information report highlighting and summarizing the status of the 42 key initiatives and actions to execute of Council's 2014-2018 Strategic Priorities established in 2015. This information report also describes the changes between the semi-annual Progress Reports of June 2018 and December 2018 to provide context to the current status of initiatives. Of the 42 initiatives:

- 34 have been completed and/or are embedded as a best practice within the organization by the end of 2018
- Expected completion dates of 8 initiatives will extend beyond this term of Council

Specifically, Staff will continue to deliberate on how best to address the long-term downtown parking needs supported by a way-finding program in preparation of a Council decision in 2019.

Purpose

This Report provides Members of Council with Administration's final, semi-annual update on the status of Council's 2014 to 2018 Strategic Priorities. The December 2018 Progress Report is attached, incorporating updates from each Commission and respective departments on the status of key initiatives and actions occurring between June and December 2018 and impacting the status and expected completion dates.

Background

On June 22, 2015, Council adopted their 2014-2018 Strategic Priorities via Chief Administrative Officer Report 2015-06. Council identified 5 Strategic Priorities:

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

Within these 5 themes, 19 strategic priorities were established to be implemented through 42 key initiatives and actions to achieve the desired thematic outcomes in creating a community that is “well beyond the ordinary”. Staff then identified resource requirements, timelines and milestones within an accountability framework to deliver on expected outcomes. Staff informs Council and the Newmarket community through Progress Reports issued semi-annually in June and December. This Report is the fil of seven reports.

Discussion

The Strategic Leadership Team continually makes recommendations to Council while considering and weighing resources (financial, staff and time) to advance various key initiatives/actions to execute Council’s Strategic Priorities. Council always has the opportunity to provide input into projects, programs and services that administration recommends to execute Council’s Strategic Priorities. The following summary and highlights describe the milestones achieved between June and December 2018.

Progress Report Summary/Highlights

Since the last Progress Report ending for the period of June 2018 (circulated to members of Council via Chief Administrative Officer - Strategic Initiatives Information Report 2018-05), the status changes to the 42 key initiatives and actions are summarized in the table below.

Table 1: Council’s Strategic Priorities Key Initiatives Status – June to Dec. 2018

Status	Complete/ Embedded	On target	Approaching target	Needs improvement	Information required
Complete	13				
In progress		9			
Ongoing	9				
Complete/Ongoing/Embedded	8	2			
Continuous	1				
Deferred					
Total	31	11	0	0	0

The following table and graph compares the number of key initiatives/actions within each status category for each semi-annual report to inform and illustrate for Council the trend and progress made to date toward the completion of implementing the 42 initiatives.

Table 2: Change in Status of Key Initiatives to Execute Council’s Strategic Priorities 2015 to 2017

Key Initiative Status	Progress Report						
	Dec. 2015	June 2016	Dec. 2016	June 2017	Dec. 2017	June 2018	Dec. 2018
Complete/Embedded	7	11	14	14	25	31	34
On target	33	31	22	25	17	11	8
Approaching target							
Needs improvement	1		6	3			
Information required	1						

The completion of 8 key initiatives shown as “in progress” are scheduled to be completed in the next term of Council.

The following comments provide Council with further context to the status changes identified in this Progress Report, including information consistent with the legend in Table 2.

Progress Report Changes between January-June 2018 and July-December 2018

Theme: Economic Development/Jobs

Strategic Priority “D” – Creating a strategy for vibrant & liveable corridors along Davis Drive & Yonge Street – Develop a strategic property acquisition plan.



- In October 2018 the Town completed the purchase of the iconic Mulock Farm/Estate property for meeting the Town’s long term recreation and culture needs.
- The Mulock Property Task Force has been established to oversee a three year visioning, planning and construction exercise, including community engagement.

Theme: Enhanced Recreational Opportunities

Strategic Priority “G” – Supporting Community & Neighbourhood Projects



- Newmarket’s Council approved Recreation Playbook is a multi-year, phased-in recreation master plan. Updates on the implementation of the Recreation Playbook will be reported to Council as appropriate and considered as part of the annual budget process.

Recognition and Awards

Since the adoption of the 2014-2018 Strategic Priorities, Newmarket has been recognized as a leader in many areas of municipal service delivery. The following is a summary of awards received. Details of the awards is available on the Town's website at:

<https://www.newmarket.ca/TownGovernment/Pages/Strategies,%20Plans%20and%20Publications/Awards.aspx>

- **2015 Awards**

- AMCTO E.A Danby Award - E-Bidding System
- Canadian Association of Municipal Administrators (CAMA) - Progressive Leadership Development
- Share the Road Cycling Coalition - Bicycle Friendly Community Award
- Lifesaving Society Ontario - Burlington Cup Award
- MarCom Awards - Marketing and Communications
- Red Cross Swim Program - Top Swimming & Water Safety Training Partner Award
- Smart Commute Work Place Recognition
- Videographer Awards - "Shape the Way you Play: Just Dance" video

- **2017 Awards**

- Platinum AVA Digital Award: Stormwater Charge Motion Graphics Video
- Design Excellence by the Ontario Association of Architects: HollisWealth Story Pod
- Architizer A+ Award Jury Award: HollisWealth Story Pod
- Roger Brown Award: 2016 Ontario Public Works Association: National Public Works Week
- Gold Hermes Creative Award: Stormwater Charge Motion Graphic Video
- Platinum and Gold Award: Connect with Newmarket: January 2015 to June 2016 Community Report and Video

- **2018 Awards**

- Creative City Summit 2018 - Inaugural National 10 Minute Play Festival
- Marcom Awards
- 2016 to 2017 Community Report: where community meets character
- Safety Starts with You: Cycling Safety Video Series
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- People's Choice Award - Locate My Plow App
- Burlington Cup Award - lifesaving and aquatics programs
- Integrated Vision Award and the Advance Planning Award - Streetscape Master Plan

Conclusion

The Progress Report appended to this information report contains updates on staff's efforts to execute the key initiatives and actions to deliver on Council's 2014-2018 Strategic Priorities. Over 80% of the priorities were implemented by the end of 2018, 19% are extending into the next Council term for the longer-term plans and strategies impacted by population growth and the increasingly diverse community.

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 organizational efficiency and performance is measured.

Consultation

The Strategic Leadership Team and members of the Operational Leadership Team have been consulted and provided input into the status of the project milestones and accomplishments associated with Council's Strategic Priorities.

A copy of this Report and the attached December 2018 Progress Report on Council's 2014-2018 Strategic Priorities will be posted on the Town's website under Information Reports and the Strategies, Plans and Publications web-page to inform the Newmarket community on the progress made between July 1, 2018 and December 31, 2018.

Human Resource Considerations

Staff resourcing requirements are monitored relative to advancing Council's Strategic Priorities and such actions are taken as necessary which may include repositioning, augmenting or temporary assistance.

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.

Attachments

Council Strategic Priorities December 2018 Progress Report

References

Chief Administrative Officer-Strategic Initiatives Information Report 2016-02 (Dec. 2015)
Chief Administrative Officer-Strategic Initiatives Information Report 2016-11 (June 2016)
Chief Administrative Officer-Strategic Initiatives Information Report 2017-01 (Dec. 2016)
Chief Administrative Officer-Strategic Initiatives Information Report 2017-07 (June 2017)
Chief Administrative Officer-Strategic Initiatives Information Report 2018-01 (Dec. 2017)
Chief Administrative Officer-Strategic Initiatives Information Report 2018-05 (June 2018)

Contact

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Approval



Esther Armchuk, Acting Chief Administrative Officer

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