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## **2018 – 2022 Council Strategic Priorities Staff Report to Council**

Report Number: 2019-44  
Department(s): Office of the CAO  
Community Services  
Corporate Services  
Development and Infrastructure Services  
Author(s): Ian McDougall, Commissioner of Community Services  
Lisa Lyons, Director of Legislative Services  
Susan Chase, Director of Innovation and Strategic Initiatives  
Meeting Date: April 29, 2019

### **Recommendations**

1. That the attached Vision, Strategic Pillars and Strategic Priorities contained within the Final Report from MDB Insight be adopted;
2. And That Staff report back to Council with respect to a fulsome, ongoing community plan and an overall performance measurement approach intended to track and present progress.

### **Purpose**

The purpose of this Report is to present the final report by MDB Insight, seek adoption of the 2018 – 2022 Council Strategic Pillars and Priorities, and direct staff for related follow –up action items with respect to performance measurement and internal/external communication. In adopting the recommendations, Council will confirm the Community Vision Statement, six Strategic Pillars, and thirty Strategic Priorities. This direction will complement the following existing foundational strategies: Corporate Mission Statement and Corporate Values.

## Background

Council had established Council Strategic Priorities for the 2014 – 2018 term. A final summary report was recently circulated (CAO - Information Report # 2019 – 02). In total, thirty-four of the forty-two key initiatives, all of which are linked back to the five pillars, were completed and/or embedded into ongoing practice within the organization. The remaining eight items are subject to continued efforts. They include:

- Complete a long-term downtown parking strategy;
- Establish a way-finding program for downtown;
- Establish a development strategy for the Community Centre lands;
- Support the completion of vivaNext construction along Yonge Street and Davis Drive and Town related works;
- Explore/develop a long term strategy for municipal facilities and potential recreation and community “hub”;
- Complete community accommodation planning study which explores the use for all Town owned lands and facilities for all civic uses;
- Complete a service pricing policy review;
- Review opportunities to better connect Regional Express Rail initiatives to the Town.

Note: Further advancement of a number of the above initiatives will naturally occur given they converge with the 2018 – 2022 Council Strategic Priorities.

Specific to the 2018 – 2022 term and the development of Strategic Priorities, arrival to this point has consisted of approximately four months of work invested by Council and staff. The complete summary of the methodology, informing documents, interviews, workshops, and preliminary research into performance measurement (dashboard options) is contained within the attached report completed by MDB Insight (Please see Attachment).

## Conclusion

Council Strategic Priorities are critical to help focus Council and staff, clearly articulate to the public our collective emphasis of human and financial resources, and form the basis of measurement and success over the term of Council.

Performance management speaks to staff working closely with Council to research, develop and recommend a dashboard approach with respect to tracking both the Council Strategic Pillar/Priorities but also a cross section of other municipal indicators that would benefit ongoing and future business planning and decision-making.

2018 -2022 Council Strategic Priorities

## **Business Plan and Strategic Plan Linkages**

As well, within the performance management considerations will be consideration as to how to adjust the Council Information and Community of the Whole Report Template to include appropriate linkages with the 2019 – 2022 Council Strategic Priorities to assist Council in debate and deliberation of future report recommendations.

## **Consultation**

Council's Strategic Priorities intentionally build upon the Community Survey results. The Community Survey is a statistically significant, comprehensive survey that is done once every four years. The most recent Community Survey results were reported to Council in December (2018), which coincides nicely with the development of the 2018 – 2022 Council Strategic Priorities.

In addition, a number of projects and initiatives that will be linked with priorities will be subject to community engagement through the existing and emerging tools and tactics aimed at seeking community inputs.

## **Human Resource Considerations**

Development of the 2018 – 2022 Council Strategic Priorities were done using existing staff working with the assistance of MDB Insight. Any human resource considerations associated with the implementation of the pillars/priorities will be subject to the annual budget process.

## **Budget Impact**

Implementation of the recommendations would coincide with annual operating and capital budget considerations.

## **Attachments**

One attachment: MDB Insight Final Report

## **Approval**

Jag Sharma

2018 -2022 Council Strategic Priorities

CAO

Ian McDougall  
Commissioner of Community Services

Peter Noehammer  
Commissioner of Development and Infrastructure Services

Esther Armchuk  
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