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May 14, 2015

## CHIEF ADMINISTRATIVE OFFICER REPORT 2015-05

TO: Mayor Van Bynen and Members of Council

SUBJECT: Council's Strategic Priorities

ORIGIN: Office of the CAO

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### RECOMMENDATIONS

**THAT Chief Administrative Officer Report 2015-05 dated May 14, 2015 regarding "Council's Strategic Priorities" be received and the following recommendations be adopted:**

- 1. THAT Council approve the suggested wording of its strategic priorities for the 2014-2018 term, as outlined in Column "B" of Attachment "A".**

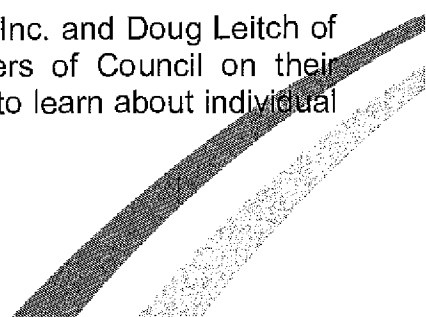
### COMMENTS

#### ***Background***

In recent terms of Council, the Town has had a practice of organizing a facilitated discussion with Council to identify its strategic priorities for the term. Council's strategic priorities may be projects, initiatives or areas of interest identified during the municipal election, a continuation of projects underway in the municipality or new initiatives which have been identified by Council. The Town has benefitted from such exercises to identify Council's strategic priorities to focus resources and provide a framework for Council and the community to measure successes and areas of improvement over the course of a term.

Council's strategic priorities are part of the overarching organizational "roadmap" to achieve the community vision, corporate mission, vision and values and to provide a guiding framework for administration to align corporate resources through its various strategies, such as the People Plan, organizational readiness, employee engagement plans and the recently-adopted Strategic Leadership Team vision for the work place.

Following a request for proposals, George Schrijver of WCM Consulting, Inc. and Doug Leitch of Tandem Thinkers, Inc. were hired to facilitate discussion with Members of Council on their strategic priorities. The consultants interviewed each Member of Council to learn about individual



areas of interest and on January 26, 2015 a Council Workshop was held to collectively identify and rank the importance of identified strategic priorities.

After the January 26, 2015 Council Workshop, the consultants worked with senior staff to classify the ranked strategic priorities and develop theme areas for combining like priorities. On March 30, 2015 a Special Committee of the Whole meeting was held to finalize the Council's draft strategic priorities. At this meeting, staff were directed to report back with recommendations on how the wording of their strategic priorities could be more clearly articulated if required and to include a draft communication plan to assist Council with informing the community. The meeting outcome identified 14 strategic priorities grouped into 5 "themes" being Community Engagement, Economic Development/Jobs, Efficiency/Financial Management, Enhanced Recreational Opportunities and Traffic Safety and Mitigation.

On May 12, 2015 the Strategic Leadership and Operational Leadership teams met to identify:

- ✓ Suggested wording for clarity of priorities and resultant actions;
- ✓ Existing, planned and new actions in support of Council's strategic priorities;
- ✓ How Council's strategic priorities can be integrated into the day-to-day activities of the organization, administrative priorities and the performance plans of staff at various levels; and,
- ✓ Internal and external communications activities.

The meeting also helped to ensure Council's strategic priorities will be embedded in the daily activities of the organization and are appropriately tracked and reported on to Council and staff.

Attachment "A" identifies Council's strategic priorities and recommended wording (in column "B") to characterize and clarify their meaning to the community and staff.

Staff are in the process of completing an exercise to identify existing, planned and new actions that implement Council's strategic priorities to be brought forward at the June 15, 2015 Committee of the Whole meeting. This meeting will also include impacts and references to the 2016 and future budgets. Ongoing progress and tracking will take the form of a "report card" to be provided to Council on a routine basis.

### ***Draft Communications Plan***

In June and July, 2015 staff will prepare and share with Council a final communications plan which will unfold over the term, including print materials and content which can be used by Council over the summer at events, Ward meetings, newsletters and social media to inform about Council's strategic priorities. Please see topline draft communications plan below for your input and collaboration.

**External Audiences:** Newmarket residents and businesses, community groups, media.

**Objective:** To build awareness and provide two-way communications opportunities to engage Newmarket stakeholders with Council's Strategic Priorities for the Town, for the term.

**Strategy:** Utilize a cross section of traditional and social media channels, communications tools and technology to engage our stakeholders.

**Tools & Tactics:**

- Create visually appealing, clear and concise, Council Strategic Priorities Plan and accompanying documents, including report cards on our progress for Council and public reference. Communicate and engage residents with the content via the web site, electronic and social media channels, and our e-distribution lists;
- Engage media through releases and progress reports;
- Link and label the plan when reporting on our initiatives, use consistently through Town materials and channels;
- Tweet out and post progress reports in the media, Town Page and Web; and,
- Consider using a crowd/idea sourcing application such as *UserVoice* to create engaging conversations on Council's Strategic Priorities and garner citizen ideas and feedback throughout the term for better, collaborative outcomes. Engage residents at events and facilities (e.g., Farmers' Market).

**Expected Outcomes/Evaluation:** Consider focus groups and/or call-out Interactive Voice Response (IVR) surveys and report cards to measure and communicate progress and awareness levels. Add questions to Community Survey to gauge satisfaction/success.

**Internal Audience:** Staff, Council.

**Objectives:** Align organizational business plans and resources with Council Strategic Priorities. Ensure Council's Strategic Priorities are understood by staff as they perform their day-to-day work and are entrenched in individual and organizational objectives and performance measurement.

**Strategy:** Utilize existing and new and creative communications methods to ingrain Council Strategic Priorities within the organization.

**Tools/Tactics:**

- Town Hall Events;
- Coffee With Events;
- NewsMarket (internal newsletter);
- Posting boards;
- Department/Commission meetings;
- Large visuals in meeting rooms and Council Chambers;
- Include linkages with organizational, departmental and individual goals and performance measurement; and,
- Link and label implementation and progress through staff and Council reports.

**Expected Outcomes/Evaluation:** Track progress and measure success with report card, progress reports and individual performance plans.

## **BUSINESS PLAN AND STRATEGIC PLAN LINKAGES**

The initiative relates to the Well-equipped and managed link of the Town's Community Vision-  
implementing policy and processes that reflect sound and accountable governance.

## **BUDGET IMPACT (CURRENT AND FUTURE)**

Budget impacts related to Council's strategic priorities will be integrated into the 2016 and future  
budgets.

## **CONTACT**

For more information on this report, please contact Peter Noehammer, Commissioner of  
Development & Infrastructure Services (SLT Lead, Council Strategic Priorities) at  
pnoehammer@newmarket.ca\_or at 905 953-5300, ext. 2201.

  
per Bob Shelton, Chief Administrative Officer

  
Peter Noehammer, Commissioner of Development  
& Infrastructure Services

## Appendix A

### Council Strategic Priorities

<b>Theme</b>	<b>Column "A" Strategic Priority (as described at March 30, 2015 Special Committee of the Whole meeting)</b>	<b>Column "B" Strategic Priority (suggested wording)</b>
<b>Economic Development / Jobs</b>	a. Completed broadband structure	a. Implementing affordable broadband in Newmarket
	b. Review economic development strategy & prioritization	b. Reviewing & prioritizing our Economic Development Strategy
	c. Community Centre lands (downtown parking)	c. Revitalizing our Community Centre Lands & addressing downtown parking needs
	d. Davis/Yonge redevelopment – optimized for living	d. Creating vibrant & livable corridors along Davis Drive & Yonge Street
	e. Innovation Centre: Southlake / post-secondary / Town	e. Supporting innovative projects & partnerships with various sectors
<b>Enhanced Recreational Opportunities</b>	f. Recreation & community facilities	f. Enhancing our recreation & community facilities
	g. Improve quality of life – community-based projects	g. Supporting community & neighbourhood projects
<b>Community Engagement</b>	h. Communications review & best practices	h. Aligning ourselves with communications best practices
	i. Community engagement – new residents	i. Engaging our changing resident demographics
<b>Efficiency / Financial Management</b>	j. Service delivery & operational optimization (partnerships)	j. Ensuring effective & efficient services
	k. Budget-activity based costing (benchmarking effectiveness & efficiency cost comparators)	k. Measuring our performance

Theme	Column "A" Strategic Priority (as described at March 30, 2015 Special Committee of the Whole meeting)	Column "B" Strategic Priority (suggested wording)
<b>Traffic Safety &amp; Mitigation</b>	l. Street safety (all modes including pedestrians & cyclists)	l. Ensuring safe streets
	m. Traffic congestion strategy (neighbourhoods)	m. Improving traffic congestion
	n. Transit readiness & advancement (vis a vis GO Parking, Viva, HUB, RER initiatives)	n. Supporting major transit service enhancements

**Notes:**

- No importance implied by order of theme or strategic priority
- Implementing actions to be brought forward at June 15, 2015 Committee of the Whole meeting