



ROBERT N. SHELTON
CHIEF ADMINISTRATIVE OFFICER

June 8, 2015

CHIEF ADMINISTRATIVE OFFICER REPORT 2015-06

TO: Mayor Van Bynen and Members of Council

SUBJECT: Key Initiatives & Actions in Support of Council's Strategic Priorities

ORIGIN: Office of the CAO

RECOMMENDATIONS

THAT Chief Administrative Officer Report 2015-06 dated June 8, 2015 regarding "Key Initiatives & Actions in Support of Council's Strategic Priorities" be received and the following recommendations be adopted:

- 1. THAT Council approve the preliminary Key Initiatives & Actions in Support of Council's Strategic Priorities as outlined in Appendix "A";**
- 2. AND THAT staff provide a semi-annual information report to Council to inform the status of the Action Plan.**

COMMENTS

At the June 1, 2015 Council meeting, CAO Report 2015-05 was adopted, setting out:

- the preferred wording of Council's Strategic Priorities; and
- the June/July, 2015 timeframe to begin communicating to residents and businesses about Council's 2014-2018 Strategic Priorities.

Staff have identified preliminary key existing, planned and new initiatives and actions in Appendix "A" to this report, supporting the execution of Council's 2014-2018 Strategic Priorities. Staff are also seeking feedback from Council in continuing to identify key initiatives and actions to implement Council's Strategic Priorities. Similar to the reporting introduced in 2012 to track the previous term of Council's Strategic Priorities, the attached document identifies, at a high level, the status and expected completion date of the key initiatives/actions for the purposes of tracking progress made and reporting out to Council and the community. Depending on the nature of the priority, some key

initiatives/actions may relate to more than one priority or theme. Specific implementation details will be outlined separately in future staff reports to Council, form part of the annual budget process, or be managed at the department level through project plans or individual staff performance partnership plans. Progress on Council's Strategic Priorities will be regularly reviewed by senior management and Council will be kept informed of any new or completed actions through an information report on a semi-annual basis.

CONSULTATION

All departments were consulted in the development of the key initiatives and actions supporting the 2014-2018 Council Strategic Priorities. A final communications plan will be developed in June/July of this year, providing the tools and tactics for informing the public.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

The initiative relates to the Well-Equipped & Managed Strategic Plan direction of Newmarket's Community Vision, implementing policy and processes that reflect sound and accountable governance.

BUDGET IMPACT (CURRENT AND FUTURE)

Council's Strategic Priorities will be an important reference for staff in the development of the 2016 budget. Budget impacts related to the execution of Council's Strategic Priorities that are not related to existing actions and captured in the 2015 Budget will be integrated into the 2016 and future budgets.

CONTACT

For more information on this report, please contact Peter Noehammer, Commissioner, Development & Infrastructure Services/Strategic Leadership Team Lead - Council Strategic Priorities, at pnoehammer@newmarket.ca or at 905 953-5300, ext. 2201.



Bob Shelton, Chief Administrative Officer



Peter Noehammer, Commissioner,
Development & Infrastructure Services

APPENDIX A - Key Initiatives & Actions Supporting Council's 2014-2018 Strategic Priorities

Theme	Strategic Priority	Key Initiatives / Actions	Status	Expected Completion Date
Economic Development / Jobs	a. Implementing affordable broadband in Newmarket	Complete RFP process	In progress	2015
		Subject to Council approval, proceed with Phase 1 of broadband infrastructure pilot project	In progress	2016 and onward
	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	In progress	2015
		Hold community summits with key stakeholders to refine economic development strategy	To be organized	2015/16
	c. Revitalizing our Community Centre Lands & addressing downtown parking needs	Complete a long-term downtown parking strategy	In progress	2016
		Establish way-finding program for downtown	In progress	2015
		Establish a development strategy for the Community Centre Lands	In progress	2015/2016
	d. 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	In progress	Davis Dr. - 2015 Yonge St. - 2019
		Prepare a redevelopment ready strategy	In progress	2015
		Implement the Urban Centres Secondary Plan initiatives (e.g. 212 Davis Drive – purpose built rentals)	In progress	2015-2018
		Construct Tom Taylor Trail connections at Davis Drive	In progress	2015
		Complete and refine preliminary financing strategy that addresses future growth servicing needs (e.g., Implementation Strategy)	In progress	2015-2018

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Enhanced Recreational Opportunities	e. Supporting innovative projects & partnerships with various sectors	Develop a strategic property acquisition plan, (e.g. Streetscaping, breathing spaces, public places)	In progress	2015/2016
		Develop a Yonge/Davis corridor marketing strategy	In progress	2016
		Support CreateITNow initiative and Innovation Team	In progress	2015
	f. Enhancing our recreational & community facilities	Finalize Recreation Playbook, to include recommendations for facility and program development over the next ten years	On target	2015
		Open Old Town Hall to the public	On target	2015
Community Engagement	g. Supporting Community & Neighbourhood Projects	Explore/develop a long term strategy for municipal facilities and potential recreation & community "hub"	In progress	2015-2018
		Review community initiated outdoor skating rink pilot projects for potential service enhancement	In progress	2016
		Implement recommendations of the Recreation Playbook as approved by Council (e.g. neighbourhood splash pads)	TBD	TBD
	h. Aligning ourselves with communication's best practices	Council approval of policies related to community engagement and management of customer complaints, enquiries & information requests	In progress	2015
		Explore Recreation & Culture marketing initiatives to enhance community engagement & relationship building	Ongoing	Ongoing

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Efficiency / Financial Management		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 web-site)	Ongoing	Ongoing
		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	TBD	2015/2016
		Review current aging in place initiatives (e.g., Seniors strategy)	In progress	2015
	i. Engaging our changing resident demographics	Strive to have greater diversity represented on Town committees	Ongoing	2015-2018
		Initiate additional shared services options with northern York Region municipalities (N6) (e.g., shared animal shelter, waste management call centre)	Ongoing	2016
		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	2016
		Develop an asset management strategy (plan, policy & program)	In progress	2015-2018
	j. Ensuring effective & efficient services			

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Traffic Safety & Mitigation		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
		Complete the Service Pricing Policy review	In progress	2016
		Continue to identify direct and indirect costs for services & programs using the activity based accounting methodology	Ongoing	Ongoing
	k. Measuring and benchmarking our financial performance	Implement engineering, education and enforcement initiatives through a Traffic Mitigation Strategy (e.g., Traffic Calming Policy, visibility improvements, signage)	In progress	2015-2018
		Initiate traffic congestion strategy (e.g., improve communication of construction disruptions, minimize simultaneous road closures, coordinate with Region)	In progress	2015/2016
		Council approval of an active transportation strategy	On target	2016
	m. Improving traffic congestion	Support planning and development of Mobility Hubs on Davis Drive	In progress	2016
	n. Supporting major transit service enhancements	Review opportunities to better connect Regional Express Rail initiatives to the Town	In progress	2015-2018