



Town of Newmarket
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2022-2026 Council Priorities Update Report Staff Report to Council

Report Number: 2023-26

Department(s): Legislative Services, Corporate Communications, Customer Services, Public Works Services

Author(s): Amanda Romano, Waste Program Coordinator; Amber Chard, Senior Communications Officer; Hayley Fryer, Supervisor, Customer Service; Simon Granat, Legislative Coordinator

Meeting Date: April 17, 2023

Recommendations

1. That the report entitled 2022-2026 Council Priorities Update Report dated April 17, 2023, be received; and,
2. That Council endorse and approve in principle the 2022-2026 Council Priorities document (**Attachment A**); and,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Purpose

This report provides an update on the development of the 2022 to 2026 Council Strategic Priorities document and seeks feedback and formal approval.

Background

At the beginning of each Term of Council, Council and staff engage in a strategic planning exercise to identify priorities and goals that Council wishes to achieve during its tenure. In the past, the Town hired third-party consultants to conduct this process.

This term, the Town is taking a different, innovative, and cost-effective approach by hiring a consultant for the facilitation work and completing the remainder of the Council Strategic Priorities project through a staff working group. The Council Strategic Priorities

working group is comprised of the Strategic Leadership Team (SLT), the Director of Communications, the Director of Strategic Initiatives and Innovation, and a small team of staff identified as “Emerging Leaders”.

At the February 27, 2023, Special Committee of the Whole meeting facilitated by Erik Lockhart, Senior Facilitator, President Lockhart Facilitation Inc., Members of Council developed the main components of Council’s Strategic Priorities for the next four years. The process involved conducting a current state analysis through identifying trends, opportunities and threats, and established five priority areas.

Once the final document has been formally approved it will be formatted into a digital flipping book version for easy distribution and access to the document, which will live on the Town’s website. The next step for the working group is to develop a communications plan, as well as a measurement, tracking, and reporting framework (“Dashboard”).

Discussion

During the February 27, 2023, Special Committee of the Whole meeting, Council established five priorities to guide decision-making for the 2022 to 2026 term. As the facilitation process was time limited, the working group recommends amending some of the wording of the priorities and objectives to ensure clear communication, while maintaining Council’s intent.

Council Priorities

The use of the word ‘strategic’ is a term more commonly used internally by Council and Town staff. The working group recommends shifting from ‘Council Strategic Priorities’ to ‘Council Priorities’ as a cleaner and simplified title for a public audience.

Setting the Stage

The proposed title “Setting the Stage for an Extraordinary Future” is a nod to Newmarket’s strong commitment to the arts and Council’s vision to continue to transform Newmarket into a hub for arts and culture, as well as lay the foundation for this term’s Council Priorities.

Council's Priorities

The five Council Priorities that will guide the 2022 to 2026 term are:

- Community and economic vibrancy
- Customer-first way of life (enhanced by technology)
- Extraordinary places and spaces
- Environmental Sustainability
- Diverse, welcoming and inclusive community

It was discussed and understood that during the workshop the priorities and objectives would require some wordsmithing due to the fast pace of this process.

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There have been some modifications to the wording of the priorities and objectives to ensure that they are clear, cohesive and best represent Council's priorities and vision.

Conclusion

Staff are seeking Council's endorsement and approval in principle of the 2022 to 2026 Council Strategic Priorities document.

Following Council's feedback and approval, the working group will proceed with the development of a communication strategy, as well as a reporting dashboard for Priorities.

Business Plan and Strategic Plan Linkages

As part of the development of the 2022 to 2026 Council priorities, the Corporate Mission and Core Values are being considered for review and a potential refresh to ensure they remain relevant and up-to-date.

Consultation

Consultation and engagement with Council and the Senior Leadership Team (SLT) has been central to the strategic planning process and development of this Term's Council Priorities. Council and SLT were engaged in consultation on the development of the 2022 to 2026 Council Strategic Priorities through a workshop held on February 27, 2023.

Various departments within the Town were consulted in the preparation of this report including the Senior Leadership Team, Operational Leadership Team, and Corporate Communications.

Human Resource Considerations

Not applicable to this report.

Budget Impact

Not applicable to this report.

Attachments

2022-2026 Council Vision & Priorities Draft Document.

Approval

Wanda Bennett, Director, Corporate Communications

Esther Armchuk, Commissioner, Corporate Services

Jeff Payne, Commissioner, Community Services

Peter Noehammer, Commissioner, Development & Infrastructure Services

Ian McDougall, Chief Administrative Officer, Office of the CAO

Contact

For further information, contact Ian McDougall, Chief Administrative Officer