



OFFICE OF THE CAO/STRATEGIC INITIATIVES  
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February 6, 2014

**CHIEF ADMINISTRATIVE OFFICER – STRATEGIC INITIATIVES  
INFORMATION REPORT 2014 – 02**

TO: Mayor Van Bynen  
Members of Council

SUBJECT: Council Strategic Priorities – 2012 to 2014  
Report Card & Summary Action Plan Update

ORIGIN: Strategic Initiatives/CAO

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This report provides Members of Council with an update on the status of Council's 2012 to 2014 Strategic Priorities. The Report Card and Summary Action Plan incorporate updates from each of the Commissions as of December 31, 2013. Updates include consideration of the status of existing projects.

Newmarket has made great progress over the term as set out in the Town's 2012/13 Community Report and the attached Report Card in delivering upon the strategic priorities of Council.

**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 service efficiency and performance is measured.

**CONSULTATION**

The Strategic Leadership Team and members of the Operational Leadership Team have been consulted and provided information updates on the status of the projects associated with Council's Strategic Priorities.

Council will continue to be consulted throughout the process to gain direction and approvals as necessary. In accordance with the Procedure By-law, any Member of Council may request this Information Report be placed on an upcoming Committee of the Whole agenda for discussion.

A copy of this Report, Summary Action Plan and Report Card will be posted on the Town's web-site for informing the Community. The next update to Council will follow the period ending June 2014.

## **HUMAN RESOURCE CONSIDERATIONS**

Not applicable to this report.

## **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)

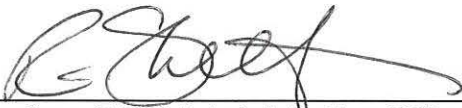
There are no immediate capital budget requirements as a result of this report. Any impacts to the Capital Budget will continue to be identified as part of the annual budget process or reported on separately to Council as appropriate.

## **CONTACT**

For more information on this report, contact Bob Shelton, Chief Administrative Officer at [bshelton@newmarket.ca](mailto:bshelton@newmarket.ca) or extension 2031 or Cindy Wackett, Corporate Project Consultant, Strategic Initiatives, [cwackett@newmarket.ca](mailto:cwackett@newmarket.ca) or extension 2048.



Cindy Wackett, Corporate Project Consultant  
Strategic Initiatives



Robert N. Shelton, Chief Administrative Officer

RNS:cw

2 Attachments: Council Strategic Priorities Report Card (December 2013)  
Council Strategic Priorities Summary Action Plan (December 2013)

### Strategic Focus Area: Economic Sustainability

	Corporate Action	Timeline	Status
1.1	<b>Fiscal Responsibility</b>		
	Identify new sources of Revenue (RSS)	2013/14 Budget	On Target
	Review Asset Replacement Fund (ARF)	2014	On Target
1.2	<b>Build Partnerships</b>		
	Establish new or enhance existing N6 partnerships	Ongoing	On Target
	Enrich and extend Library Town Task Force involvement	2013 Budget & Beyond	On Target
	Secure & enhance partnerships with businesses	2013 & Beyond	On Target
1.3	<b>Economic Development</b>		
	Assist implementation of Viva Next	2014	On Target
	Assist execution of York Region Central Service Centre	Ongoing	On Target
	<b>**Support establishment of Post-Secondary Education Facility/Strategy</b>	Ongoing	On Target
	Support Health Sciences & Educational Opportunity	2014 & Beyond	On Target
	Redevelopment Ready	Ongoing	On Target
	Davis Dr. Corridor	Ongoing	On Target
	Market/Sell Newmarket	2013/14 & Beyond	On Target
	EG & Aurora Interface	Ongoing	On Target
<b>**Broadband Initiative &amp; Innovation Centre</b>	Ongoing	On Target	
1.4	<b>Internal Efficiencies</b>		
	Identify ways to make service delivery more efficient - (SRP)	2013/14 Budget	On Target
	Implement Phase 2 - Service Review Program (SRP)	2013/14 Budget	On Target
	Enhance Citizen Centered Service Delivery	Ongoing	On Target

#### Status Legend

On Target
Approaching Target
Needs Improvement
Information Required

√ Complete

\*\* Priority Focus for 2014 Budget

— Removed from this Council term's Strategic Priorities - June 24, 2013 Council meeting

— Added to 2012 - 2014 Council Strategic Priorities - June 24, 2013 Council meeting

### Strategic Focus Area: Community Engagement & Transparency

	Corporate Action	Timeline	Status
2.1	<b>Hear the Resident's Voice</b>		
	Review & update all Committees & Task Forces	Ongoing	√
	Opportunities for residents to voice their opinion	Ongoing	
	Establish Project Steering Committees as necessary	Ongoing	
	Explore Parks Ambassador program	Ongoing	√
	Enhance Leadership with Youth engagement	2013	
	Education and Marketing Campaign to residents	Ongoing	
	Design Splash Pad	2013	√
	Implement Graffiti Abatement Program	Ongoing	√
	Renovate & expand Old Town Hall	2015	
2.2	<b>Community Projects</b>		
	Review Outdoor Skateboard Park Options & Plan	2015	
	Review Old Firehall Options & Plan	Ongoing	
	Expand Asset Naming Programs (RSS)	2013 Budget & Ongoing	
2.3	<b>Partnerships</b>		
	<b>**Enhance Business Engagement &amp; Outreach</b>	2013/14	
	<b>**Re-Engage Community Centre Lands Task Force</b>	2013/14	
2.4	<b>Positive Approach</b>		
	Execute Council Priorities	2012 to 2014	
	Develop Recording Votes Solution	2013	√
2.5	<b>Show Leadership as a community and as an organization</b>		
	Implement Cultural Master Plan	2012 to 2014	
	Develop Recreation Master Plan	2013 to 2015	
	Reactivate Health Sciences Commission	FBD	

#### Status Legend

On Target
Approaching Target
Needs Improvement
Information Required

√ Complete

\*\* Priority Focus for 2014 Budget

— Removed from this Council term's Strategic Priorities - June 24, 2013 Council meeting

— Added to 2012 - 2014 Council Strategic Priorities - June 24, 2013 Council meeting

### Strategic Focus Area: Parks, Recreation & the Environment

	Corporate Action	Timeline	Status
3.1	<b>Energy Efficiency &amp; Emissions Reduction</b>		
	Continue Smart Commute Program	Ongoing	√
	<del>*Complete Partners for Climate Protection – Phase 1 (Corporate)</del>	<del>2013 or beyond</del>	
	<del>**Implement Partners for Climate Protection – Phase 2 (Community)</del>	<del>2013 or beyond</del>	
3.2	<b>Enhance Parks &amp; Trails</b>		
	Determine Service Levels for trails	2012 to 2014	√

~~\*Comment: The Newmarket Environmental Action Committee (NEAC) has been requested to prioritize items as recommended in the PCP Action Plan~~

~~\*\*Comment: This item is not identified as a Council priority in the 2013 Budget so no further action has been undertaken against this item.~~

#### Status Legend

On Target
Approaching Target
Needs Improvement
Information Required

√ Complete

\*\* Priority Focus for 2014 Budget

— Removed from this Council term's Strategic Priorities - June 24, 2013 Council meeting

\_\_\_ Added to 2012 - 2014 Council Strategic Priorities - June 24, 2013 Council meeting

Strategic Focus Area: <b>Economic Sustainability</b>						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
<b>1.1 Fiscal Responsibility</b>	<ul style="list-style-type: none"> <li>Identify new Sources of Revenue (RSS)                             <ul style="list-style-type: none"> <li>Phase 1 of the Service Review Program (SRP) includes a Revenue Sourcing Study (RSS)</li> </ul> </li> </ul>	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> <li>Final report listing potential revenue recommendations to June 18 Workshop</li> <li>Regular status updates</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenue on an annual basis</li> <li>Minimized reliance on the tax base</li> <li>Stretch target proposed for SRP</li> </ul>	<ul style="list-style-type: none"> <li>Revenue Sourcing Study (RSS) items implementation ongoing</li> <li>SLT monitoring/tracking implementation</li> <li>Report to Council scheduled Q1 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Review Asset Replacement Fund (ARF)                             <ul style="list-style-type: none"> <li>Phase 2 of the SRP includes an ARF review/Financial Sustainability Study</li> </ul> </li> </ul>	2014	Strategic Initiatives, Finance & Development & Infrastructure Services Commission	<ul style="list-style-type: none"> <li>Review &amp; analysis of current ARF</li> <li>Updated info re life cycles &amp; replacement values established</li> <li>RFP issued Q3 2012</li> <li>Peer review completed</li> <li>Council adopted strategy</li> </ul>	Sustainable funding for capital assets over their lifecycle	<ul style="list-style-type: none"> <li>Part 1 - complete. Staff report to April 29, 2013 CoW</li> <li>Part 2 - Project Integration and Funding Options - underway</li> <li>Part 3 - Preparation of Development Charges Background Study and By-law - completion mid-year 2014</li> </ul>
<b>1.2 Build Partnerships</b>	<ul style="list-style-type: none"> <li>Establish new or enhance existing N6 partnerships                             <ul style="list-style-type: none"> <li>Redesign Town Web-site</li> <li>Review Insurance Adjuster Services</li> <li>Review Joint Benefits Provision</li> </ul> </li> </ul>	Ongoing 2014 2013 2013	Various depts. as necessary	Project implemented or signed agreements	<ul style="list-style-type: none"> <li>Collaborative relationships with neighbouring municipalities</li> <li>Improved cross-border issue management</li> <li>Improved service efficiency &amp; effectiveness</li> <li>Pooling/sharing resources</li> </ul>	<ul style="list-style-type: none"> <li>Town web-site reviewed &amp; design completed. RFP to be awarded 2014</li> <li>Granite Claims Solutions retained as N6 Insurance Adjuster</li> <li>Joint Benefits Provision review completed</li> </ul>
	<ul style="list-style-type: none"> <li>Enrich and extend Library Town Task Force involvement                             <ul style="list-style-type: none"> <li>Included in Phases 1 &amp; 2 of the SRP</li> <li>Identify efficiencies &amp; opportunities</li> </ul> </li> </ul>	2013 Budget & Beyond	Library staff, Community Services Commission & Strategic Initiatives	<ul style="list-style-type: none"> <li>Completed review of service efficiencies &amp; cost savings</li> <li>Report to Council with recommendations</li> </ul>	Recommendations for 2013 & 2014 budgets	<ul style="list-style-type: none"> <li>Combined advertising materials for March break camps - NPL &amp; Town (increase exposure &amp; efficiencies)</li> <li>Fall 2013 Activity Guide combined NPL &amp; Town programs &amp; events resulting in increased distribution for NPL programs by 17 times, while respecting each brand. Reduced cost for NPL insert vs. separate publication; to continue for all future guides</li> <li>Exploring the introduction of electronic program registrations for NPL customers through T of N CLASS system (increases efficiencies, improved service delivery)</li> <li>Reviewing options re NPL room bookings &amp; invoicing through CLASS to improve AR processing in 2014</li> </ul>

Strategic Focus Area: Economic Sustainability						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
						<ul style="list-style-type: none"> <li>NPL now purchasing US goods from T of N USD account as opposed to purchasing US bank drafts (cost savings)</li> <li>Exploring use of NPL electronic payroll submissions on hold pending exploration of Town-wide solution</li> <li>NPL programs will be included in Town media releases, and special, joint and town-wide events</li> <li>Collaborating with NPL in development of Public Art Policy and program</li> </ul>
	<ul style="list-style-type: none"> <li>Secure &amp; enhance Partnerships with Businesses                             <ul style="list-style-type: none"> <li>Corporate Visitation program</li> <li>Business Attraction Program</li> </ul> </li> <li>Note: Refer to Economic Development Plan for recommendations &amp; strategies</li> </ul>	2013 & Beyond	Economic Development	<ul style="list-style-type: none"> <li>Necessary resources obtained</li> </ul>	List of company capabilities and key contacts database	<ul style="list-style-type: none"> <li>Review of “shoplocally.com” underway to grow revenue &amp; enhance local prosperity</li> <li>Business attraction/attention program ongoing with existing resources</li> </ul>
<b>1.3 Economic Development</b>	<ul style="list-style-type: none"> <li>Assist implementation of Viva Next                             <ul style="list-style-type: none"> <li>Davis Dr. construction</li> <li>Yonge St. design</li> </ul> </li> </ul>	2014	Task Force, various depts. as necessary	<ul style="list-style-type: none"> <li>Davis Drive construction and Town enhancements completed</li> <li>Yonge St. Design</li> </ul>	<ul style="list-style-type: none"> <li>Improved traffic flow</li> <li>Infrastructure in place to support Secondary Plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Project ongoing</li> <li>Viva update provided at CoW November 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Assist execution of York Region Central Service Centre</li> </ul>	Ongoing	Planning & Building Services	<ul style="list-style-type: none"> <li>Approved zoning</li> <li>Approved site plan</li> <li>Construction commenced</li> </ul>	<ul style="list-style-type: none"> <li>YRCSC opened</li> </ul>	<ul style="list-style-type: none"> <li>Project ongoing</li> <li>Pre-consultation meeting December 2013</li> <li>Formal site plan submission pending</li> </ul>
	<ul style="list-style-type: none"> <li><b>**Support establishment of Post-Secondary Education Facility/Strategy</b> <ul style="list-style-type: none"> <li>Review need for broad strategy &amp; business plan with Council</li> </ul> </li> </ul>	Ongoing	CAO, Commissioner, Community Services, Economic Development & other depts. as necessary	<ul style="list-style-type: none"> <li>Council approved strategy</li> </ul>	<ul style="list-style-type: none"> <li>Presence of a post-secondary institution campus</li> </ul>	<ul style="list-style-type: none"> <li>Site selection and joint planning ongoing to establish post-secondary institution/ college presence</li> <li>Established a post-secondary working team</li> </ul>
	<ul style="list-style-type: none"> <li>Support Health Sciences &amp; Educational Opportunity                             <ul style="list-style-type: none"> <li>Consider this opportunity as part of Post-Secondary Education Facility &amp;/or a Broadband Infrastructure Strategy</li> </ul> </li> </ul>	2014 & Beyond	Economic Development		<ul style="list-style-type: none"> <li>Presence of a Facility</li> </ul>	<ul style="list-style-type: none"> <li>Southlake Innovation Centre to open 2014 (createIT)</li> <li>YR identified Intelligent Communities as 1 of 3 Economic Development priority areas</li> <li>Broadband study underway</li> <li>YR post-secondary attraction study in progress</li> </ul>
	<ul style="list-style-type: none"> <li>Redevelopment Ready                             <ul style="list-style-type: none"> <li>Identify strategies for redevelopment</li> <li>Complete implementation of secondary plan</li> </ul> </li> </ul>	Ongoing	Development & Infrastructure Services & other depts. as necessary	<ul style="list-style-type: none"> <li>Coordinated implementation of strategies for development</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes determined by Task Force</li> </ul>	<ul style="list-style-type: none"> <li>Secondary Plan targeted for Q2 2014 Council approval</li> </ul>

Strategic Focus Area: Economic Sustainability						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
	<ul style="list-style-type: none"> <li>Establish Task Force Action Items</li> <li>Establish streetscape concept plan</li> </ul>					<ul style="list-style-type: none"> <li>Streetscape concept plans under development for VIVA corridors, and West Davis Drive and North Yonge Street</li> </ul>
	<ul style="list-style-type: none"> <li>Davis Dr. Corridor</li> <li>Strategic Property Review</li> <li>Monitor strategic pieces of land (public or private) for development, education business purposes</li> </ul>	Ongoing	CAO & Commissioner, Development & Infrastructure Services	<ul style="list-style-type: none"> <li>Opportunity &amp; need Identified</li> <li>Report to Council recommending strategic land acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>Strategic properties acquired</li> </ul>	<ul style="list-style-type: none"> <li>Project ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Market/Sell Newmarket</li> <li>Market lands in area of Harry Walker Parkway &amp; Mulock Dr.</li> <li>Complete, design &amp; install signs at entrances to the municipality</li> </ul>	2013/14 & Beyond	Economic Development & other depts.	Submission of development applications	<ul style="list-style-type: none"> <li>Increased number of building permits</li> <li>More jobs</li> </ul>	<ul style="list-style-type: none"> <li>Halton Recycling lands are listed with a commercial realtor</li> <li>Entrance signage designs ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>EG &amp; Aurora Interface</li> <li>Explore &amp; bring forward options for best practices related to buffers, trails, connectivity, etc.</li> </ul>	Ongoing	Planning & Building, Engineering & Legal Services	Various development applications along borders approved and constructed	<ul style="list-style-type: none"> <li>Seamless and compatible urban environment</li> </ul>	<ul style="list-style-type: none"> <li>Active Transportation Plan underway as part of Secondary Plan</li> <li>Prioritization of trail construction underway at staff level in preparation for Council consideration</li> </ul>
	<ul style="list-style-type: none"> <li><b>**Broadband Initiative &amp; Innovation Centre</b></li> <li>Explore opportunities, partnerships, and business cases</li> </ul>	Ongoing	Economic Development, IT & CAO	<ul style="list-style-type: none"> <li>Community Assessment results</li> <li>Conference May 23/24, 2013 for local municipalities &amp; businesses</li> <li>Business plan</li> <li>Determine scope of project &amp; level of Town's involvement</li> </ul>	<ul style="list-style-type: none"> <li>Expected outcomes &amp; deliverables determined once the scope of the project &amp; the level of the Town's involvement have been determined</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility Study completed</li> <li>Draft Report to Regional Council scheduled March 2014.</li> <li>Staff attends planning meetings, providing advice and expertise as required</li> <li>Town has established Intelligent Communities as 1 of 3 Economic Development priorities through NEDAC</li> </ul>



Strategic Focus Area: <b>Economic Sustainability</b>						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
<b>1.4 Internal Efficiencies</b>	<ul style="list-style-type: none"> <li>Identify ways to make service delivery more efficient (Service Review Program) SRP Phase 1 consists of:                             <ul style="list-style-type: none"> <li>RSS (Revenue Sourcing Study)</li> <li>SPPR (Service Pricing Policy Review)</li> </ul> </li> </ul>	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> <li>Report to Council recommending Revenue generation</li> <li>Council adopted strategy related to pricing of services</li> </ul>	<ul style="list-style-type: none"> <li>Fair &amp; consistent approach to pricing services</li> <li>Creative ways for increased revenue</li> <li>Reduced pressure on tax base for service provision</li> <li>Equitable service pricing system aligned with Strategic Plan and Council Priorities</li> </ul>	<ul style="list-style-type: none"> <li>Revenue Sourcing Study (RSS) reported through 2014 budget process</li> <li>Final SRP report scheduled for Q1 2014</li> <li>Service Pricing Policy Review undertaken. Service pricing to be addressed as part of 2015 budget process and to continue in conjunction with the development of the Recreation Master Plan for future programs identified and validated through community consultation in 2015</li> </ul>
	<ul style="list-style-type: none"> <li>Implement Phase 2 - Service Review Program (SRP)                             <ul style="list-style-type: none"> <li>REV ideas (Revenue, Efficiency &amp; Value)</li> <li>Efficiency &amp; cost savings recommendations related to Town &amp; Library Services</li> <li>ARF (Asset Replacement Fund) Review &amp; Financial Sustainability Strategy</li> </ul> </li> </ul>	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> <li>Report to Council with recommendations to implement REV ideas including quantifiable cost savings &amp;/or efficiencies</li> <li>Report to Council with recommendations on ARF &amp; FSS</li> </ul>	<ul style="list-style-type: none"> <li>Target savings as part of SRP</li> <li>Improved service delivery through efficiency</li> <li>A long term Capital Financing Strategy to replace aging infrastructure</li> <li>Improved community satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 SRP ongoing</li> <li>REV ideas (2012/13) complete. Ideas for cost-savings &amp; efficiencies implemented/identified for future implementation/not recommended</li> <li>Integration of Library/Town services underway</li> <li>ARF Review &amp; Financial Sustainability Strategy (FSS) underway with expected completion mid-year 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance Citizen Centered Service Delivery                             <ul style="list-style-type: none"> <li>Further enhance the culture of customer service across the organization</li> <li>Establish working environment that improves the customer experience &amp; fosters "one window service delivery"</li> <li>Review &amp; reintroduce Service Alignment Review recommendations to enhance service delivery</li> </ul> </li> </ul>	Ongoing	CAO & Commissioners	<ul style="list-style-type: none"> <li>Implemented recommendations from Service Alignment Review</li> <li>395 Mulock renovations enhance abilities for departments to collaborate re overlaps in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Improved public awareness</li> <li>Strong customer feedback scores</li> </ul>	<ul style="list-style-type: none"> <li>New commission org chart with roles &amp; responsibilities as recommended by the Service Alignment Review being reviewed &amp; prepared for staged implementation</li> <li>Formerly transitioned kiosks to Customer Service to enhance service delivery and expand services at Magna and RJT to start. Seniors Meeting place, Youth Centre &amp; Old Town Hall to follow. Currently under review re: staffing, technology, budget, training, roles &amp; responsibilities</li> </ul>

Strategic Focus Area: <b>Community Engagement &amp; Transparency</b>						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
<b>2.1 Hear the Resident's Voice</b>	<ul style="list-style-type: none"> <li>Review &amp; update all Committees &amp; Task Forces to reflect Council's Strategic Priorities</li> </ul>	Ongoing	Corporate, Development & Infrastructure and Community Services Commissions & other depts. as necessary	<ul style="list-style-type: none"> <li>Establishment of Task Forces &amp; Committees aligned with Council Strategic Priorities, as necessary</li> <li>Council adopted Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Council direction related to committees &amp; task forces</li> <li>Development of strategic documents where appropriate (i.e. Master Plans)</li> </ul>	<ul style="list-style-type: none"> <li>Council approved Committee Public Appointment Policy 2013</li> <li>Established Appointment Committee</li> <li>Council adopted Canadian Code for Volunteer Management</li> <li>Referred review of Committee structure to new term of Council (2014/15)</li> </ul>
	<ul style="list-style-type: none"> <li>Develop opportunities for residents to voice their opinion, other than mandated PIC's.</li> </ul> <p>Engage residents in establishing:</p> <ul style="list-style-type: none"> <li>Establish Ten Year Plan with Maintenance Standards</li> <li>Continue to develop Trails</li> <li>Complete Recreation Master Plan</li> <li>Formalize Recreation &amp; Culture Feedback System</li> <li>Develop a public engagement policy that addresses the different demographics of residents</li> </ul>	Ongoing	Communications, Strategic Initiatives & various other depts.	<ul style="list-style-type: none"> <li>Public Engagement Policy adopted by Council</li> <li>Consensus achieved on venues, timing, medium or channel etc. for public engagement</li> </ul>	<ul style="list-style-type: none"> <li>High level of citizen participation in events seeking citizen input or engagement</li> <li>High level of citizen satisfaction with services, branding &amp; future growth of Newmarket</li> </ul>	<ul style="list-style-type: none"> <li>Conducted public engagement &amp; consultation initiatives as part of 2014 budget process</li> <li>Drafted Community Engagement Policy for consideration in Q1 2014</li> <li>Recreation Master Plan community consultation scheduled Q1 2014 to Q2 2015</li> <li>Branded Recreation Playbook as Recreation Master Plan</li> </ul>
	<ul style="list-style-type: none"> <li>Establish Project Steering Committees as necessary</li> </ul>	Ongoing	Various depts. as appropriate	Project work plans	Projects implemented on time, on budget & in scope	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Explore Parks Ambassador program</li> </ul>	Ongoing	Public Works Services	Formalized volunteer program for parks maintenance, subject to council direction & approval	Higher degree of community involvement / engagement in the parks	<ul style="list-style-type: none"> <li>Complete – Development &amp; Infrastructure Services Information Report – Public Works Services 2013-14 dated April 24, 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance Leadership with Youth engagement                             <ul style="list-style-type: none"> <li>Study &amp; address through the Recreation Master Plan</li> <li>Review &amp; establish a strategy to hear the voice of youth</li> </ul> </li> </ul>	2013	Recreation & Culture Services	Continue to provide leadership programs for youth	<ul style="list-style-type: none"> <li>Build sense of community with youth</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Master Plan to include comprehensive Youth Engagement throughout the process</li> <li>Hosted a Youth and Local Government event in October 2013 during Local Government week</li> </ul>
	<ul style="list-style-type: none"> <li>Develop Education and Marketing Campaign to the resident so they know their opinion is being sought</li> </ul>	Ongoing	Corporate Communications & various depts.	All residents receive notice of input opportunities	High level of resident input at events	<ul style="list-style-type: none"> <li>Implementing and integrating communications, marketing, traditional and social media tools and tactics to seek residents' opinions into all strategic communications plans and public education campaigns on an ongoing basis</li> </ul>

Strategic Focus Area: Community Engagement & Transparency						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
	• Design Splash Pad	2013	Engineering Services	Engage a consultant for a design and cost of a Splash Pad	Create a model for Council's consideration for implementation in the 2013 Budget.	• Construction underway with target date for completion June 2014
	• Implement Graffiti Abatement program	Ongoing	Public Works & Legislative Services	<ul style="list-style-type: none"> <li>• Adoption of By-law</li> <li>• Reporting mechanisms</li> <li>• Contractor hired for graffiti removal</li> <li>• Community communication plan</li> </ul>	Removal of graffiti on Town property in a timely manner	• Program ongoing
	• Renovate & expand Old Town Hall	2015	Engineering Services	<ul style="list-style-type: none"> <li>• Final design completed</li> <li>• Construction tendered</li> </ul>	Completion of Project	<ul style="list-style-type: none"> <li>• Construction commenced April 2013</li> <li>• Completion scheduled March 2015</li> </ul>
<b>2.2 Community Projects</b>	• Review Outdoor Skateboard Park Options & Plan	2015	Community Services Commission	• Review Recreation Master Plan	Implementation of Council decision re Outdoor Skateboard Park	• To be reviewed as part of Recreation Master Plan
	• Review Old Firehall Options & Plan	Ongoing	Development & Infrastructure Services	<ul style="list-style-type: none"> <li>• Establish evaluation criteria</li> <li>• Issue RFP</li> <li>• Sell land &amp; building</li> </ul>	Economic Development in the downtown area	• Options report scheduled for CoW Q1 2014
	• Expand Asset Naming Programs (RSS)	2013 Budget & Ongoing	Recreation & Culture Services Lead -Various depts. with support from other depts. as required	<ul style="list-style-type: none"> <li>• Recommendations presented to RSS Working Committee re Asset Naming at June 18, 2012 Workshop</li> <li>• Impact on Operating Budgets commenced 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Community identity</li> <li>• Increased revenues &amp; decreased reliance on tax base</li> <li>• Annual naming and sponsorship of assets</li> </ul>	<ul style="list-style-type: none"> <li>• Riverwalk Commons Skating/Water feature named – ceremony held 2013</li> <li>• Renewed Metro Aquatics Centre naming rights and negotiated a new rights holder for Olympic rink</li> <li>• Future focus – Newmarket Theatre (subject to Council approval)</li> <li>• Old Town Hall packages and strategy under development</li> <li>• Ongoing solicitation of local businesses and corporations to discuss event/facility naming &amp; advertising opportunities</li> </ul>

Strategic Focus Area: <b>Community Engagement &amp; Transparency</b>						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
<b>2.3 Partnerships</b>	<ul style="list-style-type: none"> <li><b>**Enhance Business Engagement &amp; Outreach</b></li> </ul>	2013/14	Economic Development	<ul style="list-style-type: none"> <li>Launch of program</li> <li>Web-site enhancement</li> <li>Marketing strategy adopted by Council</li> </ul>	<ul style="list-style-type: none"> <li>Business retention &amp; expansion</li> <li>Improved business, community relationships &amp; partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Web-site review and design completed. RFP to be awarded</li> <li>Identified by Council as a Priority Focus for 2014 Budget – June 24, 2013 Council meeting (CAO/SI Report 2012-14)</li> </ul>
	<ul style="list-style-type: none"> <li><b>**Re-engage Community Centre Lands Task Force</b></li> </ul>	2013/14	Engineering Services			<ul style="list-style-type: none"> <li>Added to Council Strategic Priorities list and identified as a Priority Focus resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)</li> </ul>
<b>2.4 Positive Approach</b>	<ul style="list-style-type: none"> <li>Execute Council Priorities</li> </ul>	2012 to 2014	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> <li>Council adopted list of Council Priorities &amp; Strategic Focus Areas</li> <li>Semi-annual report card presented to Council</li> </ul>	Improved service efficiency, alignment & focus within Council's term of office	<ul style="list-style-type: none"> <li>Performance reporting ongoing (i.e. Strategic Priorities Report Card- Dec 2012, June 2013, Dec 2013)</li> <li>Summary Action Plan updated: March 20, 2013 (New Commission structure), April 22, 2013 (Status column), June 24, 2013 (Council direction), Dec 31, 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Develop Recording Votes Solution</li> </ul>	2013	Legislative Services	<ul style="list-style-type: none"> <li>RFP issued June 2012</li> <li>Service provider retained</li> </ul>	User friendly, efficient system that meets the needs of various stakeholders	<ul style="list-style-type: none"> <li>Being implemented as part of the Meeting Management Suite system</li> </ul>
<b>2.5 Show Leadership as a community and as an organization</b>	<ul style="list-style-type: none"> <li>Implement Cultural Master Plan                             <ul style="list-style-type: none"> <li>Source funding for Public Art/Public Space</li> <li>Major Public Art Piece</li> <li>Keith Bridge Art Work</li> </ul> </li> </ul>	2012 to 2014	Recreation & Culture Services & other depts.	<ul style="list-style-type: none"> <li>Status reports to Council on various components</li> <li>Council adoption of Public Art Policy</li> </ul>	Increased Cultural and Economic Development opportunities	<ul style="list-style-type: none"> <li>Second Report Card to be done in Q1-2014</li> <li>Arts Council appointed and moving forward</li> <li>Cultural Mapping - awareness building is ongoing</li> <li>Funding for art – Public Art Policy in development. Target completion date June 2014</li> <li>Kilometre Trailmarkers installed Spring 2013</li> <li>Keith Bridge Opening to include art insertions celebrating modes of transportation</li> </ul>
	<ul style="list-style-type: none"> <li>Develop Recreation Master Plan</li> </ul>	2013 - 2015	Recreation & Culture Services	<ul style="list-style-type: none"> <li>RFP issued</li> <li>Consultant retained</li> <li>Council adopted RMP</li> </ul>	A long term plan for the future of Recreation including facility needs & activity programming	<ul style="list-style-type: none"> <li>Preliminary presentation to Council</li> <li>Branded Playbook anticipated for completion 2015</li> </ul>
	<ul style="list-style-type: none"> <li><del>Reactivate Health Sciences Commission</del></li> </ul>	TBD				<ul style="list-style-type: none"> <li><b>Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)</b></li> </ul>

Strategic Focus Area: Parks, Recreation & the Environment						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
<b>3.1 Energy Efficiency &amp; Emissions Reduction</b>	<ul style="list-style-type: none"> <li>Continue Smart Commute Program</li> </ul>	Ongoing	Strategic Initiatives & other depts	Successful implementation of community & corporate programs and events	<ul style="list-style-type: none"> <li>Improved traffic flow</li> <li>Reduced traffic congestion</li> <li>Improved air quality</li> </ul>	<ul style="list-style-type: none"> <li>Received Smart Commute Silver Workplace designation in 2012 &amp; 2013</li> <li>2014 Program budget approved by Council</li> </ul>
	<ul style="list-style-type: none"> <li><del>Complete Partners for Climate Protection – Phase 1 (Corporate)</del></li> </ul>	<del>2013 or Beyond</del>				<ul style="list-style-type: none"> <li><del>Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)</del></li> </ul>
	<ul style="list-style-type: none"> <li><del>Implement Partners for Climate Protection – Phase 2 (Community)</del></li> </ul>	<del>2013 or Beyond</del>				<ul style="list-style-type: none"> <li><del>Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)</del></li> </ul>
<b>3.2 Enhance Parks &amp; Trails</b>	<ul style="list-style-type: none"> <li>Determine Service Levels for trails                             <ul style="list-style-type: none"> <li>Review maintenance service levels</li> <li>Construct trail underpass at Davis Drive</li> <li>Construct trail extension along 514 Davis Drive (East side of river)</li> <li>Ongoing Asset Naming for parks, identified amenities, &amp; open spaces</li> </ul> </li> </ul>	2012 to 2014	Community Services & Development & Infrastructure Services Commissions	Adoption of Parks Policy Development Manual	<ul style="list-style-type: none"> <li>Implemented Service Levels as identified in the study</li> <li>Additional parks named</li> </ul>	<ul style="list-style-type: none"> <li>Davis Drive trail underpass scheduled for completion June 2014</li> <li>Maintenance level for trails reviewed with the Parks Policy Development Manual and subject to ongoing review</li> <li>3 parks named at April, 15 2013 Council meeting</li> <li>2 parks named at Fall 2013 ceremony</li> <li>Tim Hortons Skating &amp; Water Feature corporate official naming completed 2013</li> <li>Kilometre Trailmarkers included corporate recognition for donation (Emterra Group)</li> <li>New Parks By-law 2013-14 adopted April 15, 2013. Effective June 1, 2013</li> <li>Ongoing annual solicitation to the public for submissions to the Municipal Asset Naming Database</li> </ul>

**\*\* Priority Focus for 2014 Budget**

Removed from this Council term's Strategic Priorities – June 24, 2013 Council meeting

Added to 2012 - 2014 Council Strategic Priorities - June 24, 2013 Council meeting