



OFFICE OF THE CAO/STRATEGIC INITIATIVES
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August 5, 2014

**CHIEF ADMINISTRATIVE OFFICER – STRATEGIC INITIATIVES
INFORMATION REPORT 2014 – 09**

TO: Mayor Van Bynen
Members of Council

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

ORIGIN: Strategic Initiatives/CAO

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 June 30, 2014 on the status of the corporate actions in addressing Council's Strategic Priorities and associated projects.

A copy of this Report, Summary Action Plan and Report Card will be posted on the Town's web-site for informing the Newmarket community. Updates are provided for on a semi-annual schedule. The next update to Council will follow the period ending December 2014.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

This initiative supports the Town's vision, mission and strategic plan direction of being Well Equipped & Managed by implementing policy and processes that reflect sound and accountable governance through fiscal responsibility and the achievement of service excellence. By aligning corporate 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.

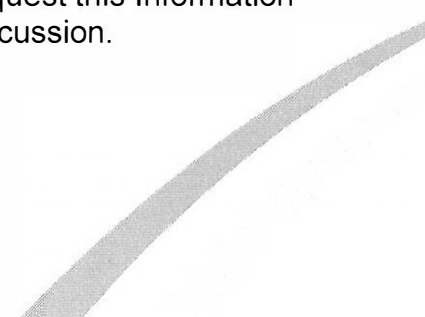
CONSULTATION

The Strategic Leadership Team and members of the Operational Leadership Team have been consulted on the status of the projects associated with Council's Strategic Priorities in the preparation of this Report Card.

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.

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 or extension 2031 or Cindy Wackett, Corporate Project Consultant, Strategic Initiatives, cwackett@newmarket.ca or extension 2048.



Cindy Wackett, Corporate Project Consultant
Strategic Initiatives



Robert N. Shelton, Chief Administrative Officer

RNS:cw

cc: Strategic Leadership Team

2 Attachments: Council Strategic Priorities Report Card (June 2014)
Council Strategic Priorities Summary Action Plan (June 2014)

Strategic Focus Area: Parks, Recreation & the Environment

	Corporate Action	Timeline	Status
3.1	Energy Efficiency & Emissions Reduction		
	Continue Smart Commute Program	Ongoing	√
	*Complete Partners for Climate Protection – Phase 1 (Corporate)	2013 or beyond	
	**Implement Partners for Climate Protection – Phase 2 (Community)	2013 or beyond	
3.2	Enhance Parks & Trails		
	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.

√ Complete

* Updated Timeline

** **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

On Target

Approaching Target

Needs Improvement

Information Required

√ Complete

* Updated Timeline

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Strategic Focus Area: Parks, Recreation & the Environment

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On Target	—
Approaching Target	—
Needs Improvement	—
Information Required	—

Strategic Focus Area: Parks, Recreation & the Environment

	Corporate Action	Timeline	Status
3.1	Energy Efficiency & Emissions Reduction		
	Continue Smart Commute Program	Ongoing	On Target
	*Complete Partners for Climate Protection – Phase 1 (Corporate)	2013 or beyond	Information Required
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Status Legend

On Target
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Needs Improvement
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√ Complete

* Updated Timeline

** **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: Economic Sustainability						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
1.1 Fiscal Responsibility	<ul style="list-style-type: none"> Identify new Sources of Revenue (RSS) <ul style="list-style-type: none"> Phase 1 of the Service Review Program (SRP) includes a Revenue Sourcing Study (RSS) 	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> Final report listing potential revenue recommendations to June 18 Workshop Regular status updates 	<ul style="list-style-type: none"> Increased revenue on an annual basis Minimized reliance on the tax base Stretch target proposed for SRP 	<ul style="list-style-type: none"> Service Review Program execution complete. Status report circulated to Council Feb. 5, 2014 SLT monitoring implementation of projects and initiatives
	<ul style="list-style-type: none"> Review Asset Replacement Fund (ARF) <ul style="list-style-type: none"> Phase 2 of the SRP includes an ARF review/Financial Sustainability Study 	2014	Strategic Initiatives, Finance & Development & Infrastructure Services Commission	<ul style="list-style-type: none"> Review & analysis of current ARF Updated info re life cycles & replacement values established RFP issued Q3 2012 Peer review completed Council adopted strategy 	Sustainable funding for capital assets over their lifecycle	<ul style="list-style-type: none"> Part 1 - complete Part 2 - Project Integration and Funding Options -complete Part 3 - Preparation of Development Charges Background Study and By-law – to be completed Q3
1.2 Build Partnerships	<ul style="list-style-type: none"> Establish new or enhance existing N6 partnerships <ul style="list-style-type: none"> Redesign Town Web-site Review Insurance Adjuster Services Review Joint Benefits Provision 	Ongoing 2014 2013 2013	Various depts. as necessary	Project implemented or signed agreements	<ul style="list-style-type: none"> Collaborative relationships with neighbouring municipalities Improved cross-border issue management Improved service efficiency & effectiveness Pooling/sharing resources 	<ul style="list-style-type: none"> Town web-site reviewed & design complete. RFP awarded to E-solutions Granite Claims Solutions retained as N6 Insurance Adjuster Joint Benefits Provision review complete N6 Shared Services Review underway by N6 secondment role
	<ul style="list-style-type: none"> Enrich and extend Library Town Task Force involvement <ul style="list-style-type: none"> Included in Phases 1 & 2 of the SRP Identify efficiencies & opportunities 	2013 Budget & Beyond	Library staff, Community Services Commission & Strategic Initiatives	<ul style="list-style-type: none"> Completed review of service efficiencies & cost savings Report to Council with recommendations 	Recommendations for 2013 & 2014 budgets	<ul style="list-style-type: none"> Combined advertising materials for March break camps - NPL & Town (increase exposure & efficiencies) Fall 2013 Activity Guide combined NPL & Town programs & 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 Electronic program registrations for NPL customers through T of N CLASS system planned for Q3, 2014 (increases efficiencies, improved service delivery) NPL room bookings & invoicing through CLASS to improve AR processing to be launched Q3, 2014

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						<ul style="list-style-type: none"> NPL now purchasing US goods from T of N USD account as opposed to purchasing US bank drafts (cost savings) NPL electronic payroll submissions combined with exploration of Town-wide solution NPL programs are being included in Town media releases, and special, joint and town-wide events Public Art Policy and program approved by Council in collaboration with NPL
	<ul style="list-style-type: none"> Secure & enhance Partnerships with Businesses <ul style="list-style-type: none"> Corporate Visitation program Business Attraction Program Note: Refer to Economic Development Plan for recommendations & strategies 	2013 & Beyond	Economic Development	<ul style="list-style-type: none"> Necessary resources obtained 	List of company capabilities and key contacts database	<ul style="list-style-type: none"> Review of "shoplocally.com" underway with Chamber of Commerce to grow revenue & enhance local prosperity Business attraction/attention program pending resources
1.3 Economic Development	<ul style="list-style-type: none"> Assist implementation of Viva Next <ul style="list-style-type: none"> Davis Dr. construction Yonge St. design 	2015	Task Force, various depts. as necessary	<ul style="list-style-type: none"> Davis Drive construction and Town enhancements completed Yonge St. Design 	<ul style="list-style-type: none"> Improved traffic flow Infrastructure in place to support Secondary Plan implementation 	<ul style="list-style-type: none"> Project ongoing Viva update provided at CoW April 2014 Completion now targeted for 2015 due to weather conditions delaying construction timeline
	<ul style="list-style-type: none"> Assist execution of York Region Central Service Centre 	Ongoing	Planning & Building Services	<ul style="list-style-type: none"> Approved zoning Approved site plan Construction commenced 	<ul style="list-style-type: none"> YRCSA opened 	<ul style="list-style-type: none"> Project ongoing Pre-consultation meeting December 2013 Formal site plan submission under review Minor variance approved
	<ul style="list-style-type: none"> **Support establishment of Post-Secondary Education Facility/Strategy <ul style="list-style-type: none"> Review need for broad strategy & business plan with Council 	Ongoing	CAO, Commissioner, Community Services, Economic Development & other depts. as necessary	<ul style="list-style-type: none"> Council approved strategy 	<ul style="list-style-type: none"> Presence of a post-secondary institution campus 	<ul style="list-style-type: none"> Joint submission with Aurora made for York University/Seneca campus. Markham site selected Post-secondary working team reviewing alternative post-secondary education options to establish post-secondary institution / college presence
	<ul style="list-style-type: none"> Support Health Sciences & Educational Opportunity <ul style="list-style-type: none"> Consider this opportunity as part of Post-Secondary Education Facility &/or a Broadband Infrastructure Strategy 	2014 & Beyond	Economic Development		<ul style="list-style-type: none"> Presence of a Facility 	<ul style="list-style-type: none"> CreateITNow Southlake Innovation Centre to open 2014 YR identified Intelligent Communities as 1 of 3 Economic Development priority areas Regional Broadband study complete – Regional Council approval received

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						<ul style="list-style-type: none"> Joint submission with Aurora explored for York/Seneca campus. Continuing review of alternative post-secondary education options
	<ul style="list-style-type: none"> Redevelopment Ready <ul style="list-style-type: none"> Identify strategies for redevelopment Complete implementation of secondary plan Establish Task Force Action Items Establish streetscape concept plan 	Ongoing	Development & Infrastructure Services & other depts. as necessary	<ul style="list-style-type: none"> Coordinated implementation of strategies for development 	<ul style="list-style-type: none"> Outcomes determined by Task Force 	<ul style="list-style-type: none"> Official Plan Amendment # 10– Newmarket Urban Centres Secondary Plan and Official Plan Amendment # 11 – Newmarket Active Transportation Network adopted by Council on June 23, 2014. Regional approval anticipated 2015. Streetscape design plans under development for VIVA corridors, and West Davis Drive and North Yonge Street
	<ul style="list-style-type: none"> Davis Dr. Corridor <ul style="list-style-type: none"> Strategic Property Review Monitor strategic pieces of land (public or private) for development, education business purposes 	Ongoing	CAO & Commissioner, Development & Infrastructure Services	<ul style="list-style-type: none"> Opportunity & need Identified Report to Council recommending strategic land acquisitions 	<ul style="list-style-type: none"> Strategic properties acquired 	<ul style="list-style-type: none"> Project ongoing Update reports to Committee of the Whole June 16, 2014
	<ul style="list-style-type: none"> Market/Sell Newmarket <ul style="list-style-type: none"> Market lands in area of Harry Walker Parkway & Mulock Dr. Complete, design & install signs at entrances to the municipality 	2013/14 & Beyond	Economic Development & other depts.	Submission of development applications	<ul style="list-style-type: none"> Increased number of building permits More jobs 	<ul style="list-style-type: none"> Halton Recycling lands are listed with a commercial realtor Two entrance sign designs at RFP stage (Davis & Bathurst and Hwy 404 & Mulock)
	<ul style="list-style-type: none"> EG & Aurora Interface <ul style="list-style-type: none"> Explore & bring forward options for best practices related to buffers, trails, connectivity, etc. 	Ongoing	Planning & Building, Engineering & Legal Services	Various development applications along borders approved and constructed	<ul style="list-style-type: none"> Seamless and compatible urban environment 	<ul style="list-style-type: none"> Active Transportation Plan included as part of Secondary Plan Prioritization of trail construction underway at staff level in preparation for Council consideration
	<ul style="list-style-type: none"> **Broadband Initiative & Innovation Centre <ul style="list-style-type: none"> Explore opportunities, partnerships, and business cases 	Ongoing	Economic Development, IT & CAO	<ul style="list-style-type: none"> Community Assessment results Conference May 23/24, 2013 for local municipalities & businesses Business plan Determine scope of project & level of Town's involvement 	<ul style="list-style-type: none"> Business case & Feasibility Study and order of magnitude costs identified as part of the Economic Development impact study 	<ul style="list-style-type: none"> Regional feasibility study complete Report approved by Regional Council May 2014 Giga Corridor Economic Impact Study underway CreateITNow business plan under development Staff to attend municipal working group meetings for implementation

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						<ul style="list-style-type: none"> Town has established Intelligent Communities as 1 of 3 Economic Development priorities through NEDAC
1.4 Internal Efficiencies	<ul style="list-style-type: none"> Identify ways to make service delivery more efficient (Service Review Program) SRP Phase 1 consists of: <ul style="list-style-type: none"> RSS (Revenue Sourcing Study) SPPR (Service Pricing Policy Review) 	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> Report to Council recommending Revenue generation Council adopted strategy related to pricing of services 	<ul style="list-style-type: none"> Fair & consistent approach to pricing services Creative ways for increased revenue Reduced pressure on tax base for service provision Equitable service pricing system aligned with Strategic Plan and Council Priorities 	<ul style="list-style-type: none"> Revenue Sourcing Study (RSS) reported through 2014 budget process Final SRP information report submitted to Council Q1, 2014 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
	<ul style="list-style-type: none"> Implement Phase 2 - Service Review Program (SRP) <ul style="list-style-type: none"> REV ideas (Revenue, Efficiency & Value) Efficiency & cost savings recommendations related to Town & Library Services ARF (Asset Replacement Fund) Review & Financial Sustainability Strategy 	2013/14 Budget	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> Report to Council with recommendations to implement REV ideas including quantifiable cost savings &/or efficiencies Report to Council with recommendations on ARF & FSS 	<ul style="list-style-type: none"> Target savings as part of SRP Improved service delivery through efficiency A long term Capital Financing Strategy to replace aging infrastructure Improved community satisfaction 	<ul style="list-style-type: none"> Phase 2 SRP execution complete REV program complete. Staff encouraged to submit new ideas through ELITE program. Integration of Library/Town services ongoing ARF Review complete Financial Sustainability Strategy (FSS) underway with expected completion mid-year 2014
	<ul style="list-style-type: none"> Enhance Citizen Centered Service Delivery <ul style="list-style-type: none"> Further enhance the culture of customer service across the organization Establish working environment that improves the customer experience & fosters "one window service delivery" Review & reintroduce Service Alignment Review recommendations to enhance service delivery 	Ongoing	CAO & Commissioners	<ul style="list-style-type: none"> Implemented recommendations from Service Alignment Review 395 Mulock renovations enhance abilities for departments to collaborate re overlaps in service delivery 	<ul style="list-style-type: none"> Improved public awareness Strong customer feedback scores 	<ul style="list-style-type: none"> Service Alignment Review of Community Services Commission continuing with staged implementation Formerly transitioned Customer Service kiosks to enhance service delivery and expand services at Magna and RJT complete. Seniors Meeting place, Youth Centre & Old Town Hall under review re: staffing, technology, budget, training, roles & responsibilities

Strategic Focus Area: Community Engagement & Transparency						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
2.1 Hear the Resident's Voice	<ul style="list-style-type: none"> Review & update all Committees & Task Forces to reflect Council's Strategic Priorities 	Ongoing	Corporate, Development & Infrastructure and Community Services Commissions & other depts. as necessary	<ul style="list-style-type: none"> Establishment of Task Forces & Committees aligned with Council Strategic Priorities, as necessary Council adopted Terms of Reference 	<ul style="list-style-type: none"> Implementation of Council direction related to committees & task forces Development of strategic documents where appropriate (i.e. Master Plans) 	<ul style="list-style-type: none"> Council approved Committee Public Appointment Policy 2013 Established Appointment Committee Council adopted Canadian Code for Volunteer Management Additional research of Committees & Task Forces underway for consideration by new Council (2015)
	<ul style="list-style-type: none"> Develop opportunities for residents to voice their opinion, other than mandated PIC's. <p>Engage residents in establishing:</p> <ul style="list-style-type: none"> Establish Ten Year Plan with Maintenance Standards Continue to develop Trails Complete Recreation Master Plan Formalize Recreation & Culture Feedback System Develop a public engagement policy that addresses the different demographics of residents 	Ongoing	Communications, Strategic Initiatives & various other depts.	<ul style="list-style-type: none"> Public Engagement Policy adopted by Council Consensus achieved on venues, timing, medium or channel etc. for public engagement 	<ul style="list-style-type: none"> High level of citizen participation in events seeking citizen input or engagement High level of citizen satisfaction with services, branding & future growth of Newmarket 	<ul style="list-style-type: none"> Conducted public engagement & consultation initiatives as part of 2014 budget process Draft Community Engagement Policy circulation complete Recreation Master Plan community consultation commenced and scheduled to Q2 2015 Branded Recreation Playbook as Recreation Master Plan
	<ul style="list-style-type: none"> Establish Project Steering Committees as necessary 	Ongoing	Various depts. as appropriate	Project work plans	Projects implemented on time, on budget & in scope	<ul style="list-style-type: none"> Ongoing as part of Administration's focus on improving efficiency through project management and continuous improvement culture
	<ul style="list-style-type: none"> Explore Parks Ambassador program 	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"> Complete – Development & Infrastructure Services Information Report – Public Works Services 2013-04 dated April 24, 2013
	<ul style="list-style-type: none"> Enhance Leadership with Youth engagement Study & address through the Recreation Master Plan Review & establish a strategy to hear the voice of youth 	2013	Recreation & Culture Services	Continue to provide leadership programs for youth	<ul style="list-style-type: none"> Build sense of community with youth 	<ul style="list-style-type: none"> Recreation Master Plan development process includes comprehensive Youth Engagement component Hosted a Youth and Local Government event in October 2013 during Local Government week

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	<ul style="list-style-type: none"> Develop Education and Marketing Campaign to the resident so they know their opinion is being sought 	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"> 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
	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Project complete – Rogers Spray Pad opened June 2014
	<ul style="list-style-type: none"> Implement Graffiti Abatement program 	Ongoing	Public Works & Legislative Services	<ul style="list-style-type: none"> Adoption of By-law Reporting mechanisms Contractor hired for graffiti removal Community communication plan 	Removal of graffiti on Town property in a timely manner	<ul style="list-style-type: none"> Program execution complete - Development & Infrastructure Services Information Report – Public Works Services 2014-36
	<ul style="list-style-type: none"> Renovate & expand Old Town Hall 	2015	Engineering Services	<ul style="list-style-type: none"> Final design completed Construction tendered 	Completion of Project	<ul style="list-style-type: none"> Construction commenced April 2013 Completion scheduled Q2 2015
2.2 Community Projects	<ul style="list-style-type: none"> Review Outdoor Skateboard Park Options & Plan 	2015	Community Services Commission	<ul style="list-style-type: none"> Review Recreation Master Plan 	Implementation of Council decision re Outdoor Skateboard Park	<ul style="list-style-type: none"> Under review as part of Recreation Master Plan
	<ul style="list-style-type: none"> Review Old Firehall Options & Plan 	Ongoing	Development & Infrastructure Services	<ul style="list-style-type: none"> Establish evaluation criteria Issue RFP Sell land & building 	Economic Development in the downtown area	<ul style="list-style-type: none"> Options report scheduled for CoW Q3 2014
	<ul style="list-style-type: none"> 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"> Recommendations presented to RSS Working Committee re Asset Naming at June 18, 2012 Workshop Impact on Operating Budgets commenced 2013 	<ul style="list-style-type: none"> Community identity Increased revenues & decreased reliance on tax base Annual naming and sponsorship of assets 	<ul style="list-style-type: none"> Riverwalk Commons Skating/Water feature named – ceremony held 2013 Renewed Metro Aquatics Centre naming rights and negotiated a new rights holder for Olympic rink Future focus – Newmarket Theatre (subject to Council approval) Old Town Hall packages and strategy under development Ongoing solicitation of local businesses and corporations to discuss event/facility naming & advertising opportunities

Strategic Focus Area: Community Engagement & Transparency						
Council Strategic Priority	Corporate Action	Expected Completion Year	Department or Division Responsible	Milestones	Expected outcomes or measures	Status
2.3 Partnerships	<ul style="list-style-type: none"> **Enhance Business Engagement & Outreach 	2013/14	Economic Development	<ul style="list-style-type: none"> Launch of program Web-site enhancement Marketing strategy adopted by Council 	<ul style="list-style-type: none"> Business retention & expansion Improved business, community relationships & partnerships 	<ul style="list-style-type: none"> Identified by Council as a Priority Focus for 2014 Budget – June 24, 2013 Council meeting (CAO/SI Report 2012-14) Town web-site review and design complete. RFP awarded to E-Solutions. Assessing options for Economic Development web-site
	<ul style="list-style-type: none"> **Re-engage Community Centre Lands Task Force 	2013/14	Engineering Services			<ul style="list-style-type: none"> 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) Staff level meetings of the Task Force to commence Q3 2014
2.4 Positive Approach	<ul style="list-style-type: none"> Execute Council Priorities 	2012 to 2014	Strategic Initiatives with support from all depts.	<ul style="list-style-type: none"> Council adopted list of Council Priorities & Strategic Focus Areas Semi-annual report card presented to Council 	Improved service efficiency, alignment & focus within Council's term of office	<ul style="list-style-type: none"> Performance reporting ongoing (i.e. Strategic Priorities Report Card- Dec 2012, June 2013, Dec 2013, June 2014) Summary Action Plan updated: March 20, 2013 (New Commission structure), April 22, 2013 (Status column), June 24, 2013 (Council direction), Dec 2013, June 2014
	<ul style="list-style-type: none"> Develop Recording Votes Solution 	2013	Legislative Services	<ul style="list-style-type: none"> RFP issued June 2012 Service provider retained 	User friendly, efficient system that meets the needs of various stakeholders	<ul style="list-style-type: none"> Project complete - Recording votes solution implemented as part of the Meeting Management Suite system
2.5 Show Leadership as a community and as an organization	<ul style="list-style-type: none"> Implement Cultural Master Plan <ul style="list-style-type: none"> Source funding for Public Art/Public Space Major Public Art Piece Keith Bridge Art Work 	2012 to 2014	Recreation & Culture Services & other depts.	<ul style="list-style-type: none"> Status reports to Council on various components Council adoption of Public Art Policy 	Increased Cultural and Economic Development opportunities	<ul style="list-style-type: none"> Second Report Card to be done in Q3-2014 Arts Council appointed and moving forward Cultural Mapping - awareness building ongoing Public Art Policy adopted by Council June 2014 Kilometre Trailmarkers installed Spring 2013 Keith Bridge Opening to include art insertions celebrating modes of transportation
	<ul style="list-style-type: none"> Develop Recreation Master Plan 	2013 - 2015	Recreation & Culture Services	<ul style="list-style-type: none"> RFP issued Consultant retained Council adopted RMP 	A long term plan for the future of Recreation including facility needs & activity programming	<ul style="list-style-type: none"> Community consultation underway Branded Playbook anticipated for completion 2015
	<ul style="list-style-type: none"> Reactivate Health Sciences Commission 	TBD				<ul style="list-style-type: none"> Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)

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	
3.1 Energy Efficiency & Emissions Reduction	<ul style="list-style-type: none"> Continue Smart Commute Program 	Ongoing	Strategic Initiatives & other depts	Successful implementation of community & corporate programs and events	<ul style="list-style-type: none"> Improved traffic flow Reduced traffic congestion Improved air quality 	<ul style="list-style-type: none"> Received Smart Commute Silver Workplace designation in 2012 & 2013 and Gold designation 2014 2014 Program budget approved by Council 	
	<ul style="list-style-type: none"> Complete Partners for Climate Protection – Phase 1 (Corporate) 	2013 or Beyond					<ul style="list-style-type: none"> Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)
	<ul style="list-style-type: none"> Implement Partners for Climate Protection – Phase 2 (Community) 	2013 or Beyond					<ul style="list-style-type: none"> Removed from Council Strategic Priorities list resulting from Council direction at the June 24, 2013 Council meeting (CAO/SI Report 2012-14)
3.2 Enhance Parks & Trails	<ul style="list-style-type: none"> Determine Service Levels for trails <ul style="list-style-type: none"> Review maintenance service levels Construct trail underpass at Davis Drive Construct trail extension along 514 Davis Drive (East side of river) Ongoing Asset Naming for parks, identified amenities, & open spaces 	2012 to 2014	Community Services & Development & Infrastructure Services Commissions	Adoption of Parks Policy Development Manual	<ul style="list-style-type: none"> Implemented Service Levels as identified in the study Additional parks named 	<ul style="list-style-type: none"> Davis Drive trail underpass scheduled for completion 2015 Maintenance level for trails reviewed with the Parks Policy Development Manual and subject to ongoing review 3 parks named at April 15, 2013 Council meeting 2 parks named at Fall 2013 ceremony Tim Hortons Skating & Water Feature corporate official naming completed 2013 Kilometre Trailmarkers included corporate recognition for donation (Emterra Group) New Parks By-law 2013-14 adopted April 15, 2013. Effective June 1, 2013 Ongoing annual solicitation to the public for submissions to the Municipal Asset Naming Database 	

**** 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