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## OFFICE OF THE CAO INFORMATION REPORT 2017-15

TO: Members of Council

AND TO: Community Services  
Corporate Services  
Development and Infrastructure Services

DATE: November 14, 2017

RE: N6 Leadership Symposium 2017

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### **Purpose**

To provide the Mayor and Members of Council with information regarding the attendance of Town Of Newmarket Staff at the annual Northern 6 ("The N6") Leadership Symposium, hosted in King City on September 29th, 2017.

### **Background**

The N6 refers to the six northernmost municipalities of York Region: Newmarket, Aurora, East Gwillimbury, Georgina, King and Whitchurch-Stouffville. Beyond the geography, this subset of York Region shares a variety of characteristics that provide for ideal networking opportunities and shared resources. The Councils of the Northern Six (N6) Municipalities have supported the collaboration of these municipalities for the purposes of sharing knowledge, resources, and opportunities for cost savings. The N6 Human Resources Committee is one example of this collaboration and, in addition to other initiatives, provides learning and development opportunities to N6 municipal employees. Some of the popular and effective courses/programs delivered include: Coaching Skills for Leaders, Project Management, The 7 Habits of Highly Effective People, Courageous Conversations, Managing & Leading Change, Presenting with Impact and the annual N6 Leadership Symposium, which took place this year on September 29th, 2017 at King's Riding Golf Club, in the Township of King.

Each municipality's commitment to being a "learning organization" is key to the success of this endeavour and it is a commitment that serves our organizations as well as our individual communities well.

By pooling our resources we have continued to offer extremely high quality programs and speakers and the 2017 N6 Leadership Symposium was no exception.

### **Discussion**

The theme for this year's Symposium was Strategic Leadership, facilitated by Dr. Ivan Joseph and Michael Seagraves.

Dr. Joseph is presently the director of Athletics at Ryerson University and led the multi-million dollar transformation of Maple Leaf Garden's into the Mattamy Athletic Centre. In addition to his work at Ryerson, Dr. Joseph is a highly sought after performance and leadership coach.

Michael Seagraves is the Sr. Director of Digital Transformation at Dignity Health, a U.S. based, not-for-profit corporation that operates hospital and health care facilities. His focus at Dignity health is to use technology to connect professional health services with those who may not otherwise have access to health care. Mr. Seagraves was also a teammate of Dr. Joseph's at Graceland University where they won a national soccer championship together.

### **Key Note Address**

The Symposium began with a keynote by Dr. Joseph, which focused on identifying the "transcendent purpose" of individuals, teams and organizations. Specifically, how greatness in any pursuit can be achieved when an alignment between personal motivation and organizational objective(s) exists. This concept provided the framework for the workshop that consumed the rest of the day.

### **Workshop**

Dr. Joseph and Mr. Seagraves led the workshop jointly. Building from Dr. Joseph's "Transcendent purpose" concept, each municipality analyzed their mission statement, to assess its practical value in guiding staff to achieve what it sets out. Our statement, "Making Newmarket Even Better", was identified as a well-crafted statement, invoking a

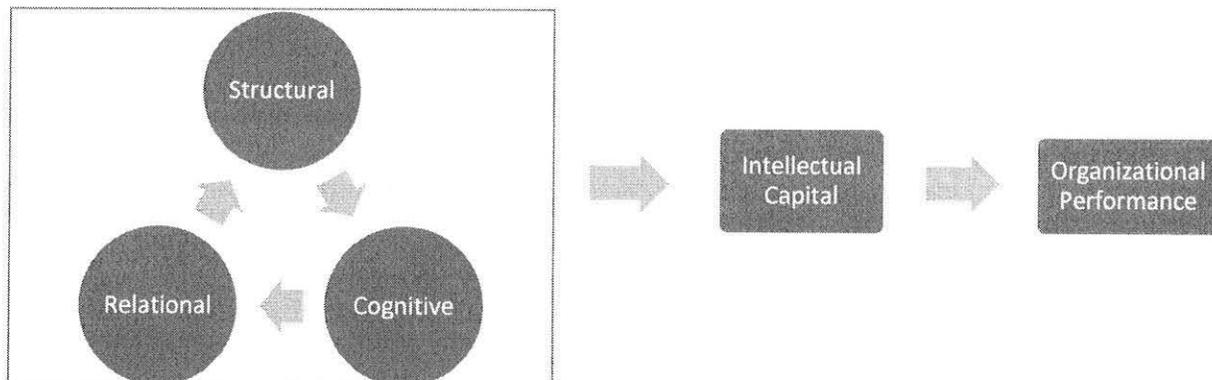
sense of pride, ownership in our work and its flexibility to be meaningful across our diverse work functions. By using this statement as a yardstick, we learned how staff could measure the desirability and feasibility of both large projects and day-to-day tasks, resulting in a metric that categorizes initiatives to be:

1. Aspirational (desirable, but not feasible)
2. Deferred (feasible, but not desired)
3. Strategic (desirable and feasible)

The facilitators shared a “Mission Resource Matrix” and went on to lead the group through a very simple system that cuts straight to the validity of any project. Once you have plotted a project on the matrix simply ask, “Why does this need it happen?” three consecutive times. If at any point, the answer does not align with your strategic purpose, a reevaluation of the project needs to be undertaken. With full acknowledgment of the simplicity of this tool, in practice it proves quite effective for projects or tasks of any scale.

The final module of the workshop focused on “Social capital” required to execute strategic projects. This concept focused on three core needs that lead to high performing teams and organizations. In the flow chart below, the cycle component reflects the need for the right organizational structure, cognitive engagement (understanding the mission) and positive relationships amongst and between teams. Once these aspects are in place, an organization or sub-unit will develop or acquire the intellectual capital needed to drive optimal organization performance.

### **Social Capital Flow Chart**



## **Conclusion**

The 2017 N6 Leadership symposium was a valuable training experience. The key takeaway was the ability to extract specific and tangible meaning from our mission statement. More importantly, how senior staff can use it to inspire excellence at every level of our organization; even more pride and cohesion across our organization teams, inspired to offer even better services to our community.

The opportunity to work with our Newmarket colleagues led by a third party offered a new lens to view our regular municipal operations. Additionally, the workshop provided collaboration sessions with staff from around the region, offering valuable perspective.

## **Business Plan and Strategic Plan Linkages**

### **Vision**

1. Well-Equipped & Managed
  - Providing service excellence
  - Providing municipal services that meet existing and future needs of residents
2. Well-Planned & Connected
  - Planning and managing growth through long-term plans and strategies supported by short term action plans
3. Well-Respected
  - Creating strategic partnerships with community organizations, neighbouring municipalities, private sector partners and other levels of government to support an environment of collaboration and co-operation
  - Being valued for our judgment and insight

### **Mission**

Making Newmarket Even Better

## **Consultation**

The Symposium was coordinated by municipal Human Resource professionals from across the N6.

## **Human Resource Considerations**

This annual event supports each municipality's commitment to leadership development, a key element of any Attraction & Retention Strategy.

## **Budget Impact**

This training opportunity was funded within through existing corporate training budgets.

## **Attachments**

None

## **Contact**

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