



# Town of Newmarket

Council Strategic Priorities Workshop





## Today's Agenda

- Welcome and Introduction
- Strategic Planning – Refresh
- Project Timelines, Engagement, and Outcomes
- Strategic Pillars – Discussion and Input
- Strategic Priorities – Discussion and Input
- Priority Selection
- Next Steps

# Strategic Planning - Refresh



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# Strategic Planning

- ✓ Where are we now?
- ✓ Where do we want to go?
- ✓ How do we get there?

## A corporate strategic plan

- provides an organized way to assess the operating environment and build consensus and support for strategic directions and action;
- provides structure for mutually accepted goals and a common agenda;
- balances municipal resources with community goals;
- provides clear guidance to municipal partners and the community;
- informs policy framework to help handle difficult recurring issues;
- directs individual departmental business plans as a means of supporting the corporate strategic direction; and
- benefits an organization as a catalyst for change.





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## Common Language

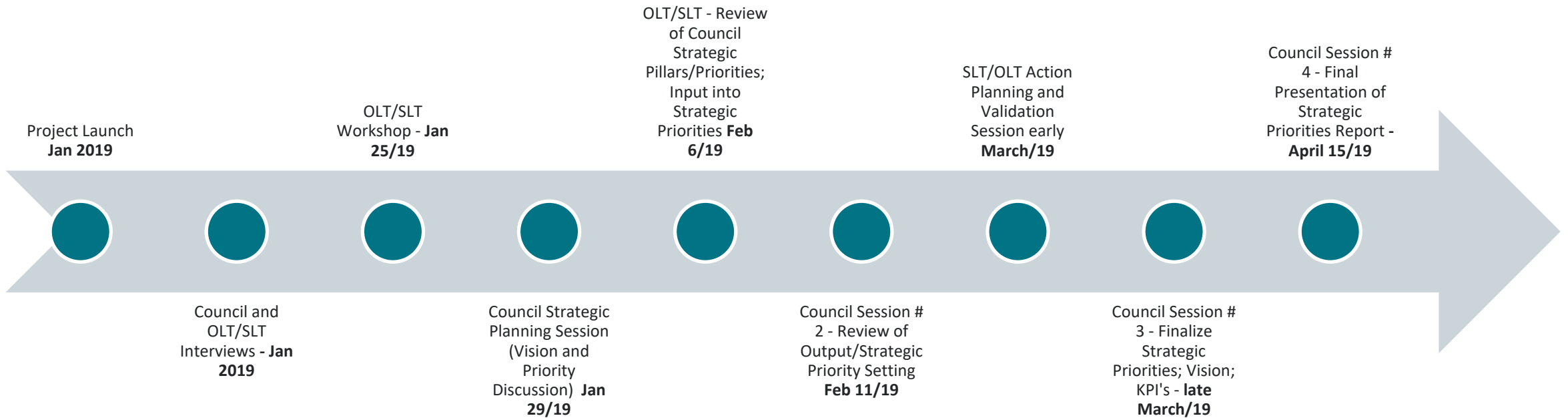
**Strategic Planning:** Process that leads to decisions on corporate direction, strategic pillars and strategic priorities; informs alignment of resources to advance the actions necessary to achieve these strategic priorities

**Strategic Pillars:** Provide structure and direction to the Strategic Plan; they represent key themes that give focus and influence intentional response

**Strategic Priorities:** These are the high level priority statements that describe what we want to accomplish



# Project Timeline





Strategic Pillar	Existing Strategic Priorities	Proposed Strategic Priorities (New)
<p data-bbox="137 554 741 592"><b>Long-Term Financial Sustainability</b></p> <p data-bbox="137 634 914 715">Maintaining long-term financial sustainability while ensuring a thriving community</p>	<p data-bbox="952 372 1304 411"><b>Where are we now?</b></p> <p data-bbox="952 454 1679 544"><b>What is currently underway in support of this strategic pillar?</b></p> <ol data-bbox="952 558 1722 961" style="list-style-type: none"> <li>Ongoing community engagement / surveys to help inform program, service and financial planning.</li> <li>Development of multi-year operating and capital budget aligned with Budget Policies.</li> <li>Development and implementation of Master Plans that support the ability to set multi-year rates.</li> </ol>	<p data-bbox="1758 372 2214 411"><b>Where do we want to go?</b></p> <ol data-bbox="1758 554 2435 1218" style="list-style-type: none"> <li>Complete a deep dive assessment of the Town’s overall financial health (including an assessment of service costs and other baseline data) that supports effective and efficient long-term financial planning.</li> <li>Complete comprehensive and up-to-date Asset Management Plans that reflect a Corporate Risk Strategy and continued investment into the Asset Replacement Fund.</li> <li>Develop and implement a Community Dashboard report on progress.</li> <li>Protect town information / technology infrastructure, data assets and cyber security measures.</li> <li>Evaluate feasibility of a Municipal Accommodation Tax (MAT).</li> <li>Staff investigate options for a continuous improvement and or service level analysis for Council consideration.</li> </ol>





Strategic Pillar	Existing Strategic Priorities <b>Where are we now? What is currently underway in support of this strategic theme?</b>	Proposed Strategic Priorities (New) <b>Where do we want to go?</b>
<p><b>Extraordinary Places and Spaces (priority focus on the Mulock park)</b></p> <p>Creating the environment for an engaged, accessible, inclusive community</p>	<ol style="list-style-type: none"> <li>1. Complete the design, planning and costing for Mulock park through a Master Plan, and advance construction fully or advanced enough for the public to enjoy. (Keep or delete: including public education/ engagement, design, future program planning, capital and operational costing and construction planning)</li> <li>2. Implementation of the Recreation Playbook continues with priority focus on a community skateboard park, spray pad and sport pad construction, seniors programming (recreation and culture plan as it pertains to seniors), among other identified initiatives.</li> <li>3. Establishment of public access WIFI wherever feasible in public spaces throughout the community.</li> </ol>	<ol style="list-style-type: none"> <li>4. Develop a Parks and Trails Master Plan focused on both new development and re-development opportunities; update the Recreation Playbook, as required.</li> <li>5. Develop a new Cultural Master Plan that integrates a cross corporate lens on place-making.</li> <li>6. Complete a library facility needs assessment.</li> <li>7. Design and implement a strategy to address municipal vacant properties (Fernbank Farmhouse, Old Fire Hall, and 449 Eagle St.).</li> <li>8. Pilot a project to fully pedestrianize Main Street at select times throughout the year with the BIA and further enhance opportunities for festivals and events in the downtown.</li> <li>9. Complete the re-design, renovations and re-launch of the Newmarket Theatre.</li> <li>10. Update multi-year accessibility plans, including implementation.</li> </ol>



Strategic Pillar	Existing Strategic Priorities <b>Where are we now?</b> <b>What is currently underway in support of this strategic theme?</b>	Proposed Strategic Priorities (New) <b>Where do we want to go?</b>
<p><b>Environmental Stewardship</b></p> <p>Leading proactive planning and action related to climate change and other environmental initiatives.</p>	<ol style="list-style-type: none"> <li>1. Continue to implement programs that make Newmarket a leader in the implementation of low impact design (LID), and storm water rate structures.</li> <li>2. Continue to <b>explore and</b> support solar power installations in place and investigate additional installations; <b>explore options for battery storage opportunities in town buildings.</b></li> <li>3. <b>Continue to implement</b> Community Energy Plan.</li> <li>4. Support highly effective partnerships with LSRCA, MECP, York Region, NT Power, and others who provide funding and support for our numerous projects.</li> <li>5. Implement Private Tree Bylaw, Public Tree Policy, tree canopy management.</li> <li>6. Conduct Emergency Operations Centre Training, Risk management as it relates to climate change/volatility.</li> </ol>	<ol style="list-style-type: none"> <li>7. <b>Explore options for battery storage opportunities in town buildings (combine with 2)</b></li> <li>8. Consolidate efforts <b>internally related</b> to current and emerging environmental initiatives.</li> <li>9. Complete a Climate Change Adaptation Plan.</li> <li>10. Identify and implement best practice principles and structures to engage the public.</li> </ol>



Strategic Pillar	Existing Strategic Priorities <b>Where are we now? What is currently underway in support of this strategic theme?</b>	Proposed Strategic Priorities (New) <b>Where do we want to go?</b>
<p><b>Safe Transportation (Streets)</b></p> <p>Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction</p>	<ol style="list-style-type: none"> <li>1. Implement tools (i.e. videos) and tactics to enhance <b>(remove: education)</b>, engineering design and enforcement related to vehicle, pedestrian and bike safety <b>(ex. leverage ENVI and/or Smart City (e.g. sensors) technologies in creating efficiencies.</b></li> <li>2. <b>Continue to implement</b> the traffic mitigation strategy and Active Transportation Plan.</li> <li>3. Continue efforts to build a strong network of community and subject matter experts (e.g. York Region, York Regional Police (YRP) in the implementation of initiatives <b>(e.g. automated speed enforcement).</b></li> </ol>	<ol style="list-style-type: none"> <li>4. <b>Pilot the 'Play Street' program concept on targeted streets/neighbourhoods. (Potential: move to Extraordinary places)</b></li> <li>5. Pedestrian policy review with priority focus being around schools.</li> <li>6. Design and implement a communication strategy that provides expanded opportunity for community consultation <b>and education/street safety .</b></li> <li>7. Develop a 'complete street' design and construction/<b>reconstruction</b> methodology <b>(remove: is in place )</b> to support ongoing safe street initiatives <b>and continue to explore design options related to speed reduction, where appropriate</b></li> <li>8. <b>(potential to add to # 1) Leverage ENVI and/or Smart City (e.g. sensors) technologies in creating efficiencies.</b></li> </ol>



Strategic Pillar	Existing Strategic Priorities	Proposed Strategic Priorities (New)
<p><b>Vibrancy on Yonge, Davis and Mulock</b></p> <p>Supporting enhanced access to diverse housing, office and retail options</p>	<p><b>Where are we now? What is currently underway in support of this strategic theme?</b></p> <ol style="list-style-type: none"> <li>1. Implement policy frameworks and practices that will more easily support the development of the corridors <i>(e.g. For reference only - <u>Urban Centres Secondary Plan, Parking Policy, Concurrent Planning Applications, Parkland Dedication By-Law, Height and Density Bonusing Guidelines, site plan process, DC Deferral Policy, Urban Centre Zoning By-Law</u>)</i>.</li> <li>2. Transit Oriented Development: Implement Newmarket GO Station Mobility Hub Study and development of Mulock Station Area Secondary Plan; <b>Yonge, Davis areas</b></li> </ol>	<p><b>Where do we want to go?</b></p> <ol style="list-style-type: none"> <li>3. <b>Expand design</b> and implement a multi-faceted corridor marketing program that focuses on future planning and design, and celebrates success.</li> <li>4. Seek new policy and by-law changes to incent innovative built forms <b>(eg. tiny homes, community homes - shared living spaces – multi residential)</b></li> <li>5. Leverage Smart City technologies and municipally owned broadband (ENVI) to support corridor development strategies and business retention and expansion efforts.</li> <li>6. Consider development incentives to provide a range of housing options that meet the needs of current and future residents, <b>including the pursuit of CIP to incent corridor development</b></li> <li>7. <b>Explore and advance new and reimagined public spaces and place-making opportunities</b></li> </ol>



Strategic Pillar	Existing Strategic Priorities	Proposed Strategic Priorities (New)
<p data-bbox="117 505 800 544"><b>Economic Leadership and Job Creation</b></p> <p data-bbox="117 586 861 665">Attracting, retaining and expanding jobs through innovation, collaboration and urbanization</p>	<p data-bbox="901 325 1633 465"><b>Where are we now? What is currently underway in support of this strategic theme?</b></p> <ol data-bbox="901 475 1633 1200" style="list-style-type: none"> <li>1. Supporting success of the municipally owned broadband (ENVI) and leveraging other technologies in job creation.</li> <li>2. Revitalizing our Community Centre Lands and addressing downtown parking needs including leveraging Smart City technology solutions.</li> <li>3. Responding to changing community demographics with respect to attracting and retaining a skilled labour force for the future.</li> <li>4. Focus on continued success of the downtown financial and program initiatives (e.g. façade improvement, patio program, etc.).</li> <li>5. Strengthen partnerships with key stakeholders influencing our local economy (e.g. BIA, Southlake, Upper Canada Mall, Chamber of Commerce, NewmakeIT, N6).</li> </ol>	<p data-bbox="1679 339 2135 378"><b>Where do we want to go?</b></p> <ol data-bbox="1679 475 2405 808" style="list-style-type: none"> <li>6. Review and re-fresh the Economic Development Strategy, <b>with a focus on creating an environment for job attraction and economic growth.</b></li> <li>7. Evaluate feasibility of SODA (South of Davis Drive Area) for concerted growth/re-development.</li> </ol>

# Selecting Top 5 Strategic Priorities



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## Thank you!

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