



Town of Newmarket

Council Strategic Planning Workshop





Today's Agenda

- Welcome Remarks by Mayor Taylor
- Introductions
- Presentation: Setting the Stage
- Vision Check-In
- Strategic Priority Identification
- Identification of Potential Actions
- Defining Success: Performance Measures and Indicators

Who We Are



MDB Insight Inc.

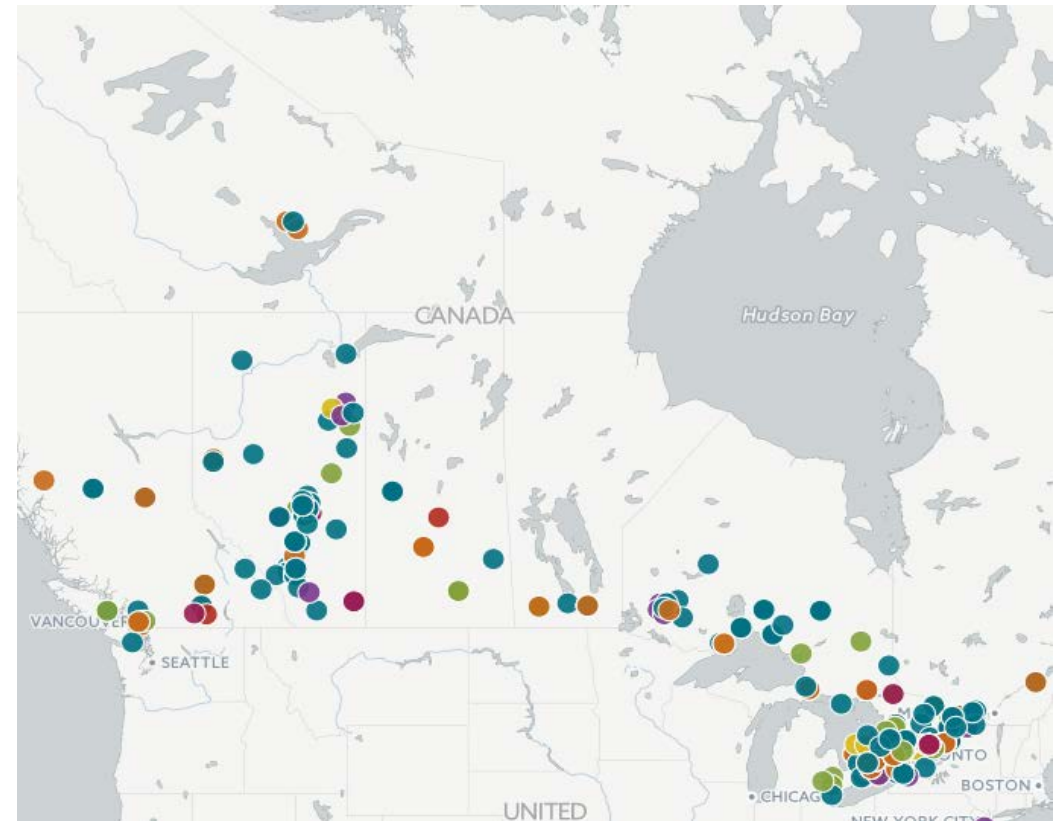
Canada's largest economic development specialist consultancy since 2007

Mission

MDB acts as a creative force to connect communities with opportunities in a rapidly changing economy.

Values

Passionate. Curious. Connect. Collaborate.
Create. Save the World*





Queen's Executive Decision Centre

- **Erik Lockhart, Associate Director Queen's Executive Decision Centre**
- More than 200 joint projects with MDB Insight
- Established in 1987 to facilitate executive meetings using Group Decision Support Software
- The technology allows ideas to be shared visually and then merged or themed in real time
- The system collects and ranks results based on group input

Project Overview – Setting the Stage

Town of Newmarket



Project Approach



CONTINUOUS INPUT AND ENGAGEMENT OF COUNCIL, STAFF & KEY STAKEHOLDERS





Key Attributes of a SOARR™ Assessment

<p>S</p>	<p>Strengths What can we build on?</p>	<ul style="list-style-type: none"> • What are we doing well? • What key achievements are we most proud of? • What positive aspects have individuals and enterprises commented on?
<p>O</p>	<p>Opportunities What are our best possible future opportunities?</p>	<ul style="list-style-type: none"> • What changes in demand do we expect to see in the future? • What external forces or trends may positively affect development? • What are the key areas of untapped potential? • What weaknesses or threats can be converted into SMART improvements?
<p>A</p>	<p>Aspirations What do we care deeply about achieving?</p>	<ul style="list-style-type: none"> • What are we deeply passionate about? • What difference do we hope to make for businesses, residents, and institutions? • What does our preferred future look like?
<p>R</p>	<p>Risks How will we recognize and mitigate or eliminate potential risks?</p>	<ul style="list-style-type: none"> • What challenges do we need to be aware of? • What policy shifts could impact our aspirations? • What contingencies should be in place to address threats or consequences?
<p>R</p>	<p>Results How will we know we are succeeding?</p>	<ul style="list-style-type: none"> • What are the key goals we would like to accomplish in order to achieve these results? • What meaningful measures will indicate that we are on track toward achieving our goals? • What resources are needed to implement our most vital projects and initiatives?



Emerging Themes

What this is:

- A reflection of themes and ideas that have emerged from initial conversations with members of Council and Senior Staff
- A starting point for a more robust discussion of priorities for the next 4 years and beyond

What this is NOT:

- A ranking of ideas or strategic initiatives by order of importance
- An exhaustive list of all potential strategic priorities



STRENGTHS - Community

What can we build on?

- Forward looking
- Growth-focused
- Innovative
- Bold
- Ambitious Confidence
- Flexible
- Strong, diverse economy
- Prosperous
- Proud





STRENGTHS - Community

What can we build on?

- A great culture; includes a strong culture of volunteerism, highly engaged, passionate about community
- Small town soul, strong sense of place, something for everyone
- Strong neighbourhoods
- Active community groups
- Riverwalk Commons
- Newmarket has its own Internet service provider and hydro utility
- Attractive balance of green space and developed land, recreation opportunities
- Newmarket is the seat of regional government
- Viva Rapid Transit



- Professionally managed
- Strong council
- Capable, dedicated staff motivated to serve residents and council to the best of their ability
- Residents come first
- Effective collaborations
- Collaborative approach vice 'silo' approach
- Culture encourages innovation



OPPORTUNITIES

What are our best possible future opportunities?

- Plan for development that attracts young, knowledge-based workers while serving the needs of an existing aging population
 - ↳ Focus on active, vibrant, inclusive public spaces
- Enhance economic growth leveraging: Envi network, geography
- Maximize utilization of existing services and amenities
- Enhance sense of welcoming and inclusion; greater engagement of newcomers in municipal governance
- Review zoning and development policy in the context of changing needs
- More effectively leverage funding programs (i.e. Federal)



OPPORTUNITIES

What are our best possible future opportunities?

- Enhance capacity of residents to adopt or engage with technology
- Seek input and expertise of those who can provide a visionary view
- Attract businesses that fit within existing (employment lands) constraints
 - ↳ Enhance lifestyle amenities that will attract knowledge-based workforce
- Become a leader in suburban urbanization; Newmarket as an urban centre in the heart of the York Region
- Pioneer innovative housing options
- Support effective collaboration among the Northern Six municipalities



OPPORTUNITIES

What are our best possible future opportunities?

- A well-developed and sustainably managed Mulock Farm park / facility
- Develop enhanced infrastructure and services such as:
 - Facilities for seniors
 - Library
 - Parking
 - Road infrastructure
- Become a Smart City
- Davis-Yonge Corridor development
- Medical hub development around Southlake Regional Health Centre focused on education and Research & Development



OPPORTUNITIES

What are our best possible future opportunities?

- Newmarket Heights Resiliency project
- Attraction of post-secondary institutions / programs / satellite campuses
- Planning for the future of travel; i.e. autonomous vehicles
- Ensuring that all long range plans are complete and /or up to date; alignment aof all long range plans with the overall strategy



ASPIRATIONS

What do we care deeply about achieving?

- A hub for economic development and entrepreneurship
- A liveable community – diverse housing options, well-planned transit
- A connected community:
 - Physically: through walking and biking trails; opportunities to interact in public spaces
 - Digitally: communication networks, ‘Smart’ development
- Pursuing progressive city-building that reflects the public will, embraces new urbanism, and aligns with financial / resource realities
- Financial stability, financial resiliency for the future



ASPIRATIONS

What do we care deeply about achieving?

- Broad, inclusive citizen engagement that is respectful of diverse needs and languages
- Effective communication and transparency
- A safe community; effective options for traffic mitigation
- A community that nurtures and is a catalyst for innovation; (with room to fail)
- Strong, effective partnerships; within the community and with neighbouring municipalities
- Balance between ward-specific concerns and what is best for the Town



RISKS

How will we recognize and mitigate or eliminate risk?

- Water & wastewater service
- Complacency
- Aligning citizen / tax payer expectations with fiscal realities
- Provincial Municipal Review; potential funding impacts, downloading
- Aging population and attendant concerns re: social isolation, affordability, access to services
- Housing costs
- Climate change



RISKS

How will we recognize and mitigate or eliminate risk?

- Growing too fast; escalating beyond planning, Reaching max capacity for land development; approaching full build-out
- Uncertain status of GO Station Development
- Growth of neighbouring communities to the north and the resultant strain placed on Newmarket resources
- Changing needs for service delivery has an impact on staff training needs
- Cyber security and privacy concerns
- Limited tools for revenue generation (i.e. to support increasing demands)



Moving forward – Tax Sensitivity

Generally, Council feels that there is apprehension among residents regarding tax increases. It is understood that there may be a willingness to consider specific projects / initiatives if the public is adequately consulted and engaged.

Vision Check-In



Notes on the Vision – Well Beyond the Ordinary

- General consensus: ‘We like the vision’ but there is a need to refresh it to reflect new trends and new realities
- The current version feels stagnant; seeking more dynamic wording that speaks to stretching well beyond the ordinary
- Needs more excitement!
- Focus on ‘beyond’ vice ‘well’; being extraordinary
- Needs to apply to staff in the context of service delivery, to council in the context of leadership and to the community in terms of living and working in the community



Notes on the Vision – Well Beyond the Ordinary

- Should capture the importance of collaboration with other municipalities, key players
- Should reflect the importance of community engagement

- Staff currently refer to the “wells” in their reports and accomplishment of daily activities