



Town of Newmarket

Agenda

Council Workshop

Date: Tuesday, March 26, 2019
Time: 9:00 AM
Location: Council Chambers
Municipal Offices
395 Mulock Drive
Newmarket, ON L3Y 4X7

Pages

1. Notice

In accordance with the Town's Procedure By-law, no decisions are to be made but rather this meeting is an opportunity for Council to have informal discussion regarding various matters.

2. Additions & Corrections to the Agenda

3. Declarations of Pecuniary Interest

4. Items

4.1 Continuation of Strategic Priority Development

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Note: Presentation to be distributed when available.

5. Adjournment



Town of Newmarket

Council Strategic Planning Workshop #3



Date: March 26, 2019



Agenda

1. Review and discuss Key Considerations (Staff requests for clarification) with respect to Strategic Priorities.
2. Review and discuss recommendations to update / streamline the Town of Newmarket Vision Statement.
3. Review and provide feedback on proposed options for a Reporting Framework (Dashboard).
4. Next Steps



Context for discussion:





Review of Strategic Pillars & Priorities to date:

- Senior staff have had an opportunity to review and validate the strategic pillars and priorities.
- Lead departments for each priority have been identified.
- Input has begun to inform the development of actions and tactics that will comprise departmental business plans.
- Staff has had an opportunity to provide input with respect to key considerations and / or areas in which additional clarity is needed in order to move forward in addressing strategic priorities.



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
<div>Extraordinary Places and Spaces (priority focus on the Mulock park)</div> <div>Creating the environment for an engaged, accessible, inclusive community</div>	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.	
	2. Develop a Parks Master Plan focused on both new development and re-development opportunities; update the Recreation Playbook, as required.	



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
I Extraordinary Places and Spaces (priority focus on the Mulock park) Creating the environment for an engaged, accessible, inclusive community	3. Develop a new Cultural Master Plan that integrates a cross corporate lens on place-making.	<ul style="list-style-type: none">Does Council agree with expanding the scope of the Cultural Master Plan to include overall community place-making through a cross community/corporate 'creative / arts ' lens that can weave throughout various strategic documents?
	4. Design and implement a strategy to address municipal vacant properties (Fernbank Farmhouse, Old Fire Hall, and 449 Eagle St.)	
	5. 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.	NOTE: scope and cost will require future considerations/consultation with stakeholders and subject to future Council direction.



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
<div data-bbox="129 411 155 454">I</div> <div data-bbox="129 551 486 644">Safe Transportation (Streets)</div> <div data-bbox="129 682 529 901">Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction</div>	1. Implement tools (i.e. videos) and tactics to enhance engineering design and enforcement related to vehicle, pedestrian and bike safety (ex. leverage ENVI and/or Smart City (e.g. sensors) technologies in creating efficiencies.	<ul style="list-style-type: none">• Does Council feel a Smart City Strategic Plan would help inform a corporate approach to leveraging technology, tools, and tactics? <p>Note: Council feedback on this question will help define scope/financial costs to complete this strategic priority.</p> <ul style="list-style-type: none">• Given that enforcement is subject to the Highway Traffic Act, what are Council's thoughts on how best to build provincial support for implementation?
	2. Continue to implement the traffic mitigation strategy and Active Transportation Plan.	



Review of Strategic Pillars & Priorities

Strategic Pillar I Safe Transportation (Streets) Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction	Strategic Priorities	Scope Clarification Questions
	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 (e.g. automated speed enforcement).	
	4. Design and implement a communication strategy that provides expanded opportunity for community consultation and education/street safety.	Note: Council feedback on this question will help define scope/financial costs to complete this strategic priority.
	5. Develop a 'complete street' design and construction/reconstruction methodology to support ongoing safe street initiatives and continue to explore design options related to speed reduction, where appropriate	



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
<div data-bbox="129 454 155 496">I</div> <div data-bbox="129 596 479 685">Vibrancy on Yonge, Davis and Mulock</div> <div data-bbox="129 725 545 832">Supporting enhanced access to diverse housing, office and retail options</div>	1. Implement policy frameworks and practices that will more easily support the development of the corridors (e.g. For reference only - Urban Centres Secondary Plan, Parking Policy, Concurrent Planning Applications, Parkland Dedication By-Law, Height and Density Bonus Guidelines, site plan process, DC Deferral Policy, Urban Centre Zoning By-Law).	
	2. Transit Oriented Development: Implement Newmarket GO Station Mobility Hub Study and development of Mulock Station Area Secondary Plan; Yonge, Davis areas	
	3. Expand design and implement a multi-faceted corridor marketing program that focuses on future planning and design, and celebrates success.	<ul style="list-style-type: none">Does Council wish to maintain the status quo program or expand efforts to include the provision of additional resources (and/or consider realignment of existing resources) in support of these efforts? <p>Note: Council feedback on this question will help define scope/financial costs to complete this strategic priority.</p>



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
	4. Leverage Smart City technologies and municipally owned broadband (ENVI) to support corridor development strategies and business retention and expansion efforts.	
	5. Consider development incentives to provide a range of housing options that meet the needs of current and future residents, including the pursuit of CIP to incent corridor development	<ul style="list-style-type: none">Should the Town increase financial incentive program for corridor development within the CIP area? <p>Note: Council feedback on this question will help define scope/financial costs to complete this strategic priority.</p>
Vibrancy on Yonge, Davis and Mulock Supporting enhanced access to diverse housing, office and retail options	6. Explore and advance new and re-imagined public spaces and place-making opportunities	<ul style="list-style-type: none">Do you see the Cultural Master Plan as being the driving strategy document/process for this? (note: <i>relates to question asked re: Priority #3 under Extraordinary Places</i>)



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
	1. Supporting success of the municipally owned broadband (ENVI) and leveraging other technologies in job creation.	<ul style="list-style-type: none">Does Council see a time investment of existing Town staff being dedicated to advancing ENVI? <p>Note: Council feedback on this question will help define scope/financial costs to complete this strategic priority.</p>
	2. Revitalizing our Community Centre Lands and addressing downtown parking needs including leveraging Smart City technology solutions.	<ul style="list-style-type: none">To what extent is Council envisioning the adoption of new Smart City technologies? <p>Note: Council feedback on this question will help define scope/financial costs to complete this strategic priority. In part linked with Smart City Strategic Plan question.</p>
	3. Focus on continued success of the downtown financial and program initiatives (e.g. façade improvement, patio program, etc.).	

Economic Leadership and Job Creation

Attracting, retaining and expanding jobs through innovation, collaboration and urbanization



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
	4. Review and re-fresh the Economic Development Strategy, with a focus on creating an environment for job attraction and economic growth; respond to changing community demographics with respect to attracting and retaining a skilled labour force for the future.	
	5. Evaluate feasibility of SODA (South of Davis Drive Area) for concerted growth/re-development.	

Economic Leadership and Job Creation

Attracting, retaining and expanding jobs through innovation, collaboration and urbanization



Review of Strategic Pillars & Priorities

Strategic Pillar Environmental Stewardship Leading proactive planning and action related to climate change and other environmental initiatives.	Strategic Priorities	Scope Clarification Questions
	1. Continue to implement programs that make Newmarket a leader in the implementation of low impact design (LID), and storm water rate structures.	
	2. Continue to explore and support solar power installations in place and investigate additional installations; explore options for battery storage opportunities in town buildings.	
	3. Continue to implement Community Energy Plan.	



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
	4. Support highly effective partnerships with LSRCA, MECP, York Region, NT Power, and others who provide funding and support for our numerous projects.	
	5. Implement Private Tree Bylaw, Public Tree Policy, tree canopy management.	

Environmental Stewardship

Leading proactive planning and action related to climate change and other environmental initiatives.



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
	1. Ongoing community engagement / surveys to help inform program, service and financial planning.	<ul style="list-style-type: none">Is Council envisioning an expanded effort/focus that will require additional human/financial resources?
	2. Development of multi-year operating and capital budget aligned with Budget Policies.	<ul style="list-style-type: none">Does Council want to wait until the new CAO begins in order to help scope/define these budgets?
	3. 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. Including an option for Council input for a continuous improvement and or service level analysis for Council consideration.	<ul style="list-style-type: none">Does Council see this achieved through an internally led process, an externally led process, or some combination of the first two options? <p>Note: Council feedback on this question will help define scope/financial costs to complete this strategic priority.</p>

Strategic Pillar

Strategic Priorities

Scope Clarification Questions

I

Long-term Financial Stability

Maintaining long-term financial sustainability while ensuring a thriving community

1. Ongoing community engagement / surveys to help inform program, service and financial planning.

- Is Council envisioning an expanded effort/focus that will require additional human/financial resources?

2. Development of multi-year operating and capital budget aligned with Budget Policies.

- Does Council want to wait until the new CAO begins in order to help scope/define these budgets?

3. 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. Including an option for Council input for a continuous improvement and or service level analysis for Council consideration.

- Does Council see this achieved through an internally led process, an externally led process, or some combination of the first two options?

Note: Council feedback on this question will help define scope/financial costs to complete this strategic priority.



Review of Strategic Pillars & Priorities

Strategic Pillar	Strategic Priorities	Scope Clarification Questions
I Long-term Financial Stability Maintaining long-term financial sustainability while ensuring a thriving community	4. Complete comprehensive and up-to-date Asset Management Plans that reflect a Corporate Risk Strategy and continued investment into the Asset Replacement Fund.	
	5. Develop and implement a Community Dashboard report on progress.	NOTE: Staff dashboard demo / discussion will address items for clarification.



Vision Refresh Discussion



A Vision Statement is ...

An aspirational description of what an organization would like to achieve or accomplish in the mid- or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

A strong Vision Statement also serves to help differentiate Newmarket from other communities.

The vision statement should focus the efforts of all members of the organization on the core competencies needed to achieve its goals.



Feedback related to the existing Vision

- Broad support for ‘Well beyond the ordinary.’
- The case for maintaining the principle statement is supported by existing investments into signage and marketing collateral
- General consensus that the “Well’s” require a refresh
- The alignment of staff reports and deliverables to the vision is an important consideration
- There is an opportunity to focus on the concept of moving **beyond** the ordinary or being **extraordinary** (as opposed to a continued focus on the “Well’s”)
- Consensus that the vision should reflect the value that Newmarket places on collaboration with other municipalities, key stakeholders
- Consensus that the vision should reflect the importance of community engagement



Recommendation #1

Adopt a more concise Vision statement:

“Well beyond the ordinary.”

Rationale

- Allows for continuity and consistency of current branding and marketing efforts
- Provides a clear, over-arching vision for the community and all town operations and service delivery
- Aligns with regional best practices (examples follow)
- Supports opportunities for community engagement as part of the ‘vision refresh’
- Allows for personal interpretation and a sense of ownership
 - How is this development demonstrating *extraordinary* Environmental Stewardship?
 - How was the service I provided *well beyond the ordinary*?



Vision Statement Examples

- To be the most livable town in Canada. (Oakville)
- Strong, Caring, Safe Communities (York Region)
- "A place for people to prosper - alive with opportunity." (Cambridge)



Recommendation #2

Shift the focus of the vision from 'well' to 'beyond the ordinary'.

Rationale

- Supports a focus on innovation, uniqueness and exceptional service delivery
- Infers the concept of better, greater, more than the norm



The Vision in practice ...

Staff Feedback



If Newmarket's quality of life is well beyond the ordinary, what does that look like?

- People Live, play and work in the community. Town is considered a destination (e.g. attracts global tourism)
- A welcoming community; friendly, green, innovative, no traffic!
- Newmarket effectively leverages partnerships to engage the community and expand services (recognizing that the town can't provide everything)
- We attract energy and vibrancy.
- We embrace change.
- We are punching above our weight to accomplish extraordinary things
- We are a community built on communication, collaboration and some risk taking.
- We are an inclusive community.
- Residents are healthier on average.



What does it mean to deliver programs or services at a standard that is well beyond the ordinary?

- Extraordinary people delivering extraordinary service.
- Processes are re-designed based on the user experience.
- Everywhere you go you hear positive comments about the service and the people delivering it.
- Attention to detail
- Ability to adapt & change (resilience)
- Going the extra mile to ensure that residents and businesses receive courtesy and respect
- Increase in the # of citizens who feel that they receive good value for their tax dollars
- We know what we need to do and when to do it.
- We know what the community needs before they do.
- We identify (and strive for) stretch targets



What other ways can the Town demonstrate that it is well beyond the ordinary?

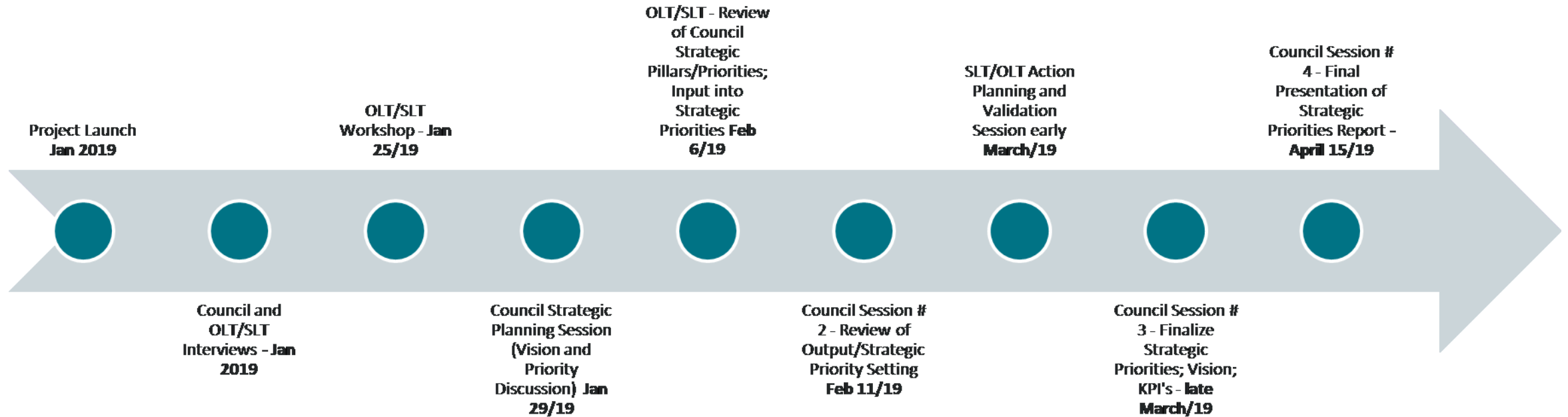
- Lead by example.
- Attract top talent via extraordinary work experiences & workplace culture.
- Ensure that Newmarket is not 'fighting the future.' Embrace and prepare for change.
- Remain focused on the big picture and future challenges (Smart City, Climate change, active transportation, EcDev Corridors, maker spaces)



Dashboard Considerations



Next Steps





Thank you!

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Potential Dashboard Ideas

Presenter: Susan Chase

Date: March 26, 2019



Agenda

1. Why have a Citizen Dashboard?
2. Guiding Principles & Factors
3. Options & Examples
4. Draft Idea
5. Next Steps

Why?

- Accountability and Transparency
- Collaboration and Creativity
- Compatibility with Current Initiatives
 - Strategic Priority of Council
 - Open Government
 - Asset Management / Service Levels
 - Budget / Value

Guiding Principles

- Pages must be visually appealing
- Data must be consistent & reliable
- Data must be able to show trends
- Data must be available on the Open Data site
- Program will evolve

Factors

- Importance
- Influence
- Frequency
- Accuracy
- Accessibility
- Breadth
- Proportionality
- Constructiveness
- Positivity

Options

- Text Based

<https://www.markham.ca/wps/portal/home/about/city-hall/strategic-priorities>

- Graphics with text

<https://guelph.ca/city-hall/city-administrators-office/public-reporting/performance-dashboard/>

- Time based dashboard

<https://www.niagararegion.ca/priorities/dashboard/default.aspx>

<http://performance.envisio.com/dashboard/scottsdaleaz/>

Example data to consider

- Tables -

<https://www.waterloo.ca/en/government/resources/Documents/Finance/Financial-dashboard-2017.pdf>

- Trend graphs

<https://www.oakville.ca/dashboard>

<http://geohub.brampton.ca/pages/urban-form-tree-canopy>

- Drill down deep

<https://www.toronto.ca/city-government/data-research-maps/toronto-progress-portal/>

Example data to consider

- Comparisons

<https://stalbert.ca/apps/statracker/indicator-viewer.php?indicatorID=57>


- Measuring against a target

<https://www.saskatoon.ca/city-hall/our-performance/performance-dashboard/quality-life/participation-rates-city-recreation-and-cultural-facilities>

<https://dashboard.edmonton.ca/>







Draft idea





DASHBOARD

Vibrancy on Yonge, Davis and Mulock	Environmental Stewardship	Extraordinary Places and Spaces	Economic Leadership and Job Creation	Long-Term Financial Sustainability	Safe Transportation (Streets)
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What's Next ?

- Council Feedback
- Prepare scope and timeline of final project delivery
- Identify our measures to be published
- Create dashboard prototype for Council's review