



Town of Newmarket
AGENDA

**NEWMARKET ECONOMIC
DEVELOPMENT ADVISORY
COMMITTEE**

Thursday, October 29, 2015 at 5:00 PM
Mulock Room

Agenda compiled on 27/10/2015 at 3:31 PM

Welcome and Introduction

Orientation and 2015 Organizational/Strategy Review

Key Project Updates

Performance Metrics

Next Steps for NEDAC: Where To From Here?

New Business

Adjournment

NEDAC Orientation and Future Focus

October 29, 2015



Orientation



- NEDAC Terms of Reference distributed
- Confidentiality Agreements
- Appointment of Chair and Vice-Chair
- Meeting Schedule
 - Regular quarterly meetings (or at call of Chair as required to deal with urgent matters)
 - 1-2 Community Congresses annually

Pothier Planning Session, Fall 2014:

Go Forward Assumptions



Value

- NEDAC is a critical informing and advising body to communicate with Council and should continue
- There is tremendous value in some meetings being joint Council/NEDAC
- NEDAC's current model is full of leaders and each brings tremendous value

Improvement

- NEDAC needs to agree upon and review performance measures that speak to specific things the Town is striving to accomplish in ED
- There needs to be greater understanding of the diverse scope of ED related projects occurring at any one time in Newmarket and NEDAC needs to be aware of this scope
- Priority areas and actions need to align with available resources in ED
- NEDAC and ongoing projects could be better aligned in terms of time/resources into meeting preparation/purpose
- NEDAC should be flexible in structure to react to opportunities that arise. NEDAC can be informed by existing groups and/or new groups formed to respond to a new opportunity.

Drivers for Change



Ongoing Success

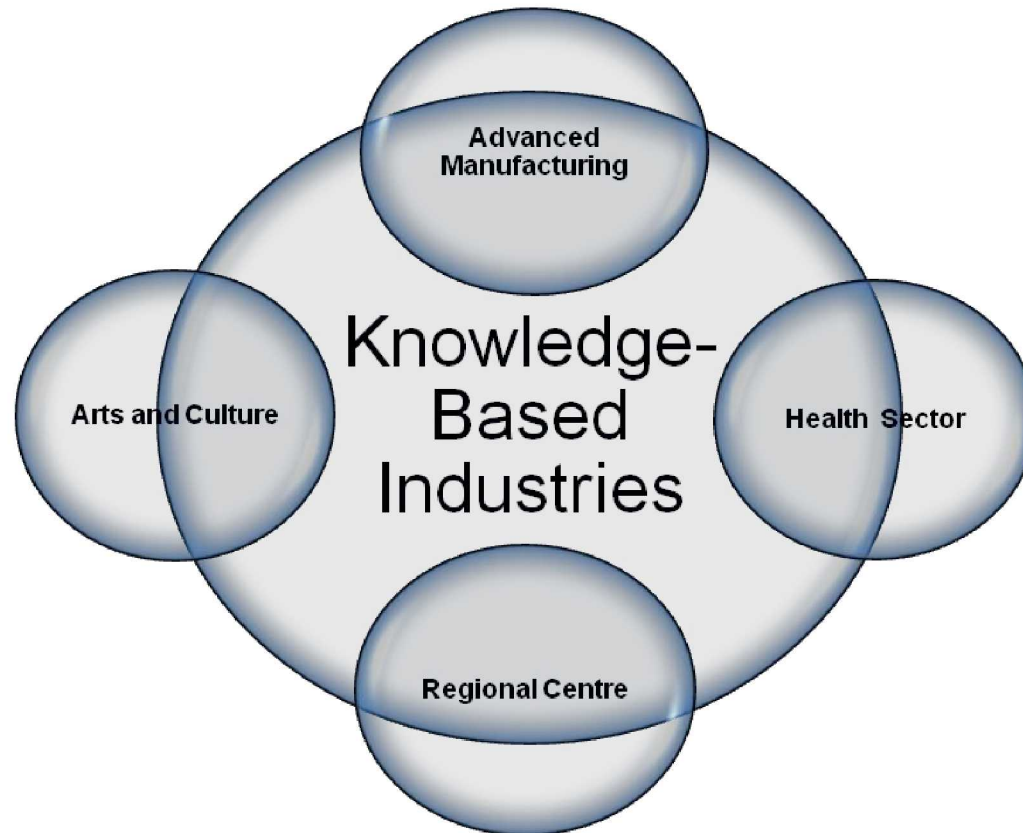
- Even better *communication* across the diverse community-based projects and established teams operating toward advancing ED, 'breaking unintended radio silence'.
- Even more *innovation* through collision of ideas, conversation, common linkages developing by bringing working teams together under the banner of NEDAC.
- Even more *efficiency* of time, resources in support of NEDAC- consistent and aligned with where the bulk of day to day energies are being invested.
- Even more *flexibility* to respond, adjust, grow, shrink to respond as priorities emerge or evolve through an 'opportunity lifecycle'.
- Even more *clarity* over roles and responsibilities for all NEDAC members – an even clearer identity.
- Even more *opportunity* for collaboration directly with community based leaders focused on specific ED related projects.

Goals, Mandate and Outcomes



- Major Goals:
 1. More jobs, and more higher value jobs
 2. A globally-connected Newmarket featuring a unique value proposition and a strong innovation brand internationally
 3. Newmarket as a Regional hub and economic driver
- Outcomes:
 1. NEDAC reorganization
 2. Advent of Community Congresses
 3. Performance metrics: tracking measurable successes
 4. Align Council and NEDAC priorities through economic development strategy refresh

A Strategy Driven by Knowledge and Convergence



Background



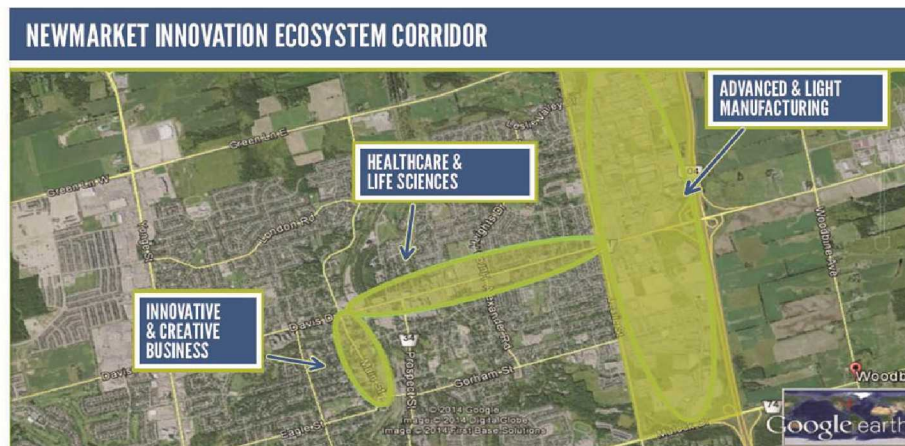
- April 2008: Council endorses economic development goals, guiding principles, and preparation of an Economic Development strategy focused on Health, Knowledge, Advanced Manufacturing, Newmarket as a Regional centre, and Arts and Culture
- March 2010: Adoption of the Economic Development Implementation Plan targeting approved focus sectors.
- September 2012 Council endorses three focus areas:
 - Intelligent Community and broadband deployment
 - Developing/Marketing Yonge-Davis corridors
 - Positioning Newmarket for Post-secondary

Council's Strategic Priorities 2014-18

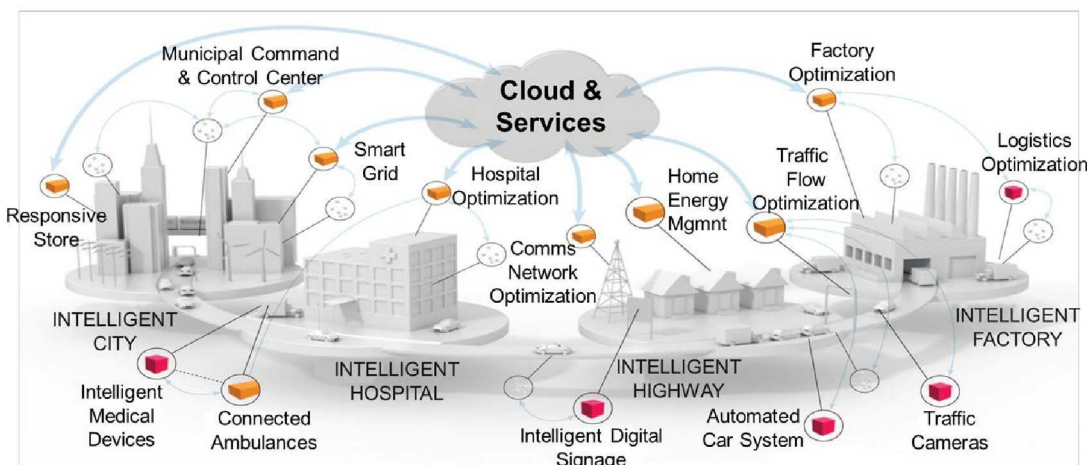


- Current term of Council has adopted 5 strategic priorities involving 14 strategic initiatives
- Five of 14 initiatives are specific to the “*economic development/jobs*” strategic priority:
 - Implement affordable broadband
 - Review economic development strategy and prioritization
 - Community Centre Lands including downtown parking
 - Create strategy for vibrant and livable corridors on Davis Drive and Yonge
 - Support innovative projects and partnerships with various sectors

Key Project Updates



Cities are Already Run on Networked Information
Connecting and Monetization of Citizen Services



Source: Intel

Ultra-High
Speed
Broadband
Pilot Project

Ultra High Speed Corridor

- Pilot Project – a defined section of town that will have access to affordable, high speed internet service to support growth & economic progress
- Purpose is to create a “**connected community**” ➦
- **Transformational** technologies to support the development of smart homes, smart neighbourhoods, enhanced energy management systems, advanced traffic systems, online access to key services and emergency management

Ultra-High Speed Corridor

- Request for Proposal (RFP) issued January 5, 2015
- Currently in negotiations with 1 proponent
- Targets:
 - 100 Mbps symmetrical service to residents
 - 10 Gbps symmetrical service to businesses and institutions
 - Voice, data and video services to be available
- Top ten ranking in Canada in terms of pricing and affordability as well as speed and capacity for the next 5 – 10 years

ORION/CANARIE Network

- ORION – new point of presence (POP) installed at Southlake Regional Health Centre to service York Region and north to Barrie
- Announced October 9th
- Provides direct access to the ORION and CANARIE networks
- Connected via York Telecom Network (YTN)
- Key enabler for research and innovation work to be carried out in the health care corridor and specifically at Create IT Now innovation centre.

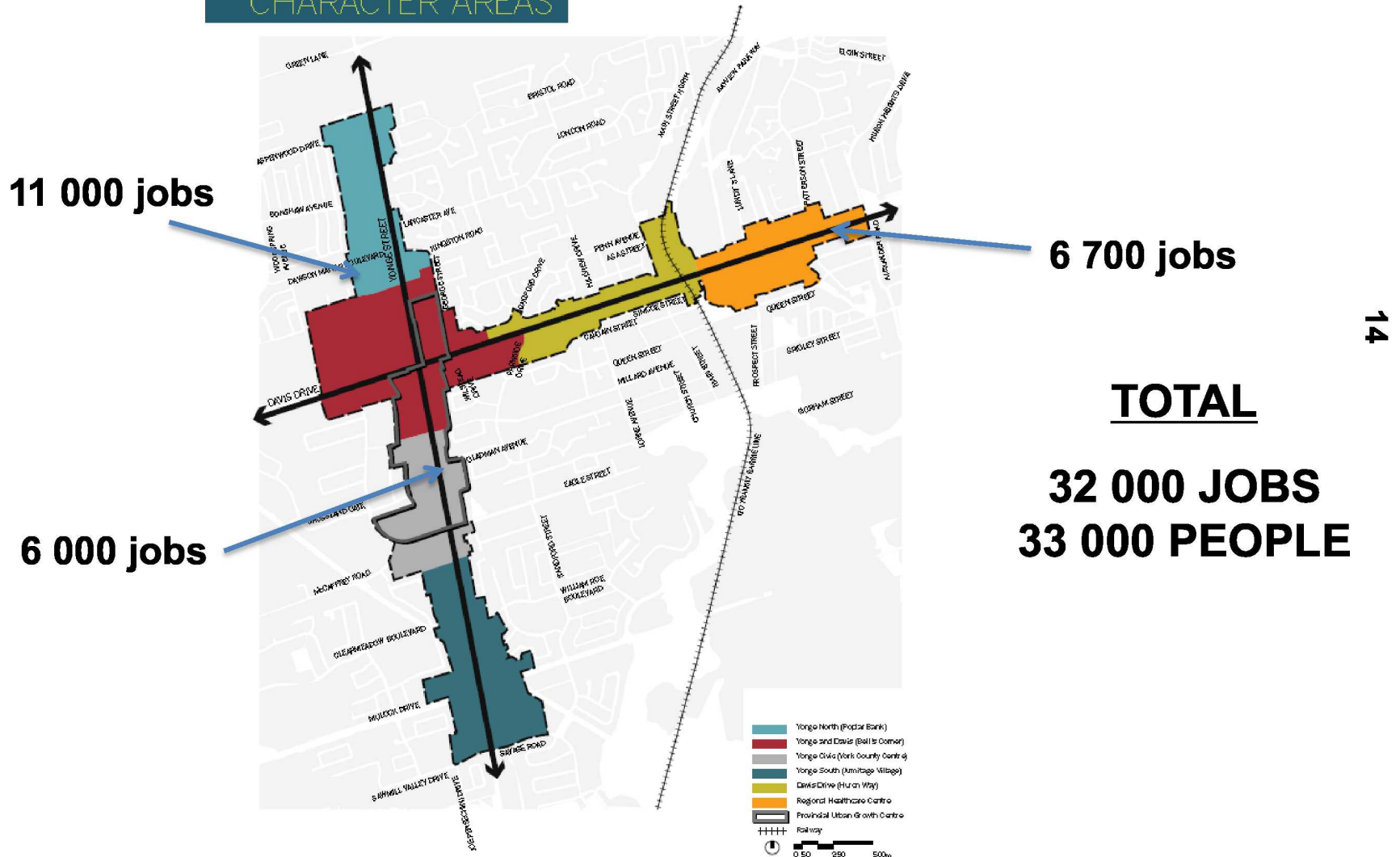
Economic Development



Marketing our Corridors

REVISED DRAFT NEW MARKET URBAN CENTRES SECONDARY PLAN

SCHEDULE 2: CHARACTER AREAS



Secondary Plan

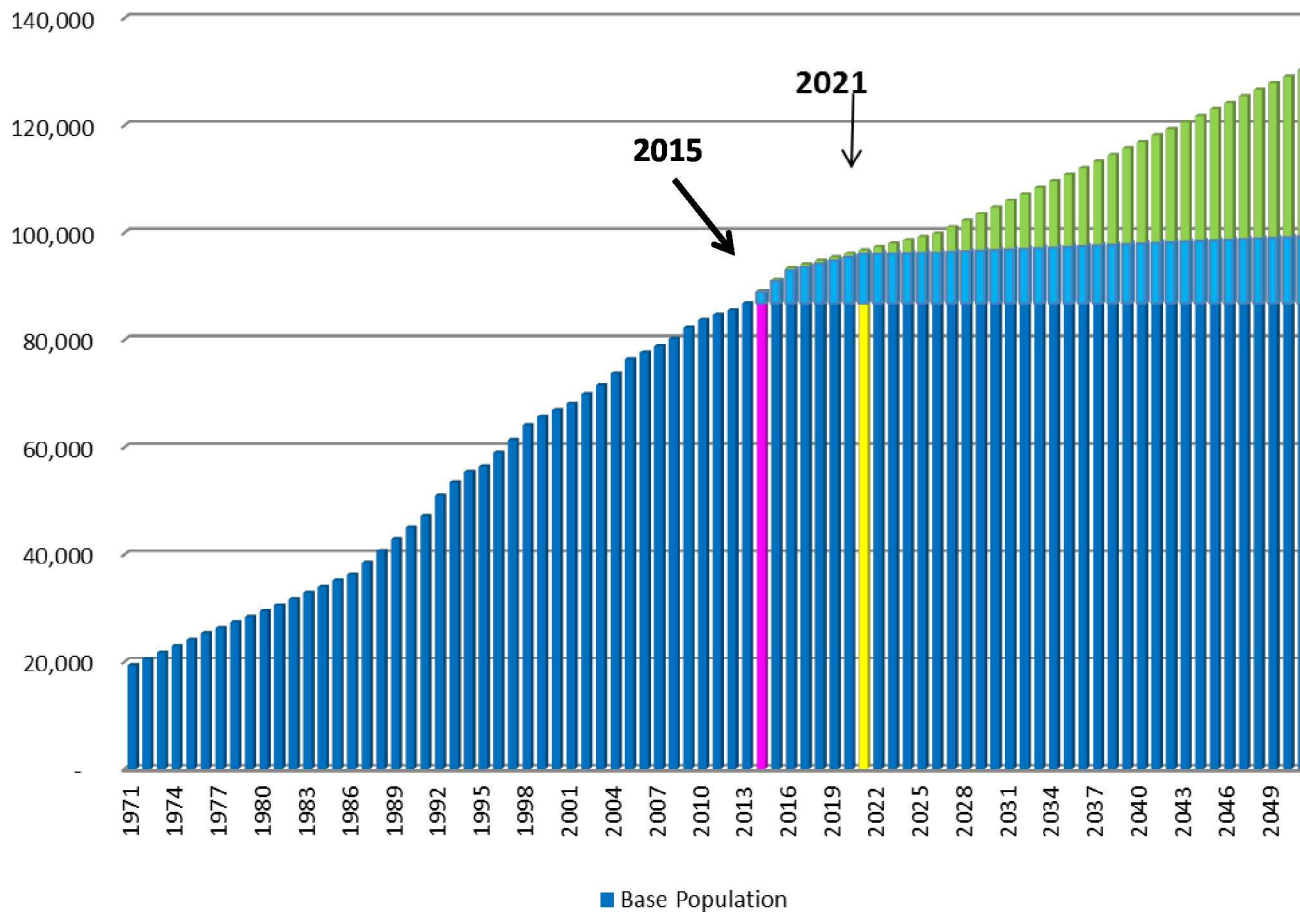


Transportation



Marketing our Corridors

Population Growth Within and Outside the Urban Centres 2014-2051

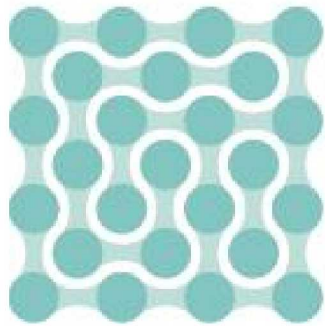


Marketing our Corridors



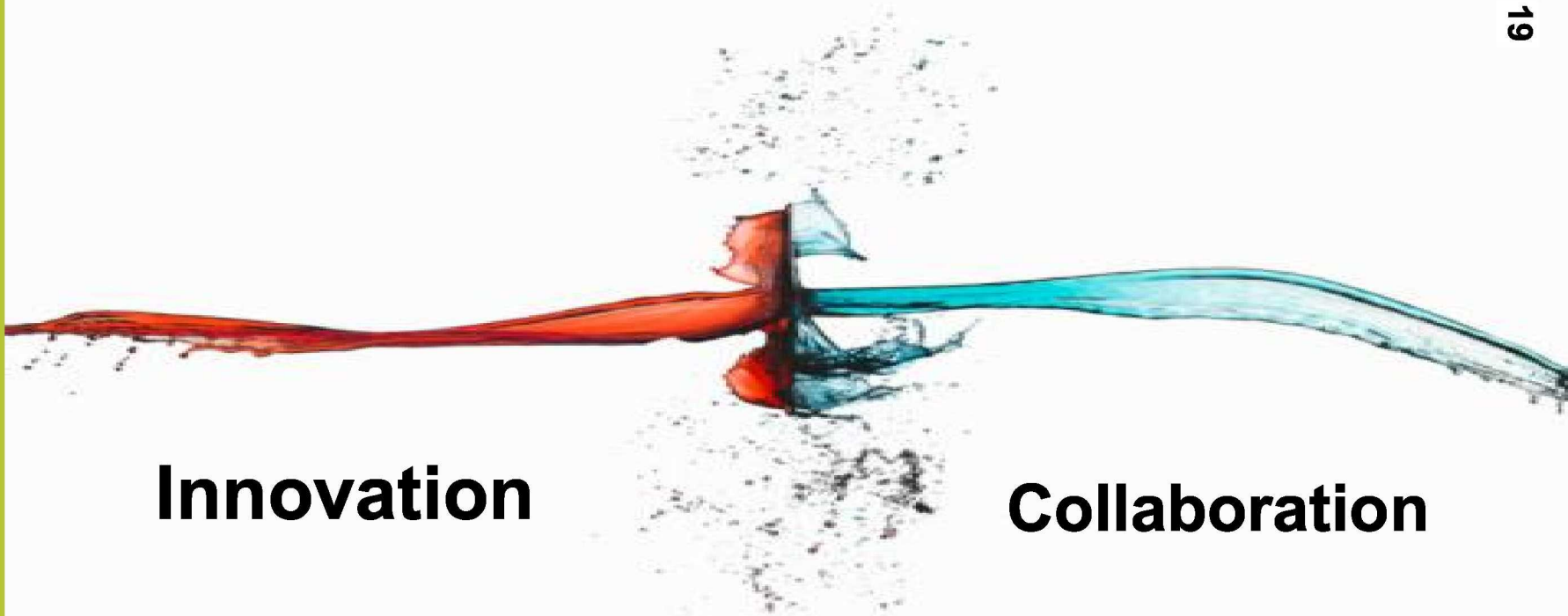
- Council direction:
 - That staff provide a report within 90 days outlining the required resources, related costs, and sources of funding available to implement a targeted marketing program to advance the redevelopment of Davis Drive properties by Q4, 2015
 - And that the report include how this can be accomplished without⁸¹ impacting the current and proposed economic development plans and initiatives
- Information Report 2015-29 dated October 1, 2015 provides a high level framework for implementation
- Council workshop October 26, 2015 outlined industry perspective and market factors impacting potential Yonge Street/Davis Drive redevelopment

Economic Development



createIT
NOW AT SOUTHLAKE

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Innovation

Collaboration

Community Collaborative Ecosystem



- CCE, a.k.a. the Newmarket Innovation Team, continues to meet monthly within a community-based, organic framework consisting of public and private sector stakeholders.
- Intended as an enabler for agile and responsive initiatives leading to positive community change and ongoing innovation
- Ultra high speed broadband, CreateITNow, NewMakeit, Good Coins, all spawned from this collaboration

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Results Based Accountability (RBA)

Economic Development Framework ~ Starting Point ~
October 29, 2015

Presenter:
Ian McDougall
Commissioner, Community Services

Why introduce RBA?



- “NEDAC needs to agree upon and review performance measures that speak to specific things the Town is striving to accomplish in ED”
- “ There needs to be greater understanding of the diverse scope of ED related projects occurring at any one time”
- “Even more clarity over roles and responsibility of all NEDAC members – an even clearer identify.

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“In God we trust. Everyone else bring data” – Michael Bloomberg, Former Mayor of NYC

What is RBA?



- RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems. It is a simple, common sense framework that everyone can understand. RBA starts with ends and works backward, towards means. The “end” or difference you are trying to make looks slightly different if you are working on a broad community level or are focusing on your specific program or organization
- Establishes trends over time on specific, targeted areas of measurement. RBA involves: 1. Knowing what you want to track and establishing trend lines (indicators) over time and 2. Taking specific trend lines (indicators) and establishing a concerted effort and plan aimed to ‘turn the trend’ towards an improved result. Work plans developed; tracked; reported accordingly.

Where is RBA being used?



- The Community Services Commission – **Recreation and Culture Department** has been using a version of an RBA model across 13 business units where 37 specific trend lines (indicators) are monitored and used for strategic and performance planning purposes.
- The Community Services Commission – **Customer Services Department** has been using a version of an RBA model across 2 business units where 8 specific trend lines (indicators) are monitored and used for strategic and performance planning purposes.

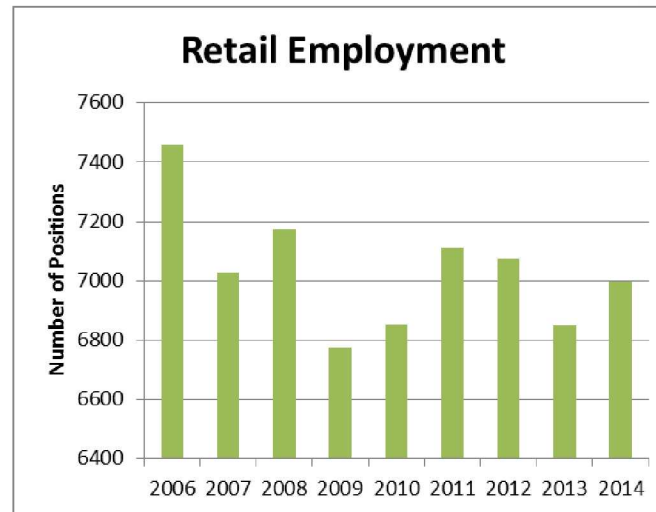
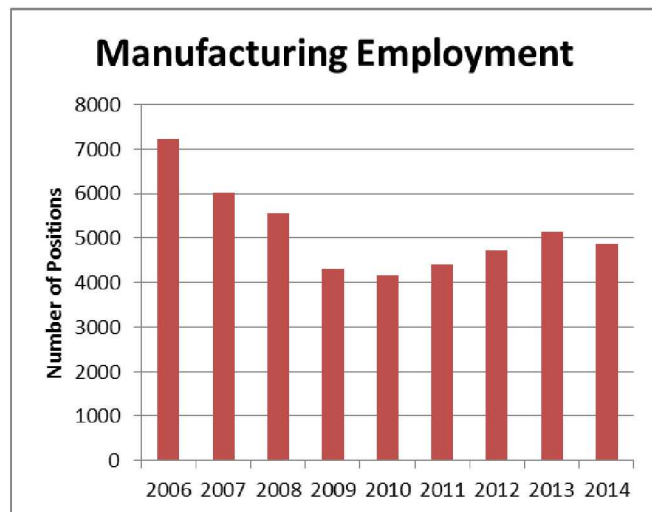
Starting Point – Economic Development



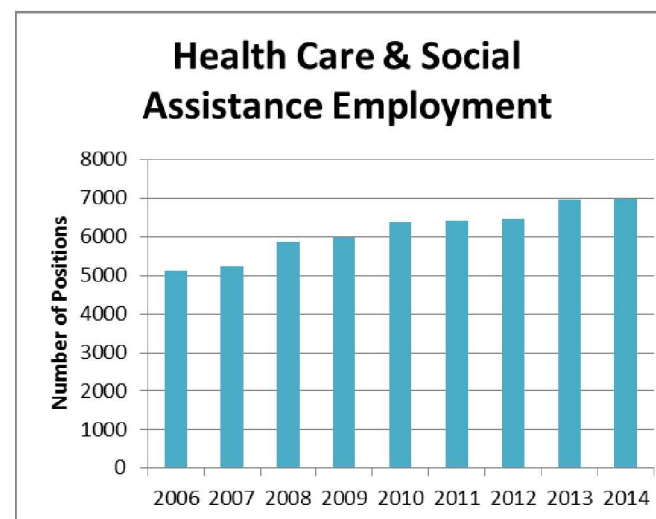
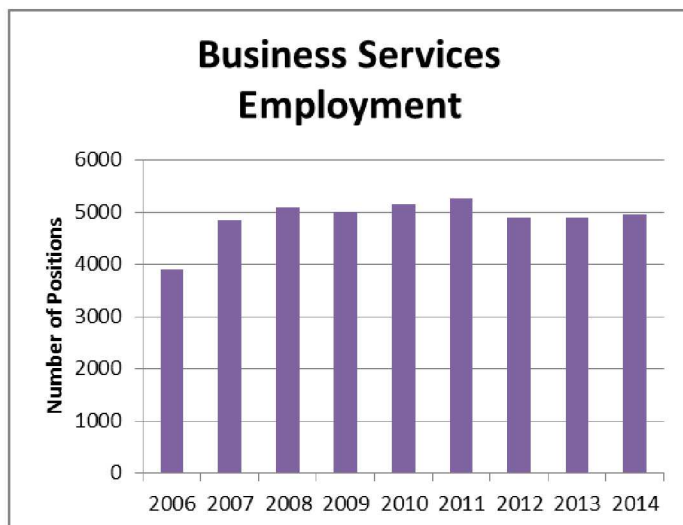
Specific areas recommended to track that compliment current scope and Council Strategic Priorities:

1. Corridors (Davis/Yonge)
 - + Assessment
 - + Vacant Land
2. Main Street
 - + Assessment
3. Industrial/Harry Walker Parkway
 - + TBD
4. Overall Employment Changes by Industry
 - + Healthcare Employment Specific Focus
 - + Business Services Employment Specific Focus

Examples:



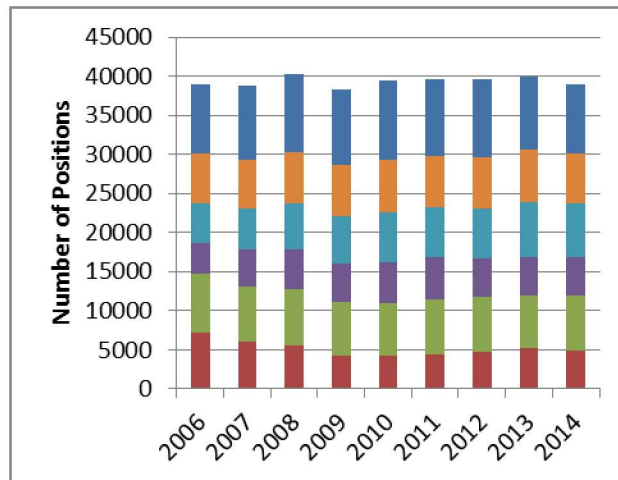
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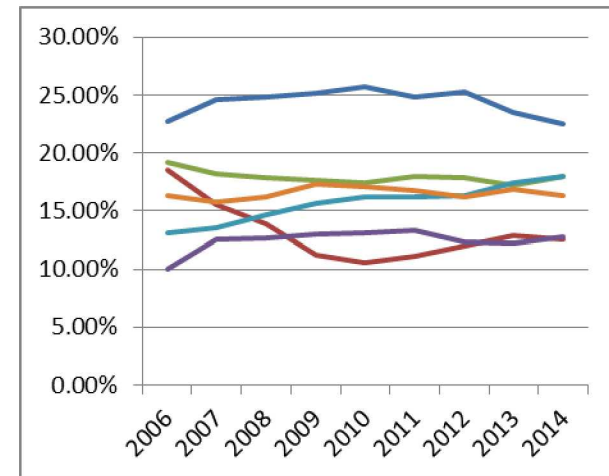
Newmarket's Employment



Overall Employment Change by Industry

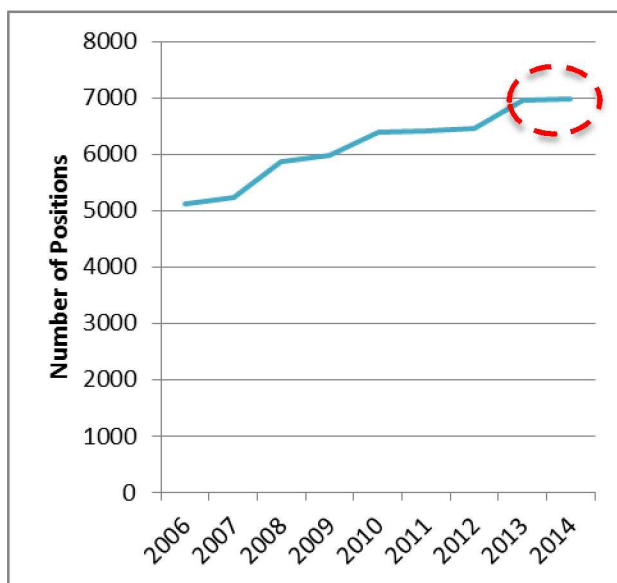


Proportion of Employment by Industry



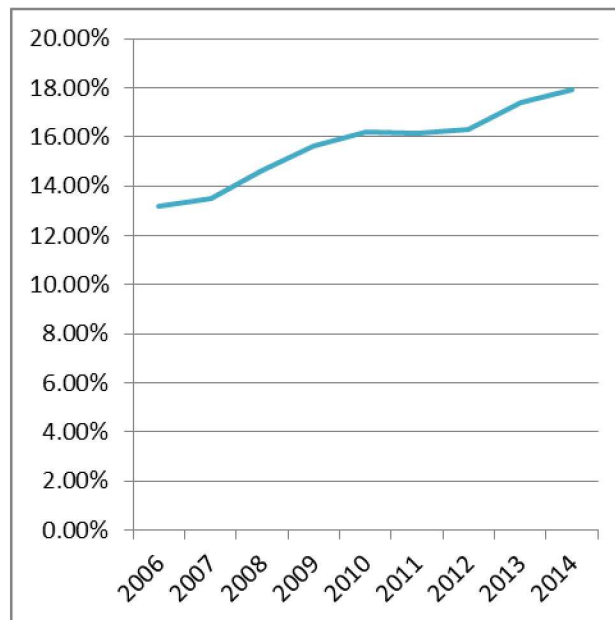
Health Care (example)

Health Care & Social Assistance Employment



■ Health Care & Social Assistance Jobs

Proportion of Employment by Industry



Other Potential Trend Lines (Indicators)

- Community Economic Indicators

Indicator
Employment
• Total # of jobs
• # of jobs by key sector
• Unemployment rate
• % total of FT jobs vs total jobs (ration to increase with FT over years)
• % total of PT jobs vs total jobs
• Population to employment ratio e.g. 2:1
Income
• Average household income
Live/work
• # of residents working in Town
• Total population/# of jobs
Assessment Growth
• Town wide
• Secondary Plan assessment growth corridors
• Commercial / Industrial assessment growth in Financial Incentive Program
• Return on Investment for every dollar we invest
• Need baseline of existing commercial and industrial
• Broadband property tracking TBD
Commercial Industrial Space
• Vacancy rate of industrial space

Other Potential Trend Lines (Indicators)

- Activity Based (Economic Development Department based)

Indicator
of Customer Contacts
• Incoming calls
• Outgoing/sent emails
• Web-site visits
Visitation Program
• Local (Corporate visitation in 2015)

- Performance Based (Tracking Local Economy)

Indicator
Companies engaged
• Financial Incentive Program
• External companies
• Local visitation program contacts



Ensure Alignment
with Council
Strategic Priorities
and ED Strategy



ID first indicators to curve the trend
Action Plan

Determine, “package” and chart

NEDAC – Other potential indicators

Review Menu

Review 6 Suggested Areas

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**STEP
PLAN**

NEDAC Inaugural Meeting

Chair – Overview/Discussion Questions

Why Does NEDAC exist?

- NEDAC is a critical informing and advising body to communicate; with Council. Both reactive in terms of consideration opportunities to help advance Council's Strategic Priorities and proactive in terms of advice and identifying additional opportunities for Council to consider;
- NEDAC brings a business and community perspective to advancing Council's economic development related Strategic Priorities.

What Does NEDAC do? How does NEDAC advance projects?

- NEDAC establishes a strategic approach/ongoing discussions to helping the Town achieve community economic development goals;
- NEDAC facilitates and hosts community Economic Development Congresses which allow for ongoing community collaboration on specific topics/opportunities;
- NEDAC interacts with Council in an advisory role as well as directly through joint NEDAC/Council meetings at times;
- NEDAC establishes community performance metrics and monitors and plans based on the tracking of trends and targeted areas to seek continuous improvement.

Inaugural Meeting Discussion Questions:

- Any specific questions based on the orientation presentation? How you feel NEDAC can best advance Council's Strategic Priorities? For example:
 - Economic Development Strategy Refresh (e.g., are sectors still valid; have external factors changed?) along with Community Economic Development Congresses (topic)?
 - Implement affordable broadband in Newmarket
 - Community Centre Lands redevelopment including downtown parking
 - Create marketing strategy for vibrant and livable corridors on Davis Drive and Yonge
 - Support innovative projects and partnerships with various sectors-e.g., CreateITNow, Newmarket Innovation Team (CCE)
- What you feel you need to learn more about in order to advance your understanding of where we need to go or how best to get there?
- Other Questions?



Group Discussion