

Economic Development Implementation Plan -- **Enabling Actions**

Action	Rationale	Logistics	Comments-Updates
<p>Increase the size of the economic development operation's staff complement</p>	<p>The economic development vision described in this strategic plan is ambitious and far-reaching. Effectively implementing the full range of actions required to achieve the plan's objectives will require careful consideration of the resources needed. In particular, the report suggests that Newmarket's economic development operation is currently understaffed as compared to other, similarly-sized communities across Canada. To maximize the impact of this strategy, the Town should allocate additional resources to increased staffing.</p>	<p>This is a HIGH Priority action with implications for the successful implementation of other actions in the plan.</p>	<p>Budget for hiring one additional staff approved; hiring dependent on Council approval. Since 2013, Commissioner invests some time in Economic development initiatives. A recent re-alignment internally may free up p/t resources available to economic development.</p>
<p>Develop a formal Business Retention & Expansion program using advanced software support</p>	<p>Many communities have undertaken "corporate calling" programs through which they familiarize themselves with the issues and concerns of local businesses. Some communities, however, have transformed their efforts into formalized "business retention and expansion" (or BR+E) programs with more systematic approaches to engaging with local business. The strategy suggests that local business will generate about 75% of future economic development activity, and the Town's economic development team will need solid tools to effectively engage this significant opportunity.</p>	<p>This is a HIGH PRORITY action.</p> <p>Funding support for the purchase of this software may be available through FedDev.</p>	<p>A BRE or formalized Corporate Calling program has not been initiated due to resourcing. Currently visit approximately 6-8 wealth creating companies annually. Due to limited number of visits, lack of understanding exists of base economy company capabilities, satisfaction with Newmarket location, willingness to consider new business partnerships with foreign/domestic companies, or other business support requirements-eg need for expansion funding. York Region investigating various customer contact economic development-focused systems, for possible roll-out/integration</p>

	<p>The best of these BR+E programs are supported by sophisticated software tools, using technical programs based on years of “best practice” research, and capable of aggregating results in order to uncover key trends and patterns within local business experience. The “Synchronist Business Information System” software tool developed by the US-based firm Blane Canada Ltd. is particularly effective, and has been successfully implemented in Ontario communities including Hamilton and Burlington.</p>		<p>with local economic development offices.</p>
<p>Develop an investment attraction strategy based upon the work of Dr. Edward Feser, and building on the value proposition identified in this strategy</p>	<p>The targeting strategy at the heart of this plan is built upon the idea of targeting economic development efforts where key areas of local economic activity overlap or converge – for example, where the knowledge, advanced manufacturing and health industries come together. This same approach may form the basis for formalized investment attraction efforts, which the strategy suggests should be the focus of about 15% of economic development effort.</p> <p>Recently, Dr. Edward Feser of the University of Illinois-Urbana-Champaign has developed tools and tactics for identifying investment attraction opportunities within these areas of “convergence”. Newmarket should work to create a formal investment attraction strategy to guide (and differentiate) its efforts in this area of its economic development work.</p>	<p>This is a MEDIUM PRIORITY action.</p> <p>Financial support for investment attraction strategies is available through FedDev or through the Invest Canada- Communities Initiative (ICCI) program of Industry Canada.</p> <p>This activity will assist Newmarket in understanding where its best opportunities lie within York Region’s larger Foreign Direct Investment efforts.</p>	<p>Investment Attraction strategy focuses on health and IT convergence, while targeting specific European countries and their Canadian representatives in Toronto. This uses CreateITNow at Southlake and its Healthcare Ecosphere innovation platform as a key value-add to foreign companies considering a Canadian presence. Continue to explore opportunities for selective trade/investment missions. Newmarket also maintains a strong relationship with York Region’s investment attraction team, where we work cooperatively on numerous investment prospects. An Ontario Ministry of Economic Development, Trade and Employment (MEDTE) relationship with investment attraction staff and consultants is also maintained.</p>

Develop an online toolkit of resources for new entrepreneurs

The strategy suggests that slightly less than 10% of future job creation within the community will emerge as a result of new entrepreneurial ventures. External resources including provincially-funded Small Business Enterprise Centres already exist within the Region to assist emerging entrepreneurs. However, there is little in the way of Newmarket-focused resources for new entrepreneurs. Dedicating a portion of the Town's economic development website to local support structures, resources and programs could play a significant role in helping would-be entrepreneurs launch their businesses. Such a tool might also help the Town to more effectively engage with emerging entrepreneurs in the community.

This is a MEDIUM PRIORITY action.

Potential partners in this effort include the Small Business Enterprise Centres, the government of Ontario and the Innovation Synergy Centre in Markham.

Funding for such an initiative may be available through FedDev.

Economic development supports activities of York Region Small Business Enterprise centre through co-sponsorship. Small businesses in the downtown CIP area also receive financial support through the Financial Incentive Program (FIP). Further on-line support requires a web presence/social media overhaul focused on economic development. This is anticipated to follow the completion of a revamped town web site. Resources required for ongoing data/statistical research and web site maintenance/updates.

Economic Development Implementation Plan -- **Advanced Manufacturing Actions**

Action	Rationale	Logistics	Comments-Updates
Develop a local manufacturing forum	<p>Manufacturing industries are under tremendous pressure in the current economy, and their practices are changing rapidly as a result. Lean manufacturing, process improvement, and green and energy efficient manufacturing practices are increasingly important. The avenues for sharing information about these practices, however, are often far removed from local business and the local community. By establishing a local forum for exchanging information and best practices, Newmarket can speed the uptake of new practices, assist in improving the performance of individual manufacturers, and keep closer tabs on activity within the manufacturing sector.</p>	<p>This is a HIGH PRIORITY action.</p>	<p>York Region economic development organizes several events geared to the manufacturing sector, which are open to Newmarket businesses. A manufacturers' forum has also been established, but York Region indicates difficulty in fully engaging manufacturers in these events due to perceived lack of value and/or interest/time by company leaders.</p>
Link key advanced manufacturing players to the health services sector	<p>Building on the establishment of the manufacturing forum, economic development staff should seek to create strong local and regional linkages between players in the advanced manufacturing sector and interests in the health services sector. The "convergence" of skills, tools and institutions in this sector will offer opportunities for industrial and commercial development in niche areas of local competitive</p>	<p>This is a MEDIUM PRIORITY action.</p>	<p>Promote this through company visits-eg, a "green" local manufacturer has developed a new health sector product which with the support of economic development, was introduced to Southlake leadership for follow-up.</p>

	<p>advantage. This will assist in diversifying local companies, and strengthening Newmarket's competitive position in a rapidly growing area of the economy. In practical terms, this approach may build upon knowledge and ideas from the health sector being transferred to key players in the manufacturing sector, and could be championed by players including the Southlake Regional Health Centre and York Biotech.</p>		
<p>Participate in regional efforts to attract a national research facility in medical device development</p>	<p>For some time, the Town of Markham has been working towards the establishment of a National Centre of Excellence for Medical Device Manufacturing. Such a facility would draw millions of dollars in research funding and key personnel to York Region, with economic benefits extending across municipal boundaries. As Newmarket and the Southlake Regional Health Centre play an increasingly large role in emerging health sector industries, this could serve as an anchor to draw manufacturing activity and spin-off investment into Newmarket from the ongoing research in Markham.</p>	<p>This is a MEDIUM PRIORITY action.</p> <p>The Town of Markham, York Region and Southlake Regional Health Centre are logical partners in this initiative.</p>	<p>No activity in this area. Project stalled/closed due to funding.</p>
<p>Work with planning department to prioritize advanced manufacturing for</p>	<p>Newmarket's supply of greenfield land suitable for mid-to-large-scale industrial development is limited, but ultimately finite. In order to ensure "highest and best" use of these lands, including a</p>	<p>This is a LONGER TERM priority action.</p>	<p>Approximately 75 acres of vacant employment lands remain, all held privately. Constraints on use for manufacturing include recent planning policies permitting 20% retail on former manufacturing lands, the largest blocks of vacant land</p>

remaining greenfield lands

clear preference for advanced manufacturing facilities, economic development staff should work closely with planning staff and other key policy players at the municipal level to design and implement guidelines, programs and initiatives designed to encourage desired uses, while discouraging less desirable investments. For example, the employment potential of advanced manufacturing is significantly greater than that of warehousing operations. Town policy should therefore encourage the former over the latter.

(approximately 45 acres) only available for design/build/lease and not for sale, and the only two remaining blocks for sale of reasonable size (5-15 acres) being considerably overpriced for the market-i.e., asking \$150,000 per acre over market price. Demand for manufacturing lands remains relatively consistent based on Industrial, Commercial, Institutional (ICI) realtor contact with economic development office, but above factors severely constrain new land purchases. Without an adequate supply of reasonably-priced industrial land, modest long-term manufacturing employment growth is anticipated.

Economic Development Implementation Plan -- **Health Sector Actions**

Action	Rationale	Logistics	Comments - Updates
<p>Work with Planning officials to establish a health sector-oriented Community Improvement Area with incentives based on emerging best practice across the province</p>	<p>Economic development staff should work with local and regional planning officials to develop a Community Improvement Plan (CIP) and designate a Community Improvement Area (CIA) in the geography immediately surrounding Southlake Regional health Centre, in order to anchor and attract continued health sector development activity. Aspects of this program could include tax increment financing, the elimination of development charges, the use of grants to support feasibility and site assessments, and the waiving of planning and permitting fees.</p>	<p>This is a HIGH PRIORITY action.</p> <p>If positioned as a “feasibility study” or “sector planning project”, preparation of the CIP may be eligible for FedDev funding.</p>	<p>Discussions with planning have occurred to consider a CIP study on the corridors once the secondary plan is completed. To be truly effective, a York Region CIP for the same area should be promoted. A Phase One York Region office demand study of the Regional Centres and Corridors indicates development is unlikely in northern York Region at this time due to a combination of excessive development costs, market pricing thresholds, and resulting financial risks of proceeding. Incentives to reduce costs may be required to spur development.</p>
<p>In Cooperation with Southlake Regional Health Centre, pursue a land assembly strategy to permit future growth of the cluster’s anchor</p>	<p>To enhance the potential impact of a CIP, the Town should also work with external partners including the Southlake Regional Health Centre on a land assembly initiative, with the goal of assembling larger parcels of land suitable for attracting significantly-sized operations and investments (both public and private) to the community. This will afford Southlake continued opportunities to expand operations and play a growing role as a regional centre of excellence, while also providing opportunities for related</p>	<p>Though a commitment to this effort is required in the short term, this is a LONGER TERM action that will continue over time on an ongoing basis.</p>	<p>The Town has compiled a detailed list of “sites of interest” for future development, including health sector development opportunities. Excellent relationships have been established with landowners near the hospital to pursue longer term health related opportunities. Southlake is also assessing longer term development options for 776 Davis Drive (Tenatronics property).</p>

	developments and operations to locate into the community.		
Building on consultations with key regional and provincial economic development structures, develop and deliver a sector marketing strategy targeting medical organizations and bodies	<p>With the health sector serving as a major focus of large-scale activities in economic development, planning, regional service delivery and investment attraction, communicating the full range of activity in this sector and the overall goal of health sector development in Newmarket will be a significant need. Elements of this marketing and communications effort should include:</p> <ul style="list-style-type: none"> • Investment attraction oriented websites and print marketing materials promoting health sector opportunities in Newmarket • Participation in industry trade shows and networking events • Linking Town staff and structures to local and regional health sector institutions and organizations 	<p>This is MEDIUM PRIORITY action that should be implemented on an ongoing basis.</p> <p>Funding for elements of these programs may be available through FedDev and ICCI.</p>	<p>Primary focus of current marketing activities is health sector related, working in partnership with Southlake, York Region economic development, ventureLab, etc., through various intermediary channels and direct avenues such as trade shows, investment missions.</p>
Build on targeted subsectors through existing BR&E and	In a detailed assessment of Newmarket's opportunities in the health sector, other community processes recently recommended a	This is MEDIUM PRIORITY action that should be	See above. Also, medical education is now a longer term opportunity given Provincial fiscal constraints and priorities.

investment attraction efforts

focus on five key target subsectors:

- Direct hospital services delivered by Southlake Regional Health Centre
- Medical teaching, scientific research and development
- Regional health and social services
- Advanced, high value manufacturing of health products
- Trade in medical, dental and hospital equipment and supplies

These subsector targets match well with the “convergence” strategy outlined in this economic development strategy, and should continue to serve as the focus for health sector development initiatives.

implemented on a continuous basis.

Economic Development Implementation Plan -- Regional Centre Actions

Action	Rationale	Logistics	Comments - Updates
<p>Pursue opportunities for attracting federal, provincial and regional investment in Newmarket</p>	<p>Town staff should engage Newmarket’s federal and provincial elected representatives, as well as key local decision-makers associated with federal and provincial institutions (e.g. RCMP detachment, provincial courthouse, etc.) in regular dialogue about opportunities for locating more government services to the community. Identifying opportunities early will provide the community with a key competitive advantage.</p> <p>At the same time, the Town should engage non-governmental service providers on a regular basis, seeking to attract spin-off and satellite operations to the community. Targets for this effort should include educational institutions, not-for-profit organizations, faith-based groups and sporting associations.</p>	<p>This is a MEDIUM PRIORITY pursued on an ongoing basis.</p>	<p>Leads usually generated through ICI sector representing organizations such as infrastructure Canada, Ontario Realty Services, etc. Supporting/promotional efforts resulted in successful attraction of Ministry of Labour inspections branch to new office complex on Leslie Street and well as the establishment of the Welcome centre Immigrant Services Centre.</p>
<p>Establish a Newmarket Knowledge Forum to bring key GTA leaders to the community on a</p>	<p>Economic development staff should organize an annual leadership forum to bring key public and private sector decision-makers to the community on an annual basis. With a focus on innovation and knowledge building, this session should seek to attract a “who’s who” to the community to hear</p>	<p>This is a MEDIUM PRIORITY pursued on an ongoing basis.</p>	<p>Support successful YRBiz Series, including one major event in Newmarket every two years. CreateITNow at Southlake will provide additional opportunities for innovation forums.</p>

<p>regular basis</p>	<p>from and interact with key thought leaders and communicators from around the world. The “Nova Knowledge” conferences in Nova Scotia or the “Big Idea” events in New York City could serve as models.</p> <p>Town staff and key local business leaders should also participate, with an eye to promoting the community as a key centre within the GTA, and gathering intelligence regarding emerging economic trends and possible investment attraction opportunities. However, the key goal of the program should be to portray Newmarket as an exciting and engaging gathering spot for those interested in the new economy.</p>		
<p>Pursue and support key inter-municipal infrastructure and resources</p>	<p>With key regional assets already in place, including Southlake Regional Health Centre and the regional government headquarters, Newmarket is well-positioned for continued development as new region-wide initiatives are developed. With this in mind, Newmarket has much to gain from being a strong advocate and supporter of expanded regional services, and should seek – whenever possible – to attract the offices, facilities and service delivery points associated with these regional operations to the Town. While not every new investment will (or should) come to Newmarket, regional geography</p>	<p>This is a MEDIUM PRIORITY pursued on an ongoing basis.</p> <p>The “Northern Six” Partnership will be a key ally in this process.</p>	<p>Town will be the location of the 400,000 ft² York Region Central Services annex building by 2019. The town is also a strong partner of vivaNext and several N6 initiatives are underway, including economic development.</p>

	<p>and the existing infrastructure suggest that much of it will.</p>		
<p>Develop a directory of Newmarket's professional services sector, and distribute it to key targets across York Region</p>	<p>Part of Newmarket's role as a regional centre relates to the growing concentration of professional services firms within the community. From architects and engineers to management consultants and financial services firms and beyond, Newmarket should seek to anchor the community's role as regional centre by promoting itself as a professional service centre, working cooperatively with business in this arena to attract more customers from across the Region. A major element of this effort should involve the development of an attractive business directory-style listing of professional service firms in the community, with a supporting website</p>	<p>This is a HIGH PRIORITY action that will require periodic updating.</p> <p>Financial support for a project of this sort may be available through FedDev.</p>	<p>Have base data of businesses in all sectors available through annual employment survey. On-line posting dependent on renewed website specific to economic development.</p>

Economic Development Implementation Plan -- **Arts & Culture Actions**

Action	Rationale	Logistics	Comments - Updates
Engage with and support existing arts and cultural organizations, and build opportunities for more collaboration	<p>Like many sectors of the new economy, the arts & culture sector is strengthened and expanded by collaboration and the open sharing of information and resources. Economic development staff should seek to engage with local arts & culture organizations in order to facilitate and broker partnerships, joint programs and collaborative projects. This will allow the sector to build a cycle of “increasing returns” that will increase sector activity, but also revenues and income.</p> <p>Some partnerships may involve higher levels of municipal input, including discussion regarding arts-focused incentives and planning policies that will encourage appropriate sector investments in key neighbourhoods and reinforce the goals of Newmarket’s Cultural Master Plan.</p>	<p>This is a HIGH PRIORITY activity that should be undertaken on an ongoing basis.</p> <p>Funding for some efforts in this arena may be available from the Ontario Community Prosperity Fund.</p>	<p>The realization of the target Commission structure with ED within the same commission as Recreation and Culture enable enhanced collaboration and joint initiatives. Examples include the Cultural Mapping (grant received and online arts and culture businesses, events, etc GIS mapped with an interactive online tool on Town website); Downtown Economic Development Strategy (grant received to specifically look at arts and culture as a driver to help enhance the Main Street – also involved the BIA), etc. Cultural Master Plan been adopted with initiatives including economic development role. There are countless community cultural events, many of which involve the local business community and attract residents and visitors (tourism). Cultural events are being seen as a key to community vitality and can play a role in positioning our community as a place to live, work, and invest. Recreation and Culture and Economic Development working closely together can create successful efficiencies and positive actions.</p>
Work to make Newmarket a centre of collaboration between “established” and “newcomer” cultural	<p>The GTA has incredible potential for bringing “traditional” cultural activities together with the cultural expressions of immigrant and newcomer communities. These potential collaborations may draw huge audiences and strengthen cross-</p>	<p>This is a MEDIUM PRIORITY action that should be supported on an ongoing basis.</p> <p>While the Town should</p>	<p>Financially supported Caribbean and South Asian Showcase, a multi-cultural festival held in Riverwalk Commons (2012-2014). Many other community events purposely include celebration and awareness of other cultures (e.g. Music in the Park, Rhythm at Riverwalk, Multi-cultural event, etc). The opening of the Old Town Hall in 2015 as the cultural centre of</p>

activities	cultural ties within a community, but they largely lack a home or focal point. Newmarket should seek to position itself as the place where the world's arts and cultural expressions come to meet. Through festivals, performances, awards programs and community events, Newmarket may position itself as both a leading cultural community, and the logical centre of an emerging GTA cultural web.	play a key role in launching these efforts, community organizations should ultimately assume core responsibilities for this activity.	Newmarket should accelerate arts/culture collaborations.
Develop programs to “professionalize” independent artists, supporting them as emerging entrepreneurs	Building on the “Cultural Enterprise” programs available through local Small Business Enterprise Centres, Newmarket should seek to build business skills and connections between local artists and cultural sector actors. By treating these individuals as entrepreneurs and small business owner/operators, the arts & culture sector may be strengthened and made more sustainable. In this sense, a major focus of arts and cultural sector activities is the creation of a vibrant entrepreneurial spirit and knowledge base within the sector that enable participants to establish a dynamic and viable economic cluster of small businesses in the community.	This is a HIGH PRIORITY action. Funding for this venture may be available through the Ontario Ministries of Culture and Economic Development, as well as through the federal department of Culture.	York Region Arts Council continuing to develop and a Newmarket Arts Council has formed and is growing in terms of impact within the community. The cultural mapping project inventoried arts and cultural organizations/businesses in the community and make them easily accessible through an interactive GIS based application map found on the Town's website.
Continue to make new arts and cultural programs spaces	The Town should facilitate discussions within the sector concerning the kinds of physical and virtual spaces needed to support the growth of this	This is a MEDIUM PRIORITY action that	Arts and Culture programming is coordinated through Recreation and Culture. To assist emerging artists and arts related businesses, there is close working relationship to include local arts and culture leaders, artists, and businesses in

<p>available, but leverage provincial and federal funding to establish shared technical facilities and resources</p>	<p>cluster in Newmarket. These discussions should include consideration of traditional economic and business development models as they apply to the arts & culture sector. Such opportunities could involve “incubation” space, the creation of “co-operative” business structures and the development of shared sales and marketing networks, which may help turn many “hobby” or “part-time” artists into successful arts businesses.</p> <p>The positioning of these efforts should reflect current Town strategy for the sector, emphasizing the downtown as a cultural centre, but not neglecting other areas of the community (e.g. Yonge and Davis) where increased arts and cultural sector activity may be desirable. These efforts should also build on other ongoing or upcoming initiatives, such as the conference and cultural centre envisioned in the CUSP plan.</p>	<p>should be supported on an ongoing basis.</p> <p>Funding for some efforts in this arena may be available from the Ontario Community Prosperity Fund, the Canadian Worker Co-operative Fund, or FedDev.</p>	<p>the planning and implementing (contracted instructors, etc) of Town programming through dedicated program spaces such as the Old Town Hall restoration currently underway.</p>
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Economic Development Implementation Plan -- Knowledge-Based Industries Actions

Action	Rationale	Logistics	Comments - Updates
<p>Initiate an Intelligent Community strategy to highlight way in which knowledge-based industries and infrastructure anchor the local economy</p>	<p>To truly build an “intelligent community” Newmarket should develop and initiate a formal strategy in this regard. While the primary goal of this strategy should be the development and promotion of “smart” digital infrastructure for the benefit of local citizens and local business, a key secondary goal should be cooperation with and recognition from the New York-based Intelligent Communities Forum (ICF). This organization supports and promotes intelligent communities around the world, and creates opportunities for these communities to work together in the development and promotion of best practices.</p> <p>Each year, ICF recognizes the Top 21 and Top 7 “Intelligent Communities of the Year” as well as naming one community the Intelligent Community of the World. To support its broader efforts on this front, Newmarket should seek to achieve Top 21 status within three years and Top 7 status within five years.</p> <p>To avoid a strategy with too narrow a focus, the Town should consider making the “Intelligent Community” strategy a component of a larger KBI sector development strategy, which will also</p>	<p>This is a HIGH PRIORITY action that will require ongoing effort.</p> <p>Funding for this action would likely be available through FedDev.</p>	<p>Intelligent Community is one of 3 NEDAC strategic priorities. Extensive staff effort ongoing in this area, including CreateITNow at Southlake, Broadband servicing including an economic assessment of a Gigabit corridor, ORION POP presence, and the Community Collaborative Ecosystem (CCE). Partners include York Region, Newmarket Chamber, Southlake, ventureLab, and other private and public sector organizations.</p>

	<p>make it easier to attract external funding for the effort.</p>		
<p>Create a community-based organization (with Waterloo's Communitech as a model) to spearhead local KBI initiatives and smart infrastructure development</p>	<p>Much of the success of existing and emerging high tech centres in Canada is built upon solid partnerships with key private sector technology players. From Waterloo to Ottawa to Moncton, key associations of technology companies have assisted local economic development authorities in understanding technology trends and mobilizing resources. To fully embrace its potential as an intelligent community, Newmarket should work with key local companies to establish a similar structure in the community.</p> <p>Perhaps the strongest example of such a structure in Canada is Communitech in Waterloo. Newmarket should engage this creative and innovative association of technology companies to assist with the development of a "sister structure" in the community.</p> <p>In Newmarket's case, this structure should be built around the existing "Business Knowledge Initiative" within the broader "Shared Digital Infrastructure" (SDI) program. The proposed Knowledge and Innovation Centre becomes a logical focal point for these activities.</p>	<p>This is a MEDIUM PRIORITY Action.</p>	<p>CCE to evolve into a Communitech-type organization?</p>

<p>Develop a KBI-based lean manufacturing / green manufacturing initiative based on KBI tools and linked to the new BR&E program</p>	<p>Building upon the enhanced results of the software-supported BR+E program outlined above, Newmarket should seek avenues for introducing “smart technologies” to local companies in order to improve energy efficiency, waste reductions, improved productivity and increasingly “lean” approaches to manufacturing and other operations. Increased support for green energy production and related green technology manufacturing opportunities is also a priority within this context.</p> <p>By encouraging the early adoption of new technologies, Newmarket makes itself a centre of innovation, while simultaneously showcasing measures to improve corporate bottom lines and enhance environmental performance. This will further business retention efforts while anchoring initiatives to promote Newmarket as an “intelligent community.”</p>	<p>This is a MEDIUM PRIORITY action to be carried out on an ongoing basis.</p> <p>Potential partners include local and regional business organizations such as Chambers of Commerce and the Excellence in Manufacturing Consortium.</p>	<p>Not a priority at this time. York region has promoted some lean/green manufacturing events.</p>
<p>Work with Southlake Regional Health Centre to build local expertise in the converging IT and Life Sciences sectors, from records digitization to</p>	<p>The new economy is increasingly dominated by the concept of “convergence” – the notion that two or more distinct sectors of the economy are coming together through avenues and connections mediated by merging technologies. Successful economic development efforts often target those areas where convergence is likely to</p>	<p>This is a HIGH PRIORITY action.</p> <p>Funding for this initiative is likely available from FedDev, ICCI or other sources,</p>	<p>Linked to the Intelligent Community overall strategy, the role of Southlake as an accelerator for new innovations/technologies is progressing quickly, through initiative such as CreateITNow at Southlake and the Healthcare Ecosphere. The Town is a founding supporter of CreateITNow along with York Region, York University and Seneca College, and ventureLab is committed to a full-time presence. Recent senior leadership</p>

<p>bioinformatics, and develop a strategy for exporting this expertise</p>	<p>occur. From Newmarket’s perspective, some of the most significant convergence opportunities will occur where the health and life sciences sector converge with computing and information technology.</p> <p>With Southlake as an anchor, and an increasing commitment to becoming an intelligent community, Newmarket should develop a targeted, tangible action plan addressing the convergence of health and ICT industries, and how the community may position itself at the forefront of this opportunity.</p>	<p>while logical project partners include Southlake and York Biotech.</p>	<p>repositioning of responsibilities at Southlake demonstrate a further commitment to health sector innovation. Through Newmarket’s intermediary network, we continue to provide potential opportunities for Southlake/CreateITNow and as a founding member, will have input into the strategic direction of CreateITNow as it moves forward.</p>
<p>Work with regional interests to acquire, build and maintain key technology assets and infrastructure in the community, building on existing smart grid, e-health and digital information initiatives</p>	<p>Recent community efforts have brought significant funding for digitization, smart electrical applications and other “intelligent” initiatives to the community. These efforts should be viewed as a starting point rather than an achievement in and of themselves. Through its Intelligent Community strategy (described above), Newmarket must work to continuously identify and undertake innovative knowledge and technology-based initiatives that will improve local quality of life, enhance business and community infrastructure, and differentiate the community from its competitors in York Region and across North America. Not only will this effort enhance other intelligent community initiatives, it will reinforce</p>	<p>This is a LONGER TERM PRIORITY action, delivered and pursued on an ongoing basis.</p>	<p>New initiatives identified through CCE, such as IBM/Newmarket-Tay Hydro pilot project. Other community based pilot projects under consideration.</p>

	<p>Newmarket’s role as a regional centre of activity, with enhanced infrastructure drawing more services and agencies to the community.</p> <p>Newmarket’s recent visualization exercises are a key example of this process in action. Technology is used to meet municipal needs, but also generates public and private excitement about the direction in which Newmarket is headed and the capacity of technology to facilitate clear, powerful visions of the community’s potential.</p>		
<p>Develop a “Creative Class” initiative for Newmarket, linking arts & culture to other creative industries in a program designed to enhance and improve quality of life as a driver of additional economic development opportunity</p>	<p>The work of Dr. Richard Florida and others has established the powerful role of a new creative class of knowledge workers on local economies and local economic development. Newmarket must increasingly recognize these creative workers in its planning, development and recreational policies to attract them to and retain them in the community. Of particular importance to this group are amenities related to a high quality of life with ample social, cultural and recreational activities. Such amenities, of course, also benefit existing citizens and residents.</p> <p>In the past, companies made investment decisions on the basis of cold cost calculations, and would-be employees moved to where the companies were located. In the emerging</p>	<p>This is a HIGH PRIORITY action.</p> <p>Funding for efforts on this regard may be available from a variety of sources, including FedDev, ICCI and the Ontario Ministry of Culture.</p>	<p>Town continually focuses on “quality of life” issues, which is a growing factor in business attraction/retention.</p>

knowledge economy, workers make decisions about where to live on the basis of quality of life, and companies increasingly choose to live where they can access the most skilled and knowledge-oriented workers. In this emerging paradigm, a sound vision for incorporating creative class concerns into all aspects of Town planning is essential.