COUNCIL STRATEGIC PRIORITIES KEY ACTION ITEM WORK PLAN

APRIL 27, 2020 COUNCIL PRESENTATION



Background

Since Council last reviewed Council Strategic Priorities:

- Planning Session between SLT, Project Team and Strategy Corp to review Council
 Strategic Priorities with REV it up to assist in integrated work planning
- February 12, 2020: Full day SLT/OLT planning day to identify Key Action Items for each pillar
- April 14, 2020: SLT/OLT Review and final planning for April 27 Council Meeting
- April 27, 2020: Today's Council Meeting

Ongoing community engagement, data and comparators to help inform program, services and financial planning

> Develop a multi-year operating and capital budget that aligns with budget policies

Complete a comprehensive and up to date Asset Management Plan Ensure ongoing continuous improvement and service level analysis for consideration. Utilize both internal and external resources to complete an assessment of the Town's overall health to support effective and efficient long term planning

Strategic Pillar Overview

Long Term Financial Sustainability

4 Strategic Priorities



Maintaining long-term financial sustainability while ensuring a thriving community

> Ongoing community engagement, data and comparators to help inform program, services and financial planning

Strategic Priority

Key Action Item

Conduct ongoing public engagement related to financial planning

What are Key Action Items:

Two identified important things that once accomplished will lead the priority at or near a state of completion Pillar Lead: Mike Mayes

Identify, develop, track and report on a new and ongoing comparator data approach to help educate and inform financial planning by 2022

Key Action Item

<u>Role of the Pillar Lead:</u>

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)



Ongoing community engagement, data and comparators to help inform program, services and financial planning

> Develop a multi-year operating and capital budget that aligns with budget policies

Complete a comprehensive and up to date Asset Management Plan

Newmarket

Ensure ongoing continuous improvement and service level analysis for consideration. Utilize both internal and external resources to complete an assessment of the Town's overall health to support effective and efficient long term planning

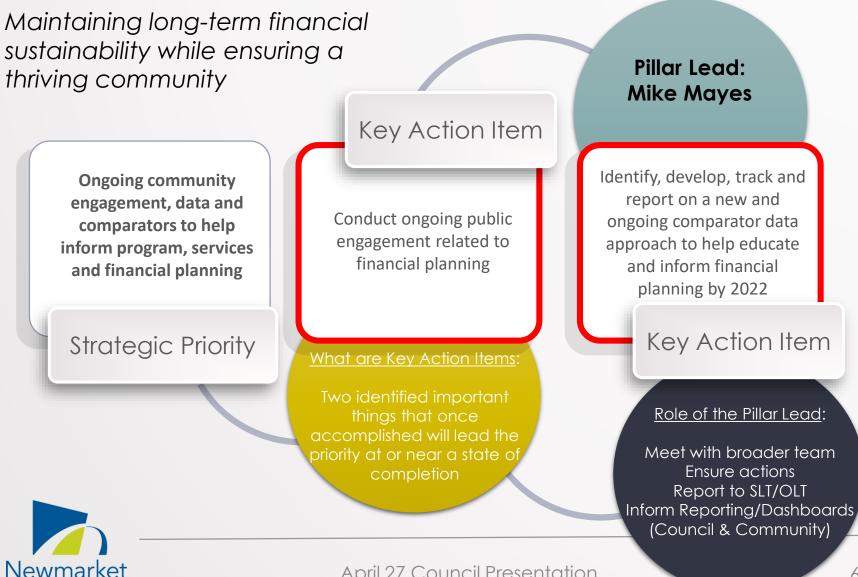
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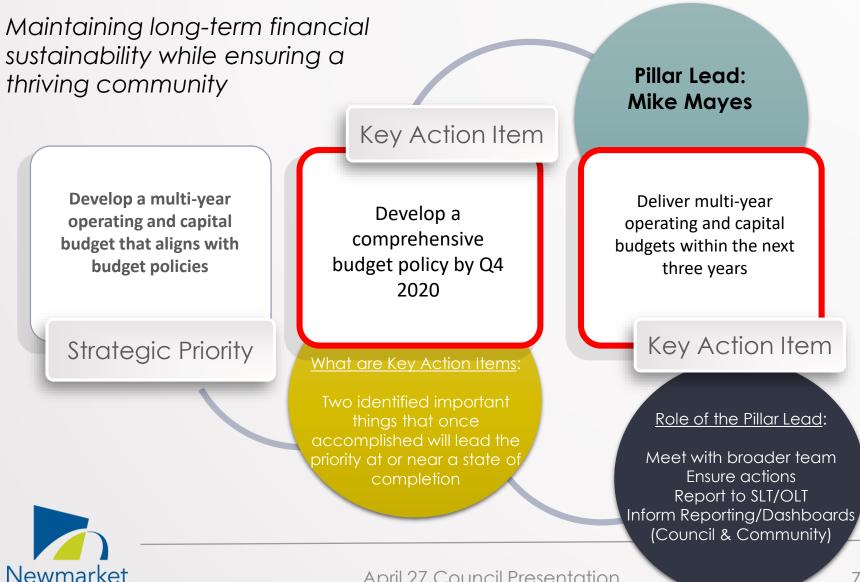
Strategic Pillar Overview

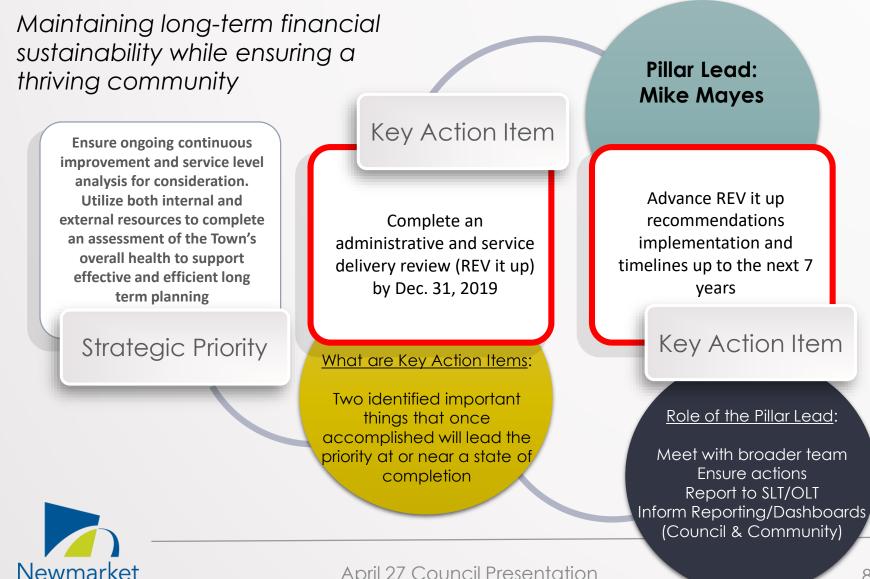
Long Term Financial Sustainability

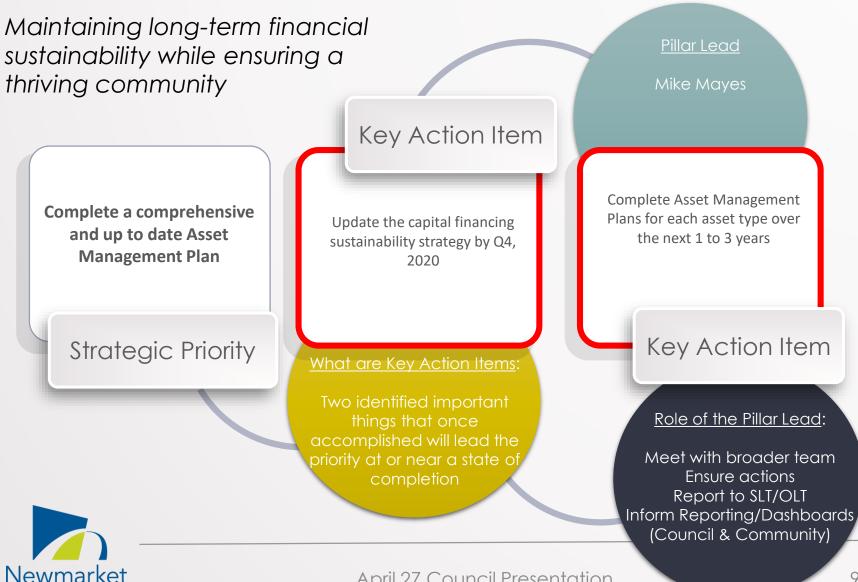
4 Strategic Priorities

5











Strategic Pillar Overview

Economic Leadership and Job Creation

5 Strategic Priorities

Staff to support the success of the municipally owned broadband (ENVI) and leverage other technologies

Strategic Priority

Key Action Item

Develop and begin implementation of an Economic Development marketing program in 2021 that includes specifics related to Newmarket's broadband advantages resulting in a minimum of 15 new leads to ENVI year

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Chris Kallio

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)



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

> Increase downtown parking availability through additional spaces and by leveraging Smart City solutions and other innovative options

Strategic Priority

Key Action Item

To deliver a report to Council by Q4, 2020 on downtown parking options, with recommendations to increase spaces in the downtown

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Chris Kallio

Use Smart technologies to enhance awareness and enforcement of parking availability through the use of sensors, electronic signage and other technology solutions by the end of 2022

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)



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

Focus on continued success of the downtown

Strategic Priority

Key Action Item

Formalize event schedule and roles and responsibilities for the Town/BIA relationship as it relates to special events by the end of 2021 with the intention of maximizing economic and community benefits of special events

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion Pillar Lead: Chris Kallio

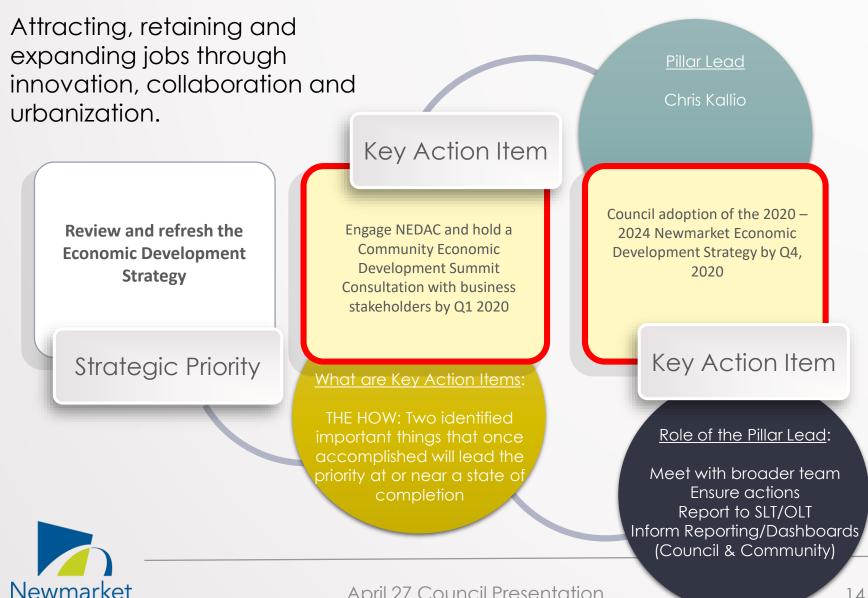
Establish an Economic Development formal presence in the downtown for a minimum of 1 day per month beginning Q4 2020

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)





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

> Evaluate feasibility of SODA (South of Davis Area) for concerted growth / re-development

Strategic Priority

Key Action Item

Start a land use study in 2021, for completion by the end of 2022, to facilitate redevelopment of the area bounded by Millard to the South and Davis Drive to the north (SODA)

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Chris Kallio

Support significant redevelopment initiatives within SODA by maximizing available financial incentives already identified within the downtown Community Improvement Plan (CIP), on an as requested basis

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)



Complete the design, planning and costing for Mulock Park through a Master Plan, and advance construction enough for the public to enjoy

Develop a Parks Master Plan focused on both new development and re-development opportunities; update the Recreation Playbook, as required

In partnership with the BIA, design a best practice approach to pedestrianize Main Street in order to enhance economic and social vibrancy of the downtown core



Develop a new Cultural and Place – making Master Plan that integrates and reflects inclusivity and diversity within our growing community

> Design and implement a strategy to address municipal vacant properties

Strategic Pillar Overview

Extraordinary Places and Spaces

5 Strategic Priorities

Creating an environment for an engaged, accessible and inclusive community

Complete the design, planning and costing for Mulock Park through a Master Plan, and advance construction enough for the public to enjoy

Strategic Priority

Key Action Item

Engage a consultant that will lead extensive community consultation and then complete a master plan concept design for the park, to be approved by Council in Q4, 2020 and a detailed design to be completed by Q3, 2021

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Colin Service

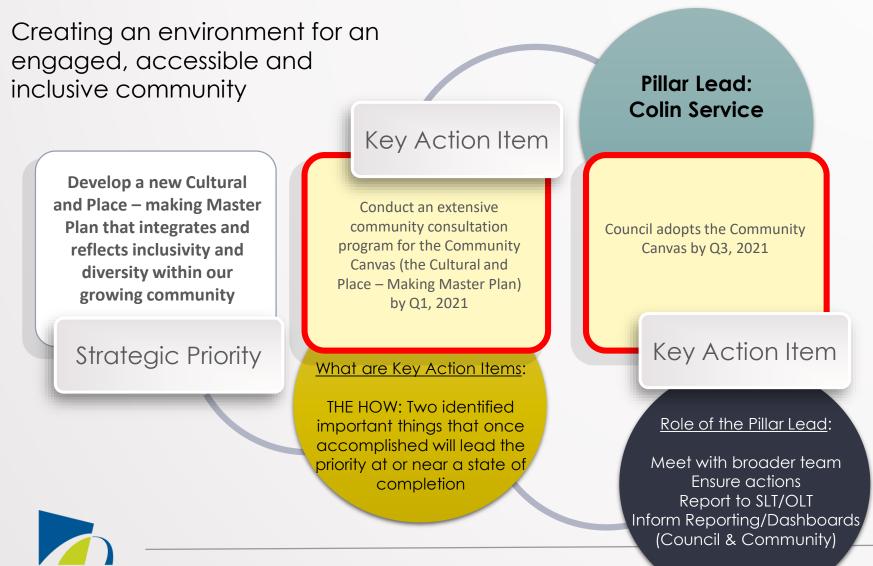
Establish use of the house by 2022 and a phased construction schedule based on the approved master plan

Key Action Item

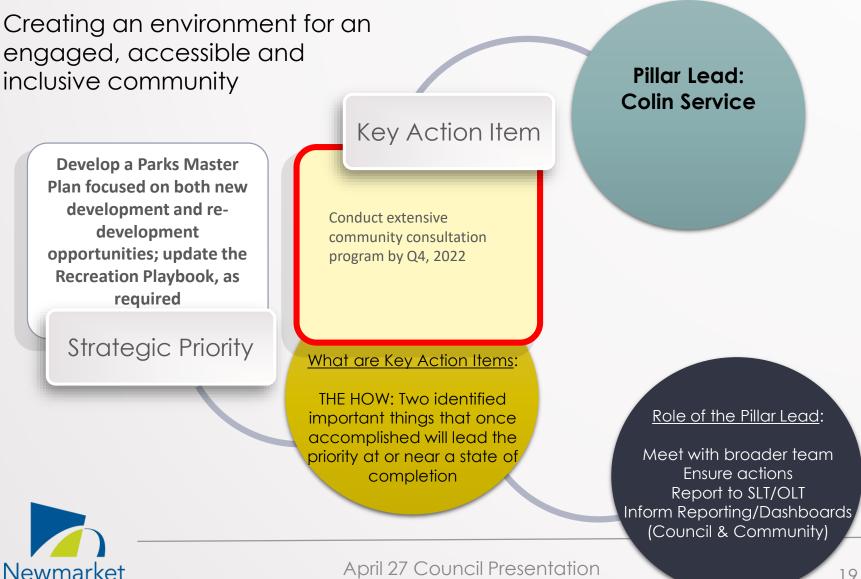
Role of the Pillar Lead:

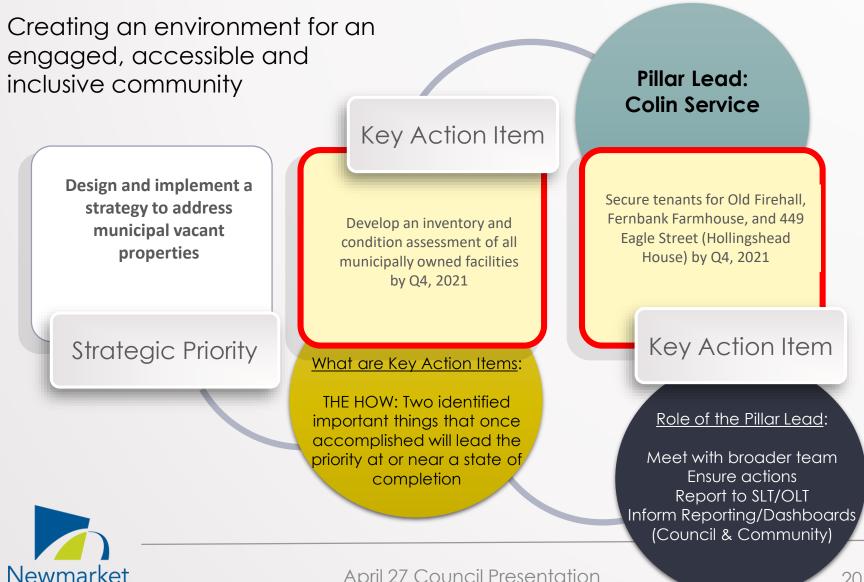
Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)





Newmarket





Creating an environment for an engaged, accessible and inclusive community

In partnership with the BIA, design a best practice approach to pedestrianize Main Street in order to enhance economic and social vibrancy of the downtown core

Strategic Priority

Key Action Item

In close consultation with the BIA, close a portion of Main Street to vehicle traffic for a 5 day pilot program during the summer of 2021

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Colin Service

In close consultation with the BIA, evaluate the summer 2021 pilot program and consider expansion opportunities in 2022

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)



Implement policy frameworks and practices that will more easily support the development of the corridors

Advance corridor arowth through highly targeted, data - driven strategies that leverage enhanced relationships with developers and prospective investors

Consider development incentives to provide a range of housing and office employment options that meet the needs of current and future residents, including the pursuit of the CIP to incent corridor development

Newmarket

development: Implement Newmarket GO Station Mobility Hub Study and development for Mulock Station Area Secondary Plan

Transit oriented

Leverage Smart City technologies and municipally owned broadband (ENVI) to support corridor development and business retention and expansion efforts

Strategic Pillar Overview

Vibrancy on Yonge, **Davis and Mulock**

5 **Strategic Priorities**

Supporting enhanced access to diverse housing, office and retail options

Implement policy frameworks and practices that will more easily support the development of the corridors

Strategic Priority

Key Action Item

Develop urban design guidelines to provide clear direction to developers, to reduce processing timelines, and to increase the quality and functionality of development by Q4 2021

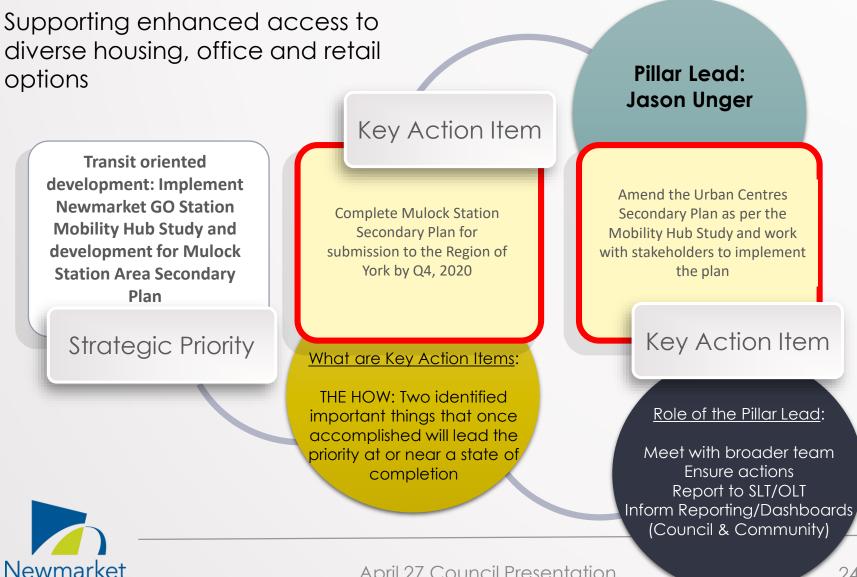
What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion Pillar Lead: Jason Unger

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)





Supporting enhanced access to diverse housing, office and retail options

Advance corridor growth through highly targeted, data – driven strategies that leverage enhanced relationships with developers and prospective investors

Strategic Priority

Key Action Item

Update and enhance the marketing strategy to drive development to the corridors by Q4, 2021

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Jason Unger

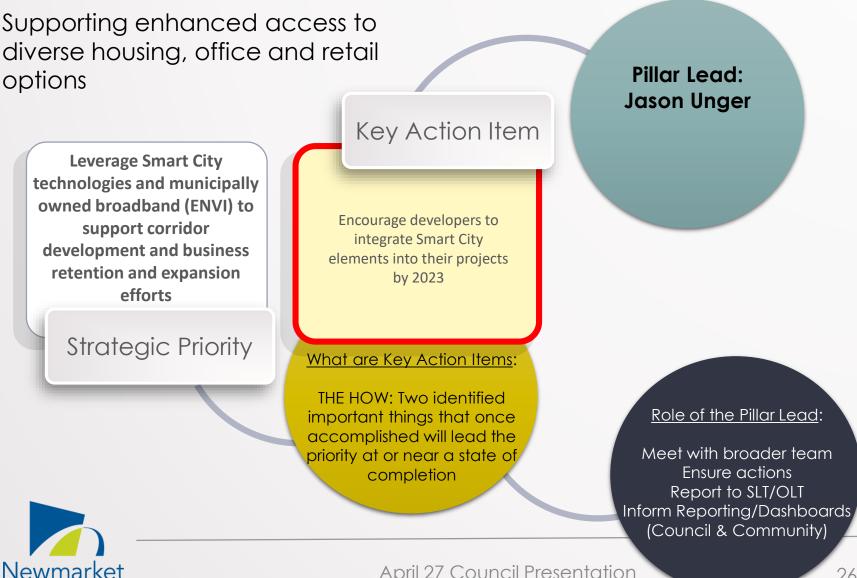
Initiate meetings with landowners and developers to share information and to understand landowner perspectives to advance development plans along Yonge, Davis and Mulock

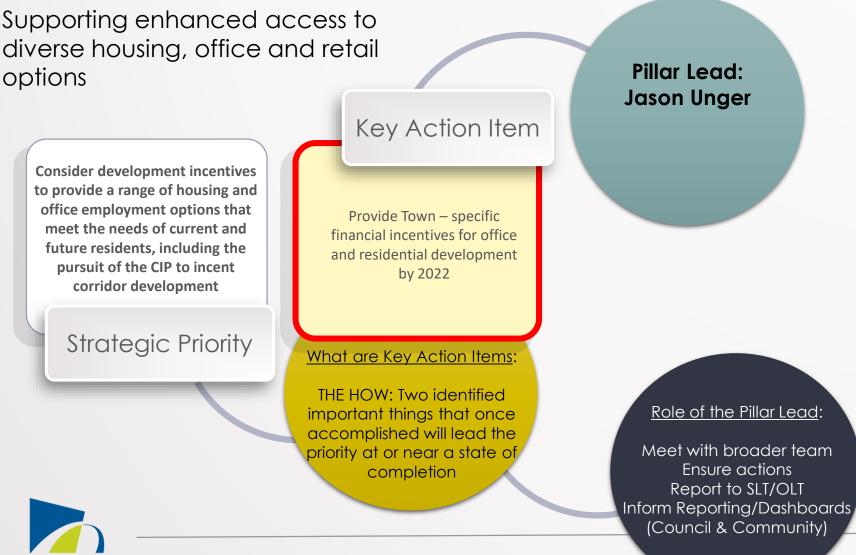
Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)







April 27 Council Presentation

Newmarket

Incorporate technology/data driven tools and tactics into engineering design and enforcement measures related to the safety of vehicles, pedestrians, and other transportation modes in order to enhance trail and street safety

Continue efforts to build a strong network of community and subject matter experts in the implementation of initiatives

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

Newmarket

Continue to implement the traffic mitigation strategy and Active Transportation Plan and explore / advance an off road Mulock multi-use path

> Design and implement an effective communication strategy that provides expanded opportunity for community consultation and emphasizes education, awareness and safe, respective use among all users of road and trail systems

Strategic Pillar Overview

Safe Streets (Transportation)

5 Strategic Priorities

Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction

> Incorporate technology/data driven tools and tactics into engineering design and enforcement measures related to the safety of vehicles, pedestrians, and other transportation modes in order to enhance trail and street safety

Strategic Priority

Key Action Item

Compare data collected from smart tools and technology to show continuous improvement

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Rachel Prudhomme

Analyze data and prepare meaningful reports to help guide our transportation programs for continuous improvement

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)



Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction

> Continue to implement the traffic mitigation strategy and Active Transportation Plan and explore / advance an off road Mulock multiuse path

> > Strategic Priority

Key Action Item

Complete feasibility study and prepare tender – ready documents for Phase 1 of the Mulock MUP within this term of Council

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion Pillar Lead: Rachel Prudhomme

Implement the Active Transportation Implementation Plan (ATIP) for both on and off road projects

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)

Newmarket

Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction

> Continue efforts to build a strong network of community and subject matter experts in the implementation of initiatives

> > Strategic Priority

Key Action Item

Work with YRP, York Region, cycling clubs (Newmarket Eagles and Cycle Newmarket), and residents through Hey Newmarket and other approaches

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Rachel Prudhomme

Participate in town events such as Winterfest, New-Bark it, Halloween Party at Magna, Farmer's Market, Touch a Truck, open house and Home Show, etc

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)



Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction

> Design and implement an effective communication strategy that provides expanded opportunity for community consultation and emphasizes education, awareness and safe, respective use among all users of road and trail systems

Strategic Priority

Key Action Item

Refresh and update the tools and tactics of the Traffic Communications and Education Plan to respond to local needs

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Rachel Prudhomme

Bring awareness to the community regarding the innovative and effective advancements in traffic calming and mitigation being done by the Town

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)



Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction

> 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

Strategic Priority

Key Action Item

Add street furniture to promote social interaction and pedestrian activities on Newmarket reconstruction projects

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion

Pillar Lead: Rachel Prudhomme

Reduce Speed Limit on a pilot project and assess effectiveness for application on other local streets (Vision Zero)

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)

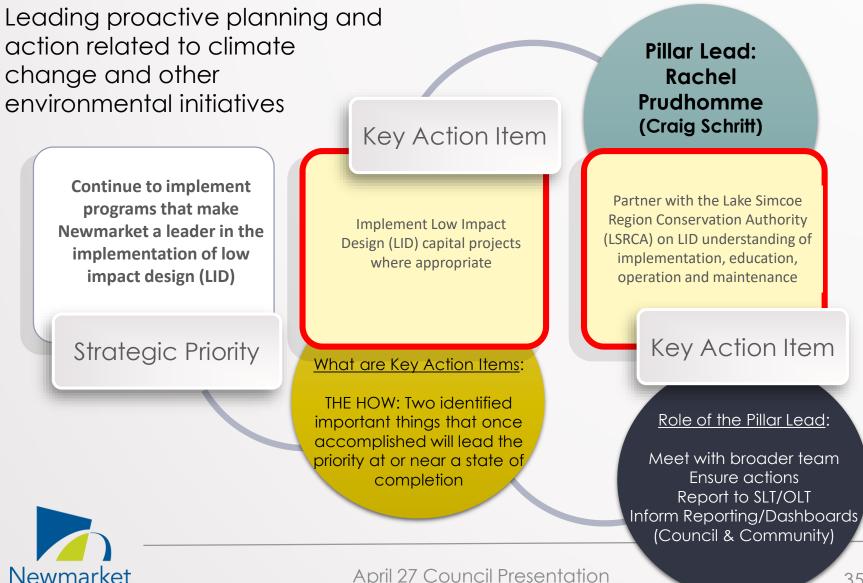




Strategic Pillar Overview

Environmental Stewardship

5 Strategic Priorities



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

> Continue to explore and support solar power installations in place and investigate additional installations; explore options for battery storage opportunities in Town buildings

> > Strategic Priority

Key Action Item

Partner with Newmarket Hydro and others as appropriate to advise, educate, investigate and recommend options for battery storage projects at Town buildings

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion Pillar Lead: Rachel Prudhomme (Craig Schritt)

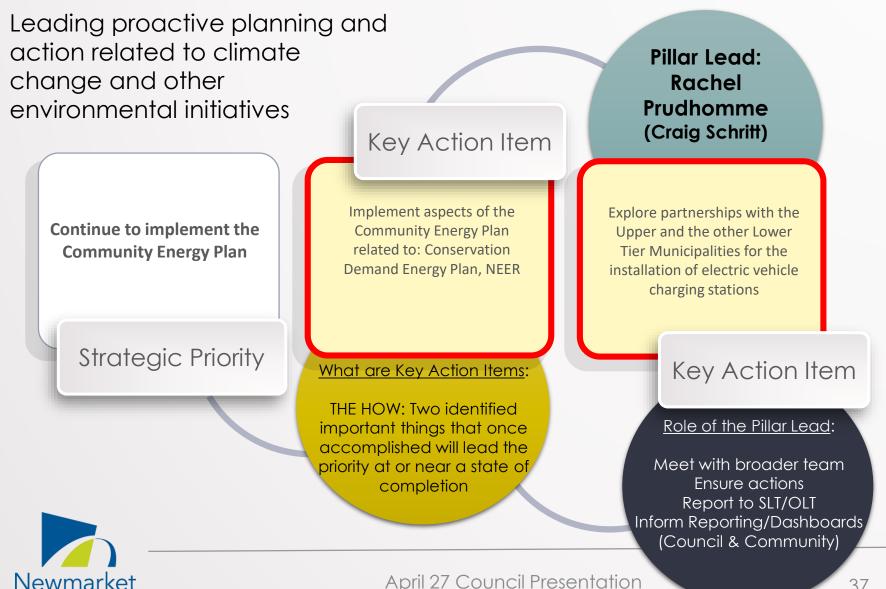
Investigate potential for solar panels and public facing, stand – alone solar projects

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)





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

> Support highly effective partnerships with the LSRCA, MECP, York Region, NT Power and others who provide funding and support for our numerous projects

> > Strategic Priority

Key Action Item

Partner with the LSRCA and others, to better determine the feasibility and value of storm water projects that are of benefit to the Town and also have available offsetting funds

What are Key Action Items:

THE HOW: Two identified important things that once accomplished will lead the priority at or near a state of completion Pillar Lead: Rachel Prudhomme (Craig Schritt)

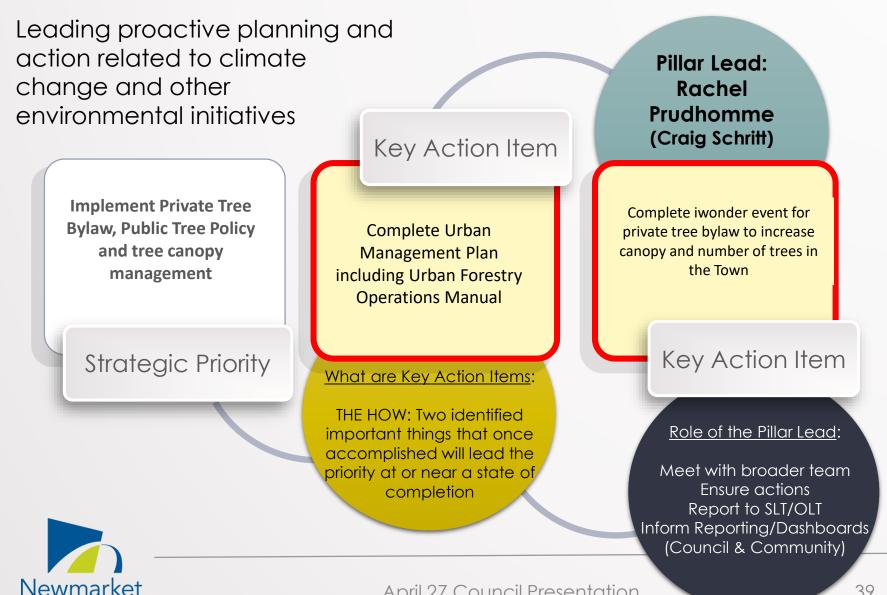
Partner with York Region, developers and others as appropriate to reduce inflow and infiltration (I&I) in the Town's wastewater system

Key Action Item

Role of the Pillar Lead:

Meet with broader team Ensure actions Report to SLT/OLT Inform Reporting/Dashboards (Council & Community)





Performance Measurement and Dashboards

The objective is to establish a new methodology that can keep Council, the community and all Town staff connected with updated performance management reporting at least twice annually. This will include the introduction of a new dashboard system for a number of the Strategic Priorities, all of which will be housed on the Town's website along with regular Information Reports.

Separate presentation to follow.

So let's begin...

Thank you..... Questions?