



COMMUNITY SERVICES – ECONOMIC DEVELOPMENT
TOWN OF NEWMARKET
395 Mulock Drive
P.O. Box 328
Newmarket, ON L3Y 4X7

www.newmarket.ca
info@newmarket.ca
905.895.5193

September 14, 2016

**COMMUNITY SERVICES – ECONOMIC DEVELOPMENT
REPORT # 2016–26**

TO: Committee of the Whole

SUBJECT: 2016 – 2020 Economic Development Strategy

ORIGIN: Community Services – Economic Development

RECOMMENDATIONS

THAT Community Services – Economic Development Report # 2016–26 dated September 14, 2016 regarding the 2016 – 2020 Economic Development Strategy be received and the following recommendation(s) be adopted:

- 1. THAT Council endorse the 2016 – 2020 Economic Development Strategy to serve as a road map for the Newmarket Economic Development Advisory Committee (NEDAC) and to support overall Council strategic priorities and initiatives.**

COMMENTS

The purpose of this report is to seek endorsement from Council with respect to the 2016– 2020 Economic Development Strategy.

This strategy is intended to provide a road map to support and guide NEDAC while serving as a supporting document to advance Council's identified themes and strategic priorities related to economic growth in Newmarket. This strategy began with deliberation and planning on the part of prior NEDAC and Council at the close of the 2010–2014 Council term followed by a collaborative planning and strategy development process by the current Council and NEDAC. Upon Council's endorsement, this strategy would be launched at the inaugural Economic Development Congress to occur in Q4, 2016 to inform stakeholders and community groups, thereby enabling them to align ongoing activities to help advance the initiatives identified within this strategy.

BACKGROUND

The 2016 – 2020 Economic Development Strategy was developed through the following activities:

- Facilitated Review of NEDAC and economic development initiatives and areas of focus at a planning session with the 2010-2014 Council and NEDAC intended to help inform future planning;
- 2014 – 2018 Council developed Strategic Themes and Strategic Priorities;
- Summary of findings presented to new NEDAC team as part of orientation. Facilitated Joint Council/NEDAC session to also discuss findings and focus planning efforts for NEDAC;
- NEDAC initiated vision/mission and initial potential areas of focus/themes to achieve economic development goals while aligning with Council's strategic priorities;
- Council/NEDAC facilitated review of NEDAC's preliminary planning work;
- NEDAC review of draft strategy and development of starting performance measures;
- Presentation of 2016–2020 Economic Development Strategy to Council.

NEXT STEPS

The 2016–2020 Economic Development Strategy is a living document that provides a road map to guide planning and performance measurement across community based economic development efforts. It will not only be a guide for NEDAC and the day to day focus of Town Economic Development staff, but it will also serve as a foundational reference for community collaborators and organizations all working towards ensuring a strong economic environment.

One new outcome is the emergence of scheduled Economic Development Congresses that incorporate a broader representation of the collective economic development interests within the community. These partners can support NEDAC by providing additional insight into specific opportunities, challenges and issues impacting Newmarket's economy. The 2016–2020 Economic Development Strategy will be the featured item of the inaugural event targeted to occur in Q4, 2016.

2016 – 2019 Economic Development Strategy Summary

Please see the Attachment. As an overall summary, the Strategy:

- Speaks to the rationale for an Economic Development Strategy
- Outlines how the Strategy evolved
- Aligns the Strategy with Council's Strategic Priorities
- Outlines the role of NEDAC and presents NEDAC's vision and beliefs
- Introduces the Strategy's three pillars – Innovation, Urbanization and Collaboration
- Identifies Key Milestones and Action Items
- Introduces a Results Based Accountability Framework [™] to help track community performance

CONSULTATION

The Strategy is a result of considerable collaboration between the volunteers on NEDAC and Council. The Strategy will be a focal point of discussion with community stakeholders and collaborators at the inaugural Economic Development Congress.

BUSINESS PLAN AND STRATEGIC PLAN LINKAGES

Council 2014- 2018 Strategic Themes and Priorities Alignment:

- *Economic Development/Jobs:*

- Implementing affordable broadband in Newmarket
- Reviewing and prioritizing our Economic Development Strategy
- Revitalizing our Community Centre Lands and addressing downtown parking needs
- Creating a strategy for vibrant and livable corridors along Davis and Yonge Street
- Supporting innovative projects and partnerships with various sectors

- *Community Engagement:*

- Aligning ourselves with communication best practices
- Engaging our changing resident demographics

- *Efficiency / Financial Management:*

- Ensuring effective and efficient services
- Measuring and benchmarking our financial performance

Community Strategic Plan Alignment:

Living Well

- Health education, wellness services and state of the art medical facilities

Well-balanced

- Meeting the needs of all life-cycle stages
- Arts culture, entertainment and heritage preservation
- Educational, hotel and meeting/conference facilities

Well-equipped & managed

- Fiscal responsibility
- Service excellence
- Efficient management of capital assets and municipal services to meet existing and future operational demands
- Clear vision of the future and aligned corporate/business plans
- Small town feel with big city amenities
- Ideal mix of residential, commercial, industrial and institutional land use
- Appropriate mix of jobs to population and people to industry
- Varied housing types, affordability and densities

Well-planned and connected

- Long term strategy matched with a short term action plan
- Revitalization of neighbourhoods starting with the downtown area
- Telecommunications infrastructure and policies for an increasingly wired world

Well-respected

- Being well thought of and valued for our judgment and insight
- Establishing effective working relationships and joint planning initiatives with municipal neighbours
- Discovering innovative and creative solutions for future well-being
- Being a champion for co-operation and collaboration
- Being tradition-based and forward-looking

HUMAN RESOURCES IMPACT

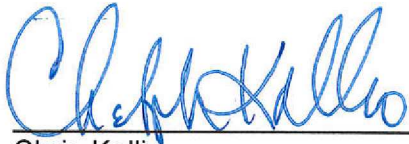
The implementation and performance monitoring will be done within Community Services – Economic Development. Staffing to achieve all economic development activities is summarized in CAO – Human Resources / Community Services – Economic Development Joint Report # 2016 – 23.

BUDGET IMPACT

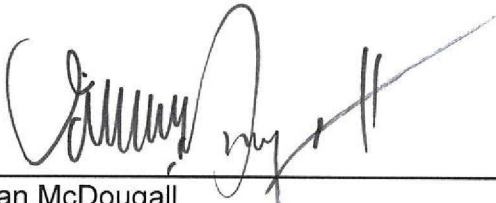
No new budget impact at this time.

CONTACT

For more information on this report contact: Chris Kallio (ckallio@newmarket.ca or extension 2442) or Ian McDougall (imcdougall@newmarket.ca or extension 2441).



Chris Kallio
Economic Development Officer



Ian McDougall
Commissioner, Community Services