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## **Council's 2018-2022 Strategic Priorities Final Report Information Report to Council**

Report Number: INFO-2022-31

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Distribution Date: December 9, 2022

In accordance with the Procedure By-law, any member of Council may make a request to the Town Clerk that this Report be placed on an upcoming Committee of the Whole agenda for discussion.

### **Purpose**

This information report serves to provide an update to Council on the progress made on Council's 2018-2022 Strategic Priorities.

### **Background**

Council adopted Staff Report #2019-44 titled "2018-2022 Council Strategic Priorities" on May 6, 2019. Subsequent updates were communicated by staff through reports and presentations at Committee of the Whole meetings, as well as via the dashboard on the Town's website.

### **Discussion**

Council's 2018-2022 Strategic Priorities setting exercise identified 6 Strategic Priorities and 78 actions to bring the Town's vision of a community Well Beyond the Ordinary into focus.

We've made Newmarket "even better" by advancing the priorities, focusing on Long-term Financial Sustainability; Extraordinary Places and Spaces; Environmental Stewardship; Economic Leadership and Job Creation; Vibrancy on Yonge, Davis and Mulock; and Safe Transportation.

While the COVID-19 pandemic required the postponing or pausing of some initiatives and activities, staff have focused on making progress on all initiatives by either resuming, operationalizing or forwarding them for future/continued consideration through this report.

Initiatives identified as “Complete” have been implemented and/or embedded (operationalized into department business plans going forward). Initiatives identified as “Progressing” may come forward for consideration as part of Council’s 2022-2026 Strategic Priority setting exercise or be operationalized into department business plans. Details on the status of the priorities are included in the attached chart.

## **Conclusion**

This report provides an update on the status of Council’s 2018-2022 Strategic Priorities for consideration in the preparation of setting Council’s 2022-2026 Strategic Priorities commencing in the new year.

## **Business Plan and Strategic Plan Linkages**

This report supports the Town’s vision of a community Well Beyond the Ordinary and mission of Making Newmarket Even Better. By aligning corporate activities and business plans with Council’s Strategic Priorities, the organization’s commitment to continuous improvement is further enhanced; organizational effectiveness is strengthened; Council/Staff relationships are preserved; and organizational efficiency and performance is measured.

## **Consultation**

The Strategic Leadership Team in consultation with members of the Operational Leadership Team provided updates on the status of activities supporting each Strategic Priority.

The online dashboard posted on the [Town’s website](#) has provided the public with annual updates on progress made.

## **Human Resource Considerations**

Not applicable.

## **Budget Impact**

In delivering on Council’s 2018 to 2022 Strategic Priorities, current and future Operating and Capital Budget impacts were reported either through the annual budget process or separately to Council as appropriate, including the impacts of the COVID-19 pandemic.

There are no current or future operating or capital budget impacts resulting from the preparation of this Report.

## **Attachments**

Council’s 2018-2022 Strategic Priorities Status Chart

## **Contact**

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## **Approval**

Ian McDougall, Chief Administrative Officer

**ATTACHMENT**  
**COUNCIL'S 2018-2022 STRATEGIC PRIORITIES**  
**STATUS CHART**

**Long Term Financial Sustainability**

PRIORITY	DESCRIPTION	STATUS	NOTES
Community Engagement	Conduct ongoing public engagement related to financial planning.	Complete	Developed New Fiscal Strategy. Focussed efforts on current budget-related communications. <a href="#">Link to Report</a> on Fiscal Strategy.
	Identify, develop, track and report on a new ongoing comparator data approach to help educate and inform financial planning by 2022.	Complete	Expanded current practices. Developed targets. Completed diagnostics for Fiscal Strategy comparison. Reported frequently to Council.
Multi-year Budgeting	Develop a comprehensive budget policy by Q4 2020.	Progressing	Continuing implementation of 2022-2023 Fiscal Strategy as per schedule.
	Deliver multi-year operating and capital budgets within the next three years.	Progressing	Continuing implementation of 2023 Fiscal Strategy as per schedule.
Service level analysis and financial health check.	Complete an administrative and Service Delivery Review (REV it up) by Dec. 31, 2019.	Complete	Completed Administrative and Service Delivery Review.
	Advance REV it up recommendations implementation and timelines over the next 7 years.	Progressing	REV It Up projects reported separately on an ongoing basis.
Asset Management Plan	Update the capital financing sustainability strategy by Q4, 2020.	Complete	Used analysis to support the recommendations of the Fiscal Strategy. Incorporated into revised Asset Management Plans.
	Complete Asset Management Plans for each asset type over the next 3 to 7 years.	Complete for core assets  Progressing for non-core assets	Non-core assets to be completed July 2024.

## Economic Leadership and Job Creation

PRIORITY	DESCRIPTION	STATUS	NOTES
Municipal Broadband and Job Creation	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 per year.	Complete	Completed new marketing strategy.
Downtown Parking	To deliver report to Council on downtown parking options, with recommendation to increase spaces in the downtown in Q4, 2020.	Complete	Added parking spaces in proximity to Main Street.
	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.	Progressing	Currently reviewing current technology offerings with intention to formalized budget request as part of 2023 or 2024 capital budget processes.
Focus on Downtown Success	Formalize event schedule, roles, and responsibilities for the Town/BIA relationship as it relates to special events by end of 2020 with the intention of maximizing economic and community benefits of special events.	Progressing	Re-initiated events in 2022, re-invigorating downtown experience.
	Establish an Economic Development formal presence in the downtown for a minimum of 1 day per month beginning Q3 2020.	Complete	Implemented Shop Local and Business Assistance Concierge initiatives.

## Extraordinary Places and Spaces

PRIORITY	DESCRIPTION	STATUS	NOTES
Mulock Property	Complete the design, planning and costing for Mulock Park through a Master Plan, and advance construction enough for the public to enjoy.	Progressing	Completed Master Plan and extensive public consultation. Set budget with no impact on tax base. Completing design package. Commencing tendering and construction in 2023 for the park and house.
Cultural and Place-Making Master Plan	Develop a new Cultural and Place-making Master Plan that integrates and reflects inclusivity and diversity within our growing community.	Progressing	Completed initial background work. Progress resumed.
Parks Master Plan	Develop a Parks Master Plan focused on both new development and re-development opportunities; update the Recreation Playbook, as required.	Progressing	Completed Mulock Property Master Plan. Progressing with Asset management work to maintain good state of repair for facilities. Playbook to expire in 2024.
Vacant Municipal Property Use	Design and implement a strategy to address municipal vacant properties (e.g. Fernbank Farmhouse, Old Fire Hall, and 449 Eagle Street).	Complete	All Town facilities are in use/leased. There are no vacant properties.
Main Street Pedestrianization	In partnership with the BIA, design and explore a best practice approach to pedestrianize Main Street in order to enhance economic and social vibrancy of the downtown core.	Progressing	Held early discussions. Planned for a pilot project. Supported local business through implementing patio program and Shop Local initiative.

## Vibrancy on Yonge, Davis and Mulock

PRIORITY	DESCRIPTION	STATUS	NOTES
Corridor Development Facilitation	Implement policy frameworks and practices that will more easily support the redevelopment of the corridors.	Complete	Completed planning documents to full designate and zone properties for redevelopment and to provide developers with clear direction, reduce processing timelines, and increase the quality and functionality of development. Urban Design Guidelines completed.
Transit-Oriented Development	Transit oriented development: Implement Newmarket GO Station Mobility Hub Study and development for Mulock Station Area Secondary Plan.	Progressing	Prepared and submitted Draft Secondary Plan for Mulock Station Area to York Region for input into Regional Plan. Amended Urban Centres Secondary Plan to include Mobility Hub Study recommendations.
Corridor Growth Enhancement	Advance corridor growth through highly targeted, data-driven strategies that leverage enhanced relationships with developers and prospective investors.	Progressing	Completed a targeted marketing strategy initiated with property owners in Urban Centre Corridors. Meetings held and contacts being maintained.
Smart City and Broadband Leverage	Leverage Smart City technologies and municipally owned broadband (ENVI) to support corridor development strategies and business retention and expansion efforts.	Complete	Encouraging developers to consider smart technology in their projects and advising of ENVI and Secondary Plan requirements in Urban Centres.
Development Incentives	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 CIP to incent corridor development.	Complete	Providing DC Deferrals according to Town Policy. Allocating Servicing Allocation according to Town Policy with priority given to Urban Centres and Corridors.

## Safe Transportation

PRIORITY	DESCRIPTION	STATUS	NOTES
Use of Technology to Support Safety	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.	Complete	Comparing data collected from speed boards, traffic and speed counts, pedestrian/cycle counts to inform recommendations for implementing projects and changes to the networks. Analyzing data to prepare information reports for Council and community. Implementing Automated Speed Enforcement (ASE) with Legislative Services and York Region.
Traffic Mitigation, Active Transportation and Mulock MUP	Continue to implement the traffic mitigation strategy and Active Transportation Plan and explore / advance an off-road Mulock multi-use path.	Complete	Completed Feasibility Study for Mulock MUP. Preparing tender documents for Phase 1 construction. Implemented bollard program on local streets to reduce speed, illustrated on Traffic Calming Interactive Map.
Community of Experts	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).	Complete	Meeting with York Region, MTO, Metrolinx and other groups on new infrastructure projects and initiatives (e.g., ASE, Autonomous Vehicles, transit plans, pedestrian and cycling safety, electric vehicles). Community education conducted at Town events promoting traffic and pedestrian safety.
Communication Strategy	Design and implement an effective communication strategy that provides expanded opportunity for community consultation and emphasizes education, awareness and safe, respectful shared use among all users of road and trail systems.	Complete	Implemented an adaptive public education program using a variety of strategies. Seasonal safety messaging continuing through media channels.
Complete Streets	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.	Complete	Completing Lorne Avenue Traffic Calming Demonstration project, including: separate travel areas for pedestrians, cyclists, vehicles, with landscaping and integrated traffic safety and calming measures, including speed limit reductions from 40kph to 30kph.



## Environmental Stewardship

PRIORITY	DESCRIPTION	STATUS	NOTES
Low Impact Development Leadership	Continue to implement programs that make Newmarket a leader in the implementation of low impact design (LID).	Complete	Completed Charles Street, George Richardson Park, Tannery/TTT and Lorne Avenue projects. Continued partnership with LSRCA on education, implementation and operations. Recognized as a Watershed Hero, receiving LSRCA's 2022 Healthy Water Award.
Solar Power and Battery Storage Opportunities	Continue to explore and support solar power installations in place and investigate additional installations; explore options for battery storage opportunities in Town buildings.	Complete	Installed solar power projects in George Richardson Park (sprinkler system), TTT/Tannery (pedestrian lighting), traffic speed boards, and benches (mobile device charging). Exploring partnerships with Newmarket Hydro for battery storage.
Community Energy Plan	Continue to implement the Community Energy Plan.	Progressing	Completed Business Case for NEER. Undertaking Business Plan for financing a sustainable multi-year implementation of home energy retrofits. Installed EV Charging station banks at 4 prominent locations.
Partnership funding and support	Support highly effective partnerships with the LSRCA, MECP, York Region, NT Power, and others who provide funding and support for our numerous projects.	Complete	Secured LSRCA funding to work with stakeholders on a watershed storm water management plan. Partnered with York Region and developers on two I&I projects improving the sanitary storm system and providing allocation capacity for development. Co-led workshops on green infrastructure maintenance with LSRCA.
Tree Policy	Implement Private Tree Bylaw, Public Tree Policy and tree canopy managements.	Complete / Progressing	Completed Urban Forestry Management Plan, Public Tree Policy and Private Tree Bylaw / Implementing tree canopy management.