Town of Newmarket

Economic Development Strategy

2016 to 2020

Newmarket

Newmarket

Accelerating Development in Newmarket

The Town of Newmarket is home to more than 88,000 residents. It has consistently been named one of the Best Places to Live in Canada by MoneySense Magazine and has garnered an international reputation for being one of the country's most dynamic, diverse and desirable towns in which to live and work. Newmarket is recognized as a place for innovation, creativity, collaboration and environmental sustainability – all while offering a very competitive business investment location.

CreateITNow at Southlake, a health innovation incubator to help entrepreneurs and businesses bring their great ideas and products to market, and NewMakeIt, York Region's first makerspace, are illustrative of what can happen through collaboration and innovative thinking and are perfect examples of what has repeatedly distinguished the community as one of Canada's best.

The Town of Newmarket has also worked closely with a number of private and public sector partners through the Newmarket Economic Development Advisory Committee (NEDAC), and the Community Collaborative Ecosystem (CCE), to help drive innovation and ensure a solid foundation for future community success.

In 2010, the Town adopted its first Economic Development Strategy, focused on advancing community economic development within identified priority sectors of health care, knowledge and advanced manufacturing, while reinforcing Newmarket's prominent role as a regional growth centre within York Region.

This new document reflects NEDAC's current perspective on Newmarket's economic future in light of changing economic circumstances and emerging new trends and priorities. Reflecting Newmarket's designation as an Urban Growth Centre under the Province's Places to Grow strategy, the Town has adopted a carefully crafted planning framework to encourage residential and employment intensification on our Yonge-Davis corridors, all while protecting our existing neighbourhoods and outstanding quality of life.

This planning framework is supported by the vivaNext bus rapid transit system that will seamlessly link Newmarket to the broader York Region and GTA rapid transit system by 2018, followed by the introduction of all day Go Transit service within a decade. As a result, it is anticipated that Newmarket's Yonge-Davis corridor will be home to 33,000 residents and 32,000 jobs over the coming decades.

NEDAC embraces Newmarket's transformation by focusing on three bold themes in this updated strategy: Innovation, Collaboration, and Urbanization. Newmarket will be a recognized leader in each of these areas, which will position the Town for a new era of growth and prosperity.

The start of something new

Why update the Economic Development Strategy?

The Town of Newmarket has an exciting growth vision supported by Council's 2014 - 2018 Strategic Priorities, an Official and Secondary Plan, and excellent linkages and partnerships in the community. This Economic Development strategy will serve as a living document to guide our economic development initiatives over the next 3-5 years.

How does an Economic Development update evolve?

This document is the culmination of considerable and thoughtful efforts by the Mayor & Council collaborating with community business experts and leaders who volunteer on the Newmarket Economic Development Advisory Committee (NEDAC). At the conclusion of its last term, NEDAC took an introspective look at its role in an effort towards continuous improvement. NEDAC identified the desire to better define success and to document overall community economic development objectives. With the exception of one facilitated session, this entire process and resulting document are the result of time and effort invested by NEDAC volunteers, Mayor & Council and town staff.

How does this Economic Development strategy align with Council's Strategic Priorities?

Two of the five themes Council identified as its Strategic Priorities link very closely with this document; i.e., Economic Development/ Jobs and Community Engagement. In addition, seven Council Strategic Priorities will be addressed through the Economic Development Strategy implementation. Specifically:

1. Implementing affordable broadband in Newmarket
2. Reviewing and prioritizing our Economic Development Strategy
3. Revitalizing our Community Centre Lands and addressing downtown parking needs
4. Creating a strategy for vibrant and livable corridors along Davis Drive and Yonge Street
5. Supporting innovative projects and partnerships with various sectors
6. Aligning ourselves with communications best practices
7. Engaging our changing resident demographics

Davis Drive vivaNext Rapidway, Newmarket ON

Why does the Newmarket Economic Development Advisory Committee (NEDAC) exist?

NEDAC ensures strategic support to help the Town achieve community economic development goals by supporting Council in an advisory role.

NEDAC is an advisory body that helps Council advance its Strategic Priorities by providing critical analysis, feedback and advice from a business and community perspective on economic challenges and opportunities.

NEDAC VISION

To accelerate the growth of our community environment where business and people thrive

NEDAC believes...

- change is underway and accelerating efforts speaks to our sense of urgency and intent
- community is Newmarket's strength and recognizes economic development is more than just jobs and taxes
- in creating an environment for success that unleashes the passion, creativity and ingenuity of residents in many settings, including business areas, neighbourhoods and physical environments - e.g., public space, public art, etc.
- Newmarket will thrive, be prosperous, and be successful

ECONOMIC DEVELOPMENT
PILLARS

Innovation
Urbanization
Collaboration

INNOVATION

Ultra-high speed, affordable broadband is an enabler for future innovation growth and job creation

Ultra-high speed, affordable broadband is an enabler for future innovation growth and job creation

- Support research and development of business model to deliver broadband services for Newmarket businesses
- Market broadband availability within Community Investment Brand and Targeted Communications Strategy

An Intelligent Community requires Innovation nurturing

- Partner with and support CreateITNow, NewMakeIT and other incubator proposals
- Encourage Newmarket Open Data initiative
- Embed innovation lens within municipal decision-making
- Document and celebrate community innovation successes
- Support 'Living Lab' health and wellness initiatives
- Engage with external intelligent community organizations to enhance Newmarket's innovation presence

Holliswealth Story Pod

URBANIZATION

Growing to be a leader in urbanization

Newmarket will be a Canadian leader in suburban urbanization

- Develop a Community Investment Brand and Targeted Marketing/ Communications Strategy to promote corridor intensification
- Consider incentives to accelerate corridor development timelines, focused on condominium and office/employment
- Engage with planning staff re: planning approval processes and policies, design guidelines and streetscaping, corridor studies, active transportation, etc. to support liveable, walkable, desirable corridor communities
- Meet with major corridors property owners to identify intensification opportunities

COLLABORATION

Building successful partnerships for future growth

Collaboration and partnerships accelerate economic opportunities

- Implement a digital community engagement strategy/platform to facilitate real time stakeholder participation
- Investigate/implement engagement strategies with new Canadians
- Seek partnerships with local businesses through corporate visits
- Maintain and seek out new opportunities for collaboration with external intermediary economic development organizations

NEWMAKEIT
Newmarket Makerspace Initiative

CCE | Collaborative Community Ecosystem

Performance Measurement
Results Based Accountability

Results Based Accountability® (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.

RBA establishes trends over time on specific, targeted things we feel are most important to measure. RBA then involves choosing a few of those targeted areas at a time, studying the established trend lines developed over consistent data collection/recording and then coming up with a plan aimed to 'turn the trend' towards an improved result. Once a specific action plan is developed for each targeted area they are tracked and can be reported out accordingly.

RESULTS BASED *Accountability*

Approximately 25 data points will be collected and analyzed in an effort to gauge economic development growth and vitality within the community. These will be developed in consultation with NEDAC and staff will monitor and report out regularly on each point. In addition, from the overall tracking, specific data points will be identified where efforts will focus on turning the trend line toward better results through specific action plans. Overall, while the data being tracked will be very specific, the RBA process will ultimately link back to the simple goals of achieving more vertical growth along the corridors and growing good jobs within the community.

Upper Canada Mall, Newmarket ON

SAMPLE ECONOMIC DEVELOPMENT METRICS

Results Based Accountability® (RBA) data points will form the basis upon which infographics can be developed. Some examples are included below.

SECONDARY PLAN AREA ASSESSMENT
TOTAL ASSESSMENT

SECONDARY PLAN AREA TAXES
TOTAL TAXES

PERCENTAGE OF TOTAL EMPLOYEES IN THE MAJOR SECTORS 2015

12.97%
MANUFACTURING

17.42%
RETAIL

18.22%
HEALTH

12.67%
BUSINESS SERVICES

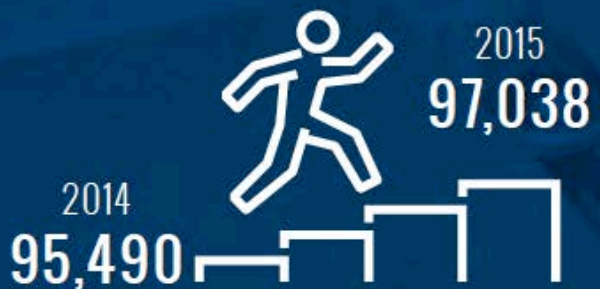
15.37 %
PUBLIC ADMINISTRATION & EDUCATION

TOTAL NUMBER OF EMPLOYEES IN NEWMARKET **2014 TO 2015**

39,344

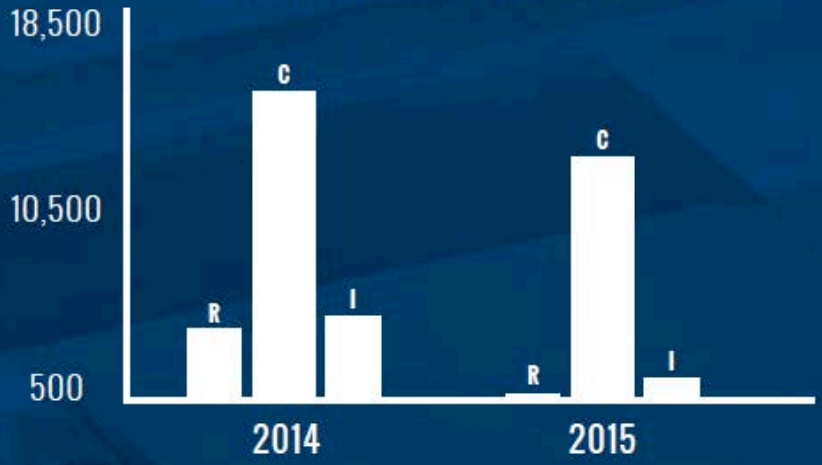
38,774

TOTAL EMPLOYMENT IN THE NORTHERN 6 COMMUNITIES **2014 TO 2015**



VALUE OF BUILDING PERMITS

CONSTRUCTION **($1000'S)**



R - RESIDENTIAL
C - COMMERCIAL
I -INSTITUTIONAL

Key Milestones and Action Items

INNOVATION

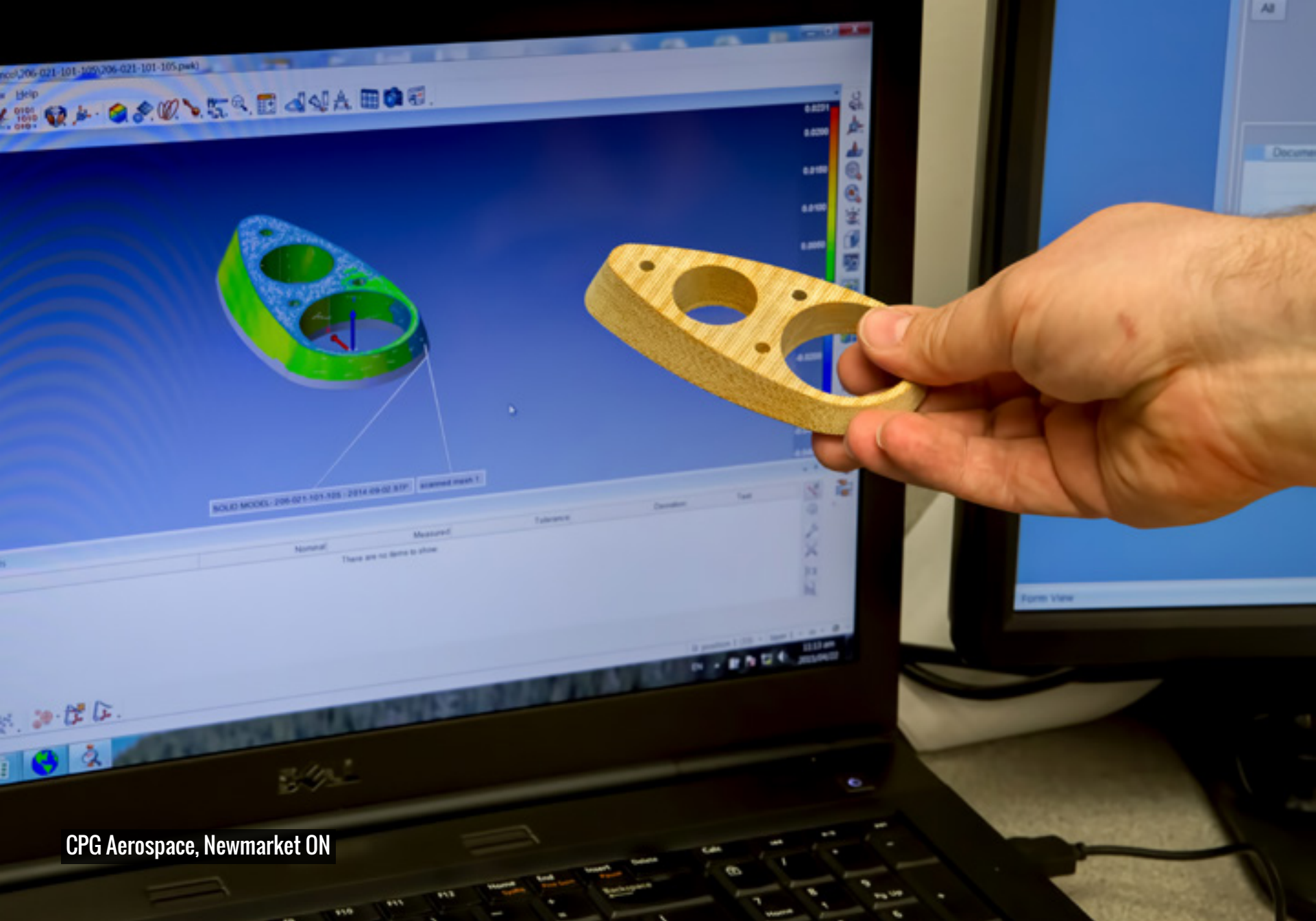
Ultra-high speed, affordable broadband is an enabler for future innovation growth and job creation

Key Milestone: Support research and development of business model to deliver broadband services for Newmarket businesses		
Liaison with strategic planning/implementation team	⊘	2016 - 2017
Ensure NEDAC, CCE and other key stakeholders are kept informed of initiative	⊘	2016 - 2017
Provide key data points and indicators to help support business case development	⊘	2016
Key Milestone: Market broadband availability within Community Investment Brand and Targeted Communications Strategy		
Seek to understand focus group and market research	⊘	2016
Incorporate concept and key attributes into Community Investment Brand work plan	$$	2016 - 2017
Incorporate initiative into all collateral Community Investment Brand and promotional materials	$$	2017

INNOVATION - An Intelligent Community requires innovation nurturing

Key Milestone: Partner with and support CreateITNow, NewmakeIT and other incubator proposals		
Provide seed and/or operational funding, attend partner meetings and actively participate in advancing plans, projects and innovation in all community-based innovation and business incubation efforts	$	2016 - 2019
Monitor CreateITNow Founding Partner agreement to advance the Town's Economic Development agenda	⊘	2016 - 2019
Celebrate advancements and success stories through a collaborative communication effort	$	2016 - 2019
Key Milestone: Encourage Newmarket Open Data initiative		
Promote Newmarket Open Data with business partners	-	2016
Support an Open Data Accelerator program or hackathon using open data sources	$	2016 - 2017
Support ongoing development of Newmarket Open Data	$	2016 - 2019

$ < than $25,000 | $$ > $25,000 potential new resources required | ⊘ No New Resources Required



CPG Aerospace, Newmarket ON

Key Milestones and Action Items

INNOVATION (CON'T)

Key Milestone: Embed innovation lens within municipal decision making		
Create and monitor a secondment of a Director, IT Innovations to lead and track internal while also participating in external innovation efforts	$	2016 - 2019
Integrate innovation into internal education, processes and work plans across all Departments and Commissions	$$	2017 - 2019
Ensure success stories are documented and communicated internally and externally through all existing communication tools and tactics including any applicable municipal awards programs	⊘	2017-2019
Key Milestone: Document and celebrate community innovation successes		
Highlight community innovation successes within Community Investment Brand and Targeted Marketing and Communications Strategy	$$	2017-2019
Key Milestone: Support "Living Lab" health and wellness initiative		
Support Southlake and private/public sector partners with implementation of approved FedDev health/wellness innovation project	$	2016-2019
Key Milestone: Engage with external intelligent community organizations to enhance Newmarket innovation profile		
Engage with the Intelligent Community Forum (ICF) to promote Newmarket's recognition as an Intelligent Community	$	2016-2018
Attend two Intelligent Community/innovation-oriented conferences/seminars	$	2016-2017
Monitor York Region's investigation of Intelligent Community designation	⊘	2016-2017

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GPI Inc., Newmarket ON

Key Milestones and Action Items

URBANIZATION

Newmarket will be a Canadian leader in suburban urbanization

Key Milestone: Develop a Community Investment Brand and Targeted Marketing/Communications Strategy to promote corridor intensification		
Establish a working team consisting of community volunteers that are marketing/communications subject matter experts, staff, and other community organization representatives	⊘	2016
Initiate RFP for external expertise to support the development of the community investment brand	$$	2016
Implement Marketing/Communications plan including including all collateral marketing materials and coordinate public relations efforts with ongoing tracking/reporting of successes	$$	2017-2019
Key Milestone: Consider incentives to accelerate corridor development time lines, focused on condominium and office/employment		
Develop an evaluation tool to support decision-making around incentives for development	⊘	2016
Research and identify potential, specific incentives	⊘	2016
Request, strategically invest and monitor impact of incentives on advancing specific, targeted/identified development opportunities	$$	2017-2019
Key Milestones: Engage with planning staff re: planning approval processes and policies, design guidelines and streetscaping, corridor studies, active transportation, etc to support liveable walkable, desirable corridor community communities		
New zoning by-law brought into compliance with Secondary Plan	$$	2016 - 2017
New parking requirement standards to reflect urban environment	⊘	2016
Complete Mobility Hub study with external partners in area of Main/Davis	$	2016 - 2017
Key Milestone: Meet with major corridors property owners to identify intensification opportunities		
Research and develop a tracking map of identified properties	⊘	2016
Arrange for initial meetings with representatives of identified high-value properties	⊘	2016
Follow-up meetings and explore specific details with the intent of triggering development	⊘	2017 - 2019

$ < than $25,000 | $$ > $25,000 potential new resources required | ⊘ No New Resources Required

Hungry Brew Hops, Newmarket ON

Key Milestones and Action Items

COLLABORATION

Collaboration and partnerships accelerate economic opportunities

Key Milestone: Implement a digital community engagement strategy to facilitate real time stakeholder participation		
Investigate technology options to maximize engagement opportunities	⊘	2017
Acquire and implement a community engagement toolkit/platform	$	2017
Investigate and ultimately purchase CoStar, as part of York Region license, to provide better understanding of real estate dynamics for economic development	$	2017
Key Milestone: Investigate/implement engagement strategies with new Canadians		
Liaise with Newmarket Welcome Centre staff	⊘	2016-2019
Make a minimum of one presentation annually to new Canadian business/cultural organizations to promote Newmarket investment opportunities	⊘	2016-2019
Encourage diversity and inclusivity, in addition to existing requirements, within NEDAC selection process	⊘	2018-2019
Key Milestone: Seek partnerships with local businesses through corporate visits		
Develop a tracking system to monitor key contacts and corporate visits, follow up actions, etc.	⊘	2017
Complete a minimum of 20 corporate visits per year	⊘	2017-2019
Track follow up items and provide an annual report to Council and NEDAC on the program	⊘	2017-2019

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Lotek Wireless, Newmarket ON

Key Milestones and Action Items

COLLABORATION (CON'T)

Collaboration and partnerships accelerate economic opportunities

Key Milestone: Maintain and seek out new opportunities for collaboration with external intermediary economic development organizations		
Regularly engage with foreign investment offices and government economic development intermediaries including Toronto Global, including participation in strategic investment missions	$	2016 - 2019
Position Newmarket as a regional centre while also working with neighbouring municipalities on a collaborative approach to shared success through collective efforts around job growth and tracking.	⊘	2016 - 2019
Collaborate with York Region Economic Development on various initiatives, including common office marketing strategies, broadband, Employment survey	$	2017

$ < than $25,000 | $$ > $25,000 potential new resources required | ⊘ No New Resources Required

XE.com, Newmarket ON

Contributions:

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Councillor Dave Kerwin
Councillor Jane Twinney
Councillor Tom Hempen
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Newmarket

Downtown, Newmarket ON

Newmarket