



Town of Newmarket
395 Mulock Drive P.O. Box 328,
Newmarket, Ontario, L3Y 4X7

Email: info@newmarket.ca | Website: newmarket.ca | Phone: 905-895-5193

Council's Strategic Priorities Communications Plan Information Report to Council

Report Number: 2019-05

Department(s): CAO's Office, Corporate Communications

Author(s): Wanda Bennett, Director, Corporate Communications and Amanda Lee, Acting Senior Communications Officer

Date: September 4, 2019

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.

Executive Summary (use if report is longer than 5 pages)

This information report outlines the Communications Plan for Council's Strategic Priorities (CSP) (2018-2022) and highlights different tools that will be used to raise awareness, educate and engage the public on CSP.

Purpose

[Council's Strategic Priorities](#) were determined through results gathered from the Town's [Community Survey Results in 2018](#), coupled with engagement sessions with Newmarket staff and Council members, including nine Council interviews, three Council workshops and three Senior Staff working sessions. Feedback received by Mayor and members of Council from residents and business owners throughout the 2018 election was also incorporated into the plan. The plan was adopted by Council on May 6, 2019, with **Council direction for staff to report back to Council with a fulsome, ongoing communications plan** and an overall performance measurement approach intended to track and present progress.

Background

The Town of Newmarket's and Mayor and Members of Council underwent an extensive planning exercise to create Council's Strategic Priorities (CSP) for the 2018 to 2022 term.

The six pillars that will guide and act as a framework for Council's decisions are:

1. **Long Term Financial Sustainability**
Maintain long-term financial sustainability while ensuring a thriving community

2. **Extraordinary Place and Spaces (priority focus on the Mulock Park)**
Creating the environment for an engaged, accessible, inclusive community.
3. **Safe Transportation (Streets)**
Providing exceptional transportation experiences across all modes through continuous improvement of accessibility, safety and speed reduction
4. **Economic Leadership and Job Creation**
Attracting, retaining and expanding jobs through innovation, collaboration and urbanization
5. **Vibrancy on Yonge, Davis and Mulock**
Supporting enhanced to diverse housing, office and retail options
6. **Environmental Stewardship**
Leading proactive planning and action related to climate change and other environmental initiatives

Under each pillar, staff and Council will create action plans to ensure strategies, tools, key performance measurements and resources are in place for each pillar to enable successful outcomes over the term of Council.

Council also adopted a refresh of the current vision, ***well beyond the ordinary*** as the vision and tag line for Newmarket moving forward.

Discussion

Below is a summary of the Communications Plan for Council's Strategic Priorities (2018-2022).

Key Stakeholders

Council – as ambassadors and key decision makers for CSP

- a. **Key Messages:** We have developed a roadmap for the future, created from your feedback. We will ensure we guide the actions by staff to successfully fulfill Council's Strategic Priorities.
2. **OLT/SLT** – as leaders to ensure strategic plans are in place to support CSP and that staff actions are aligned with the vision and CSP
 - a. **Key Messages:** We will act as ambassadors of CSP by ensuring staff have strategic plans and resources to complete actions in alignment with CSP. We will develop KPIs and measurements to track and celebrate successes.
 - i. **SLT Mission:** To create an environment for extraordinary public service.
 - ii. **Our Mission:** We will support CSP to make Newmarket *even* better.

3. **Newmarket Staff** – Action plans and performance measurement plans that align with CSP.
 - a. Key Messages: We will ensure that all plans and actions are in alignment with the vision, mission, values and CSP.

Audience

1. Residents
2. Key Community Partners & Influencers
3. Business owners
4. Development Community
5. Media

Objectives

- Launch - To make audiences aware of Council's Strategic Priorities by September/October 2019.
- Ongoing until 2022 -To engage, inform and educate all audiences with CSP and the Town of Newmarket's Vision throughout the term of Council.

Strategy

Utilize marketing/communications tools to engage stakeholders with CSP through traditional and social media, community events, and Council's communications and engagement channels.

Tools

Internal Communications

- CAO Communications – Launch CSP and communicate ongoing progress and alignment
- Coffee with the CAO booth– Have CSP Committee staff host a booth and visuals/take-aways on CSP
- OLT/SLT – Have senior staff act as ambassadors for CSP and ensure staff are aligning actions in performance plans and budgets to support CSP and vision
- Council – Have Councillors sign a charter (poster) for CSP to display in Council Chambers
- CSP Committee/Innovation – to create a measurement dashboard to share with staff and Council to track progress - link measurement dashboard on Town Central
- Articles on Town Central and NewsMarket
- Update Performance Partnership Plans (PPP) to ensure individual performance plans align with CSP

- Update 2020 budget templates to ensure they align with CSP

Below is a table summary highlighting the **internal tools** this Communications Plan:

Tools	Responsibility	Date	Goals
CAO Newsletter - Launch	Corporate Communications	August	Views/Clicks on TC 60+ Views on TC
CSP – brand creation	Corporate Communications	September	N/A
Update Web content/ create Hey Newmarket page to reflect brand	Corporate Communications	September	N/A
Report to Council on Communications /Measurement	CSP Committee, Corporate Communications/ Innovation Team	September	Council Sentiment
Town Central article/page with CSP link	Corporate Communications	September	Views on TC
<i>Coffee With Booth</i> Poster, backdrop, copies of doc – launch party with a quiz on CSP	Corporate Communications, CSP Committee, OLT, SLT	October	Attendance/Engagement
NewsMarket Article	Corporate Communications and SLT	October	N/A
CAO corner in NewsMarket	Corporate Communications	October	N/A
Ongoing – incorporate updates in all internal communications	Corporate Communications	October	N/A

External Communications

- Designed CSP document and make it printable.
- Create postcard version of the CSP for ward meetings and community events.
- Hey Newmarket – Engage audiences through our online engagement platform.
- [Create a webpage for audiences](#) to engage and share content around CSP. Achieve a minimum of 10 comments for the CSP page at 100+ views.
- Council Toolkit - Provide a tool kit on the T drive for Council so they can engage residents through their communications channels, including sample social media posts, printable CSP document and other relevant updates/content.
- Social Media Campaign – Develop a social media plan for the external launch that will be used throughout the next two years for engagement. The plan will highlight the progress being made and celebrate milestones that align with the CSP.
- Media release with link back to plan and Hey Newmarket to gather feedback.
- [Designated webpage](#) that will include the plan and report the progress of the goals.

Below is a table summary highlighting the **internal tools** for this Communications Plan

Tools	Responsibility	Date	Goals
Media Release	Corporate Communications	September	Pick up by Newmarket Today, ERA, Snap'd Social Influencers – What's Happening
Hey Newmarket/Web	Corporate Communications		Visits/View/Registrations
Social Media posts:	Corporate Communications		Impressions and Engagement
Twitter	Corporate Communications		Impressions and Engagement
Facebook	Corporate Communications		Impressions and Engagement
Instagram	Corporate Communications		Impressions and Engagement

The below table summarizes **on-going communication** efforts that will be made from 2019 to 2020.

Tools	Responsibility	Date	Goals
Social media/engagement strategic plan for vision and or by pillar – Shareable videos/posts	Corporate Communications	2019-2022	Impressions and Engagement
Council tool Kit Sample Social Media posts Post card, printable docs Content for Council articles, web	Corporate Communications	2019-2022	N/A
Incorporate in Annual Report – report card	Corporate Communications	2019-2022	N/A
Town Page updates/linkages	Corporate Communications	On-going	Distribution of 22,000 households
Newmarket Now e-newsletter article/link	Corporate Communications	On-going	Views/clicks
Community Events – Farmers Market Mulock Property Picnic	Corporate Communications	2019-2020	# of engagements
Organizational Process - Alignment with Business Plans, PPPs Measurement, reporting, business plan and budget alignment	CSP Committee, Innovation and Corporate Communications	2019-2020	N/A

Social/Digital Media Strategy / Campaign

A social media campaign will be implemented to supplement the initial launch of CSP. Ongoing social media efforts will be made during the 2019 to 2022 Council year to continually update the community on the status of the plan (progress) and achievements along the way.

Some social/digital tools include, but are not limited to:

- Create bite-sized, mobile-friendly and shareable 10-20 second videos with community leaders/influencers to talk about each pillar of the Council Strategic Priorities
- One video for one pillar will be shared each week while simultaneously sharing general awareness posts
- Launch a Hey Newmarket CSP webpage. Ask staff to participate to set an example for residents to follow suit. The webpage would include the following tools/widgets on the page:
 - Document Library (to host CSP)
 - FAQ (to provide residents and understanding of what CSP is)
 - Photos (to represent some projects highlighted in CSP)
 - News Feed (to update residents on news relating to CSP)
 - Stories (allow people to share their Well Beyond the Ordinary stories of Newmarket)
 - Places (people can pin places in Newmarket that they believe are Well Beyond the Ordinary)
 - Ideas (other ideas on how we can make Newmarket *well* beyond the ordinary, in relation to the CSP goals)
 - Quick Poll (to gauge the understanding of CSP and how it relates to the community/residents)
- On-going social media posts on Twitter, Facebook and Instagram. Create a graphic template to feature some of the answers we receive from residents regarding the well beyond the ordinary tagline.
 - Ask residents three things that make Newmarket well beyond the ordinary (combine videos – that residents send in, and videos as well)

Conclusion

Corporate Communications will launch CSP and continue to communicate and engage the community throughout the term of Council. Communications will embed strategic linkages to CSP, internally and externally as appropriate.

Business Plan and Strategic Plan Linkages

Council's Strategic Priorities are the blueprint for Town business plans and strategic alignment to our vision/mission and values.

Consultation

Corporate Communications, in consultation with the Senior Leadership Team (SLT) and the Operational Leadership Team (OLT) reviewed this information report.

Human Resource Considerations

N/A

Budget Impact

Minimal budget may be required to carry out the communication tactic and tools noted in the plan.

Attachments

[Council's Strategic Priorities \(2018-2022\)](#)

Contact

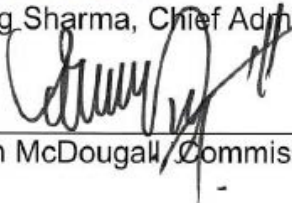
Ian McDougall, Commissioner, Community Services
imcdougall@newmarket.ca

Wanda Bennett, Director, Corporate Communications
wbennett@newmarket.ca

Approval



Jag Sharma, Chief Administrative Officer, Town of Newmarket



Ian McDougall, Commissioner, Community Services



Wanda Bennett, Director, Corporate Communications

A handwritten signature in black ink, appearing to read "Amanda Lee", with a stylized flourish at the end.

Amanda Lee, Acting Senior Communications Officer

2018-2022

COUNCIL STRATEGIC PRIORITIES

WELL BEYOND THE ORDINARY



Newmarket

2018-2022 MEMBERS OF COUNCIL



FROM LEFT TO RIGHT: Councillor Grace Simon, Councillor Victor Woodhouse, Councillor Jane Twinney, Deputy Mayor & Regional Councillor Tom Vegh, Mayor John Taylor, Councillor Trevor Morrison, Councillor Bob Kwapis, Councillor Kelly Broome and Councillor Christina Bisanz.

LONG-TERM FINANCIAL SUSTAINABILITY

- Utilize ongoing community engagement to help inform program, services and financial planning.
- Develop a multi-year operating and capital budget that aligns with Budget Policies.
- Ensure ongoing continuous improvement and a service level analysis for consideration. Utilize both internal and external resources to complete an assessment of the Town's overall financial health to support effective and efficient long-term planning.
- Complete a comprehensive and up-to-date Asset Management Plan that reflects a Corporate Risk Strategy and continued investment into the Asset Replacement Fund.



EXTRAORDINARY PLACES AND SPACES (PRIORITY FOCUS ON THE MULOCK PARK)

- 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.
- 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 (e.g. Fernbank Farmhouse, Old Fire Hall, and 449 Eagle Street).
- In partnership with the BIA, design a best-practice approach to the pedestrianization of Main Street in order to enhance the economic and social vibrancy of the downtown core.



SAFE TRANSPORTATION (STREETS)

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



ECONOMIC LEADERSHIP AND JOB CREATION

- Staff to support the success of the municipally owned broadband (ENVI) and leverage other technologies in job creation.
- Increase downtown parking availability through additional spaces and by leveraging Smart City solutions and other innovative options.
- Focus on continued success of the downtown.
- Review and re-fresh the Economic Development Strategy, with a focus on creating an environment for job attraction and economic growth; respond to changing community demographics with respect to attracting and retaining skilled labour force for the future.
- Evaluate feasibility of SODA (South of Davis Drive Area) for growth/re-development.



VIBRANCY ON YONGE, DAVIS AND MULOCK

- Implement policy frameworks and practices that will more easily support the development of the corridors.
- Transit Oriented Development: Implement Newmarket GO Station Mobility Hub Study and development of Mulock Station Area Secondary Plan.
- Advance corridor growth through highly targeted, data-driven strategies that leverage enhanced relationships with developers and prospective investors.
- Leverage Smart City technologies and municipally owned broadband (ENVI) to support corridor development strategies and business retention and expansion efforts.
- Consider development incentives to provide a range of housing and employment options that meet the needs of current and future residents, including the pursuit of CIP to incent corridor development.



ENVIRONMENTAL STEWARDSHIP

- Continue to implement programs that make Newmarket a leader in the implementation of low impact design (LID).
- Continue to explore and support solar power installations in place and investigate additional installations; explore options for battery storage opportunities in town buildings.
- Continue to implement Community Energy Plan.
- Support highly effective partnerships with LSRCA, MECP, York Region, NTPower, and others who provide funding and support for our numerous projects.
- Implement Private Tree Bylaw, Public Tree Policy, and tree canopy management.



CONTACT US



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395 Mulock Drive, Newmarket, ON L3Y 4X7
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GET INVOLVED

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[@TownofNewmarket](https://www.facebook.com/TownofNewmarket)



Learn more at [newmarket.ca/csp](https://www.newmarket.ca/csp)