

CITYPULSE ANALYTICS INC.

TriAxis™ Urban Development Assessment

Heritage, Community, and Civic Infrastructure:
Mulock Park Redevelopment

Town of Newmarket · Ontario · Canada · 2026

Strategic Urban Analytics · Heritage Preservation · Community Development · Public Realm Planning

Physical Layer	Economic Layer	Social & Perceptual Layer
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ABOUT THIS DOCUMENT

CityPulse TriAxis™ — Sample Assessment

This assessment is delivered via the CityPulse system. Our approach utilises a rigorous research methodology, interpreted through the TriAxis™ model to provide actionable urban insights and published as a sample to demonstrate this approach to prospective clients and policy partners. All findings are grounded exclusively in the referenced source materials.+

Executive Summary

Mulock Park represents one of the most significant public-space investments undertaken by the Town of Newmarket in recent decades. The redevelopment transforms approximately 16 acres of the historic Mulock Estate into a multi-functional civic destination. Since acquiring the property in 2018, the Town has committed substantial resources toward land acquisition, heritage restoration, planning, design, and construction. The project has the potential to become both a local gathering space and a regional destination, but its long-term success depends on balancing three interconnected realities: maintaining the site's physical and heritage value, meeting growing community expectations, and ensuring financial sustainability over time.

This TriAxis™ assessment identifies three structural opportunities and challenges shaping the project's future. The Physical Layer has advanced significantly through restoration of heritage assets, landscape improvements, and environmental enhancements. The economic layer reflects substantial municipal investment and growing responsibility for long-term operations and maintenance. The social and perceptual layer has been strengthened through extensive community engagement and strong public interest, but expectations for programming, accessibility, and future use continue to evolve.

The assessment finds that heritage preservation and community legitimacy have emerged as the project's strongest achievements, while financial stewardship remains the most debated aspect of the redevelopment. The main risk is not whether the park can be completed, but whether the Town can sustain the level of operations, maintenance, programming, and lifecycle investment required by the scale of the asset.

The Central Tension

Physical Value ↑ · Economic Commitments ↑ · Community Expectations ↑

KEY PROJECT STATISTICS

PHYSICAL

16 acres
950 future trees
76% GHG reduction

ECONOMIC

\$24M acquisition
\$64.2M construction
\$11.5M restoration

SOCIAL

3,000+ participants
90,000+ residents served
Multi-year engagement

1. Assessment Framework: CityPulse TriAxis™

TriAxis™ is CityPulse Analytics Inc.'s methodology for reading large urban projects and civic investments. Its premise is simple: any project of scale exists on three axes at once — a physical layer, an economic layer, and a social and perceptual layer — and the health of the project depends on whether those three move together or pull apart.

Mulock Park is not only a park redevelopment. It is a heritage-restoration project, a public-space investment, an environmental design project, and a civic identity project all at once. TriAxis™ measures each layer in its own terms and then reads them against one another, because the problems worth governing rarely sit inside a single layer. They show up in the friction between them.

The three axes are set out below. Each is assessed on its own evidence, site and design data on the physical layer, capital and stewardship data on the economic layer, and engagement, legitimacy, and public-value evidence on the social and perceptual layer. What gives the method its value is the final step: reading the axes together to locate where pressure is building and what has to move first.

Axis	What it captures	What TriAxis™ measures	How it reads at Mulock Park
Physical Layer	The project as a heritage landscape and public-space system	Site area, heritage restoration, landscape design, tree canopy, ecological restoration, accessibility, recreation infrastructure, sustainability systems, and long-term maintenance demands.	A 16-acre former estate being transformed into a four-season civic park combining heritage assets, gardens, skating, public amenities, ecological restoration, and sustainability infrastructure.
Economic Layer	Where the investment lands	Acquisition cost, construction budget, restoration investment, funding structure, cost escalation, operating responsibilities, lifecycle costs, and long-term stewardship.	A major municipal investment involving a \$24M acquisition, a \$64.2M construction budget, and additional heritage-restoration costs, creating both long-term civic value and fiscal scrutiny.
Social & Perceptual Layer	Whether the project holds public legitimacy	Community engagement, public expectations, civic identity, heritage attachment, accessibility expectations, programming value, and concerns about cost,	A highly consulted public-space project shaped by 3,000+ participants, strong heritage and community support, and rising expectations for programming,

		parking, and long-term operations.	accessibility, maintenance, and public benefit.
Cross-Axis Reading	The step that ties it together	Reading the three axes against one another to surface tensions no single layer reveals on its own.	Heritage value, environmental ambition, and community support are high, but the unresolved test is whether long-term operations and public benefits remain commensurate with the scale of investment.

Figure 1 — TriAxis™ Assessment Framework for the Mulock Park Redevelopment

PHYSICAL LAYER

Heritage conservation · Landscape design · Ecological restoration · Accessibility · Infrastructure performance

ECONOMIC LAYER

Capital investment · Cost management · Procurement · Operations · Long-term stewardship

SOCIAL & PERCEPTUAL LAYER

Community engagement · Recreation value · Civic identity · Public legitimacy · Place attachment

Why all three layers matter simultaneously

A park can succeed as a physical space while failing to achieve long-term financial sustainability. Likewise, a financially efficient project may struggle to generate community value if it does not reflect local priorities, cultural identity, or public expectations. Similarly, strong public support alone cannot compensate for inadequate infrastructure, poor maintenance, or environmental performance.

Mulock Park's long-term success depends on maintaining alignment across all three dimensions. Heritage conservation, environmental stewardship, fiscal responsibility, and community value must reinforce one another rather than compete for priority. The TriAxis™ framework helps identify where these dimensions are aligned, where tensions emerge, and where future governance attention may be required.

TriAxis™ prevents single-layer solutions that improve one dimension while creating unintended pressures in another.

2. Data Foundation

The evidence base for this assessment is organized according to the three TriAxis™ axes: the Physical Layer, the Economic Layer, and the Social & Perceptual Layer. Each source contributes to one or more of these axes by documenting the site's physical transformation, heritage and landscape design, capital investment, governance decisions, public engagement process, community expectations, and long-term stewardship implications. The sources below inform the TriAxis™ analysis presented throughout the report.

Source	Contribution to Assessment
Town of Newmarket – Mulock Park Project Portal	Project timelines, construction updates, public engagement activities, project objectives, and implementation milestones.
Hey Newmarket Community Engagement Platform	Consultation results, public participation records, design feedback, project communications, and governance information.
PLANT Architect Inc.	Design vision, master planning approach, landscape architecture, heritage integration, and community engagement outcomes.
Construction and Contractor Updates	Project delivery milestones, construction progress, infrastructure implementation, and site development information.
Sustainability and Engineering Documentation	Environmental performance targets, energy efficiency measures, emissions reductions, geothermal systems, and photovoltaic infrastructure.
Municipal Budget and Council Reports	Project funding, capital investments, budget evolution, governance decisions, and financial oversight.
Statistics Canada Census	Population growth, age structure, household characteristics, cultural diversity, and broader demographic trends
Media Coverage and Public Reporting	Independent reporting on project development, public debate, budget adjustments, implementation challenges, and community reactions.
Facebook Public Perception Material	Qualitative digital perception evidence from selected Facebook posts related to design, construction, heritage restoration, cost, access, disruption, and opening expectations.

Table 1 - Evidence Sources Used in the Mulock Park Assessment

Key Quantitative Indicators

The following indicators provide the quantitative foundation for the assessment:

- 16-acre (6.5-hectare) redevelopment site;
- Approximately 250-acre original Mulock Estate;
- \$24 million property acquisition (2018);
- \$64.2 million current park construction budget;
- \$11.5 million heritage restoration investment;
- More than 3,000 residents participated through surveys, workshops, focus groups, online engagement activities, and public consultations;
- More than 80% construction completion by late 2025;
- 54% projected reduction in energy consumption;
- 64% projected reduction in peak electrical demand;

- 76% projected reduction in greenhouse gas emissions;
- Approximately 950 trees are projected to be present on site following planned restoration and planting activities;

TriAxis™ Evidence Standard

This assessment relies exclusively on publicly available project documentation, municipal records, design materials, consultation summaries, construction updates, and independent reporting. Where operational data, visitation statistics, or long-term performance indicators were unavailable, findings have been limited to evidence that could be independently verified through available sources.

3. Place Context

3.1 Historical and Municipal Context

Understanding Mulock Park requires understanding the unique significance of the site within Newmarket's history. Unlike a conventional park development, the project is centered on the preservation and adaptive reuse of one of the community's most historically significant properties.

The site occupies approximately 16 acres (6.5 hectares) of the former Mulock Estate, part of a historic property that once encompassed approximately 250 acres. The estate is associated with Sir William Mulock, a prominent Canadian politician, educator, and public servant, and with the broader Mulock family's role in the development of Newmarket and Ontario. The property's heritage value derives not only from its architectural significance but also from its longstanding connection to the social, economic, and political development of the region.

In 2018, the Town of Newmarket acquired the property for approximately \$24 million. At the time, municipal leaders identified a rare opportunity to preserve a culturally significant site while creating a major public destination capable of serving future generations. The acquisition represented a significant municipal investment in heritage conservation and public space and signalled a long-term commitment to heritage conservation and community-building.

The project emerged during a period of sustained population growth and increasing demand for high-quality public spaces. As Newmarket evolved from a suburban community into a more mature urban municipality, expectations for destination parks, cultural amenities, and community gathering spaces expanded significantly. The Mulock property offered an opportunity to address multiple municipal priorities simultaneously through a single integrated project.

3.2 Strategic Importance

Mulock Park differs from many municipal park projects because it combines four objectives that are often pursued separately:

- Heritage preservation and adaptive reuse;
- Environmental restoration and sustainable design;

- Recreation and community programming;
- Civic identity and placemaking.

This combination elevates the project from a local neighbourhood park to a municipality-wide civic investment with regional significance.

Indicator	Newmarket
Population Served	90,000+ residents
Property Acquisition	2018
Acquisition Cost	\$24 million
Site Area	16 acres (6.5 hectares)
Original Estate Size	Approximately 250 acres
Planned Opening	Summer 2026

Table 2 - Key contextual indicators associated with the Mulock Park redevelopment.

3.3 Why the Site Matters

The significance of Mulock Park extends beyond the physical boundaries of the property. The site occupies a unique position within Newmarket's collective identity and functions simultaneously as a heritage landmark, environmental asset, recreational destination, and symbol of municipal investment in future generations.

The Town's decision to preserve the property rather than pursue alternative development options reflects a broader policy commitment to maintaining community character while accommodating growth. As a result, Mulock Park is increasingly viewed not only as a park project but as a statement about the type of community Newmarket seeks to become.

3.4 Community Context

Newmarket is a growing municipality of approximately 90,000 residents with a median age of 41.6 years and an increasingly diverse population. Population growth, demographic diversification, and demand for high-quality public amenities have increased the importance of destination parks and community gathering spaces. The Mulock Park redevelopment should therefore be understood within the broader context of Newmarket's evolving social and demographic profile.

Indicator	Value
Population (2021)	87,942
Population Growth (2016–2021)	4.40%
Median Age	41.6 years

Population Density	2,284 persons/km ²
Median Household Income	~\$110,000
Racialized Population	~35%

Table 3 - Community Context Indicators for the Town of Newmarket (2021 Census)

4. Project Overview

The redevelopment is centred on the former Mulock Estate, a historically significant property associated with the Mulock family and the broader development of Newmarket. Following the Town's acquisition of the property in 2018, the site became the focus of an extensive planning and engagement process intended to establish a long-term community vision for its future use.

Following the acquisition, the Town initiated a multi-year visioning and design process. Between 2019 and 2021, thousands of residents participated in public consultation exercises that helped shape the park's master plan.

4.1 Project Timeline

Milestone	Year
Property Acquisition	2018
Acquisition Cost	\$24 million
Community Visioning & Engagement	2019–2022
Initial Approved Project Budget	2021
Detailed Design Development	2021–2023
Construction Commencement	2023
Construction Progress (Dec. 2025)	80% Complete
Anticipated Opening	Summer 2026

Table 4 - Major milestones in the development of Mulock Park.

4.2 Project Vision

The Town's vision extends beyond the creation of a conventional municipal park. Instead, Mulock Park has been conceived as a destination-oriented civic landscape capable of serving multiple functions simultaneously. Community consultation revealed strong support for transforming the site into an inclusive, destination-scale park that balances recreation, culture, heritage, conservation, and environmental stewardship. The resulting master plan was developed through a multi-stage engagement

process and reflects community priorities identified during visioning exercises conducted between 2019 and 2021.

4.3 Major Project Components

Based on publicly available project documentation, Mulock Park will include a diverse range of facilities and amenities designed to support four-season use.

Heritage Assets

- Restoration of the historic Mulock House;
- Conservation of significant cultural landscape features;
- Adaptive reuse of heritage structures and spaces;
- Interpretation of the site's historical significance.

Recreation and Community Amenities

- Great Lawn and community event spaces;
- Multi-use pathways and trails;
- Splash pad and water-play facilities;
- 340-metre refrigerated skating trail and year-round recreation facilities;
- Gardens and public open spaces;
- Artist Studio and cultural programming spaces;
- Additional features include a conservatory greenhouse, natural discovery playscape, themed gardens, water features, and supporting visitor amenities

Environmental Features

- Ecological restoration initiatives;
- Sustainable landscape design;
- Geothermal heating and cooling systems;
- Photovoltaic energy generation;
- Native planting and habitat enhancement.

4.4 Financial Evolution

One of the defining characteristics of the project has been its evolution in scope and associated capital investment.

Investment Component	Value
Property Acquisition (2018)	\$24.0 million
Initial Approved Park Budget (2021)	\$40.0 million

Current Approved Construction Budget	\$64.2 million
Mulock House Restoration	\$11.5 million
Approximate Total Public Investment	\$99.7 million*

Table 5 - Evolution of Public Investment in the Mulock Park Redevelopment

* The figure represents the combined value of property acquisition, park construction, and heritage restoration investments. It should not be interpreted as a single approved project budget.

This financial evolution matters because Mulock Park is no longer only a park-development project. It is a bundled civic asset combining land acquisition, heritage restoration, specialized infrastructure, landscape reconstruction, and destination programming. This increases the need for transparent lifecycle-cost planning and public-value reporting after opening.

5. Triple-Layer Reality Analysis

5.1 Physical Layer ↑ Value creation through restoration and design

Mulock Park’s Physical Layer is strong, but that strength also creates long-term operational complexity. Unlike many municipal park projects that focus primarily on recreation infrastructure, the redevelopment integrates heritage conservation, environmental restoration, public-space design, and sustainability into a single site.

The project transforms 16 acres of the former Mulock Estate into a four-season destination featuring a refrigerated skating trail, greenhouse conservatory, artist studio, water features, natural discovery playscape, event spaces, gardens, and restored heritage buildings. The design intentionally balances active recreation with opportunities for reflection, cultural engagement, and ecological stewardship. These features increase the park’s public value, but they also make Mulock Park more complex to maintain than a conventional municipal park.

Environmental performance is another defining characteristic of the project. Sustainability targets include a 54% reduction in energy consumption, a 64% reduction in peak electrical demand, and a 76% reduction in greenhouse gas emissions relative to conventional baseline standards. Geothermal heating and cooling systems, solar infrastructure, and enhanced landscape systems position the project among the more environmentally ambitious municipal park developments in the region. These sustainability and canopy outcomes should be treated as projected performance targets until post-opening monitoring confirms actual energy use, emissions performance, tree survival, and ecological restoration outcomes.

The project also demonstrates a long-term approach to landscape stewardship. Construction documents indicate that the site currently contains approximately 610 trees. While approximately 150 trees were removed during construction (including trees in poor condition and invasive species), plans call for approximately 490 new trees to be planted, resulting in roughly 950 trees across the property upon completion. Tree removals associated with construction and ecological restoration have been accompanied by extensive replanting efforts and habitat enhancement strategies designed to improve the site’s environmental performance over time.

Physical Layer Assessment

The Physical Layer is strong in concept and design ambition. The main uncertainty is not whether the park contains high-value physical assets, but whether Newmarket can sustain the maintenance, staffing, programming, energy performance, and landscape stewardship required by the complexity of the infrastructure being created.

5.2 Economic Layer ↑ Investment expanding alongside project ambition

The Economic Layer reflects both the project's ambition and its primary source of controversy.

When Council approved the Mulock Park concept in 2021, the project budget was approximately \$40 million. As planning progressed, construction markets experienced significant inflationary pressures, contributing to budget increases. In 2023, the park component rose to approximately \$48 million, while later construction contracts brought the park budget to approximately \$64.2 million. Additional investments include the acquisition of the property for \$24 million, restoration of Mulock House, and construction of supporting infrastructure including off-site parking.

The Town has consistently framed these expenditures as long-term capital investments intended to serve future generations. Municipal communications emphasize that project funding has been supported through a combination of development charges, reserves, and external funding sources.

Nevertheless, cost escalation generated public scrutiny. Critics questioned whether resources devoted to Mulock Park could have been directed toward alternative municipal priorities. Supporters argued that inflationary pressures affected major construction projects across Ontario and that reducing the scope of the project would have compromised long-term community value.

Economic Layer Assessment

The Economic Layer is the project's most exposed dimension. The investment may be justified by long-term heritage preservation, destination-scale public space, sustainability infrastructure, and community benefit. However, the key test will shift from capital approval to operating capacity, lifecycle funding, transparent reporting, and evidence that public benefits remain commensurate with public costs.

5.3 Social & Perceptual Layer ↑ Strong public legitimacy, but expectation pressure is high

The Social & Perceptual Layer represents one of the project's strongest foundations.

Between 2019 and 2021, more than 3,000 residents participated in surveys, workshops, focus groups, online engagement activities, and consultation exercises that informed the final master plan. This level of participation makes Mulock Park one of the most extensively consulted public-space projects undertaken by the Town.

Public feedback consistently emphasized a desire to preserve the property's heritage character while creating a destination that reflected nature, culture, diversity, conservation, and community life. Consultation findings also demonstrated support for integrating Indigenous histories, artistic expression, environmental education, and public gathering opportunities into the site's future identity.

This extensive engagement process appears to have generated a high degree of public legitimacy. Unlike many large civic projects, debate surrounding Mulock Park has generally focused on cost and implementation rather than opposition to the overall vision.

At the same time, strong public support creates a new challenge. Expectations for programming, accessibility, cultural activity, maintenance, and year-round activation continue to grow as the project approaches completion. The transition from construction project to public destination will inevitably reshape how residents evaluate success.

Social & Perceptual Layer Assessment

The Social & Perceptual Layer is strong, but not settled. Public support built during planning may shift if the park is perceived as difficult to access, expensive to operate, under-programmed, over-programmed, or insufficiently maintained during its early years.

5.4 Critical Tensions

Capital Ambition vs. Long-Term Operating Capacity

Mulock Park's capital investment has expanded as the project has moved from acquisition and master planning into detailed design, construction, heritage restoration, and supporting infrastructure. This expansion reflects the project's ambition, but it also increases the importance of long-term operations. Specialized features such as the skate trail, water features, geothermal systems, greenhouse conservatory, public art, heritage buildings, gardens, and destination programming will require sustained maintenance, staffing, asset management, and lifecycle funding.

The central economic risk is therefore not only capital cost escalation. It is whether the Town can maintain the project's quality and accessibility after opening without allowing operating pressures to erode public value.

Heritage Preservation vs. Adaptive Public Use

Mulock Park's heritage assets are central to its identity. However, heritage preservation does not automatically produce public value unless the site is actively interpreted, accessible, and integrated into everyday use. The restoration of Mulock House and related heritage features creates a major civic opportunity, but also introduces long-term maintenance obligations and programming expectations. The challenge is to prevent heritage from becoming either a static display or an expensive background feature. Its value will depend on whether residents experience the site's history as part of the park's everyday public life.

Environmental Ambition vs. Construction Disturbance

The project contains strong environmental design elements, including geothermal infrastructure, photovoltaic systems, native planting, wetland enhancement, and projected reductions in energy use and greenhouse gas emissions. At the same time, the transformation of a former private estate into a public park required selective tree removal, construction disturbance, and major landscape intervention.

This does not undermine the project's environmental value, but it complicates it. The environmental story should be presented as a long-term stewardship strategy rather than a simple sustainability success. The real test will be whether new planting, habitat enhancement, canopy growth, and building-performance targets are achieved after the park enters operation.

Community Support vs. Expectation Overload

The extensive engagement process gave Mulock Park a strong foundation of public legitimacy. However, high public participation also creates high public expectations. Residents were invited to imagine a park that combines nature, culture, heritage, recreation, accessibility, and civic gathering. The risk is that expectations for programming, maintenance, parking, accessibility, safety, and year-round activation may exceed what the Town can realistically deliver in the early years.

The Social & Perceptual Layer should therefore be monitored after opening. Public support built during planning may shift if the park is perceived as difficult to access, expensive to operate, under-programmed, over-programmed, or insufficiently maintained.

TriAxis™ Synthesis

Mulock Park's long-term success will not be determined by design quality alone. It will depend on whether Newmarket can convert a major capital investment into a durable civic asset that balances heritage preservation, environmental performance, recreation, public access, and operating sustainability over time.

6. Governance and Public Engagement Assessment

Unlike many major civic infrastructure projects, Mulock Park has been shaped by an unusually extensive public engagement process. Rather than emerging from a predefined municipal design vision, the project evolved through multiple years of consultation, concept testing, and community feedback. The result is a project whose legitimacy derives not only from Council approval but also from sustained public participation.

6.1 Community Engagement Process

Community engagement formed a central component of project development. Between 2019 and 2021, more than 3,000 residents participated in focus groups, workshops, online engagement activities, surveys, and public consultations related to the future of the Mulock Property.

The Town and its design team used a multi-stage process that first gathered community aspirations, then tested alternative design concepts, and finally developed a final master plan. Three thematic design directions, Energized, Peaceful, and Expressive, were presented for public review before being consolidated into the final concept.

The scale of participation distinguishes Mulock Park from many municipal park projects and provides a strong foundation for public legitimacy throughout planning and implementation.

6.2 Community Priorities

Consultation results revealed consistent themes across engagement activities.

Residents expressed strong support for:

- Preserving the historic character of the property;
- Protecting mature trees, gardens, and natural landscapes;
- Creating opportunities for recreation and community gathering;

- Celebrating Indigenous and post-settler histories;
- Reflecting Newmarket's growing cultural diversity;
- Supporting arts, culture, and environmental education;
- Ensuring accessibility and year-round use.

The resulting master plan reflects these priorities through its combination of heritage conservation, ecological restoration, recreational amenities, cultural programming opportunities, and public gathering spaces.

TriAxis™ Observation

The consultation process did not simply validate a predetermined vision. Instead, it directly influenced the physical design and long-term identity of the project, creating alignment between the Physical and Social & Perceptual Layers.

6.3 Public Concerns and Areas of Debate

Although the overall vision received broad support, several issues generated discussion during planning and implementation.

The most significant concern involved project cost escalation. As inflation and construction costs increased, project budgets expanded beyond original estimates. Public debate focused primarily on fiscal responsibility and competing municipal priorities rather than opposition to the park itself.

Additional concerns emerged regarding traffic, parking, and access management. Anticipating increased visitation, the Town incorporated an off-site parking strategy providing approximately 206 parking spaces while attempting to preserve as much green space as possible within the park itself.

These concerns are significant because they show that public debate has not primarily challenged the idea of Mulock Park itself. Instead, debate has focused on implementation: how much the project costs, how access will be managed, how construction and operations are communicated, and whether the completed park will deliver public value proportional to the scale of investment. This distinction matters. A project can retain broad support for its vision while still facing criticism over cost, delivery, access, and long-term stewardship.

6.4 Facebook Public Perception Scan

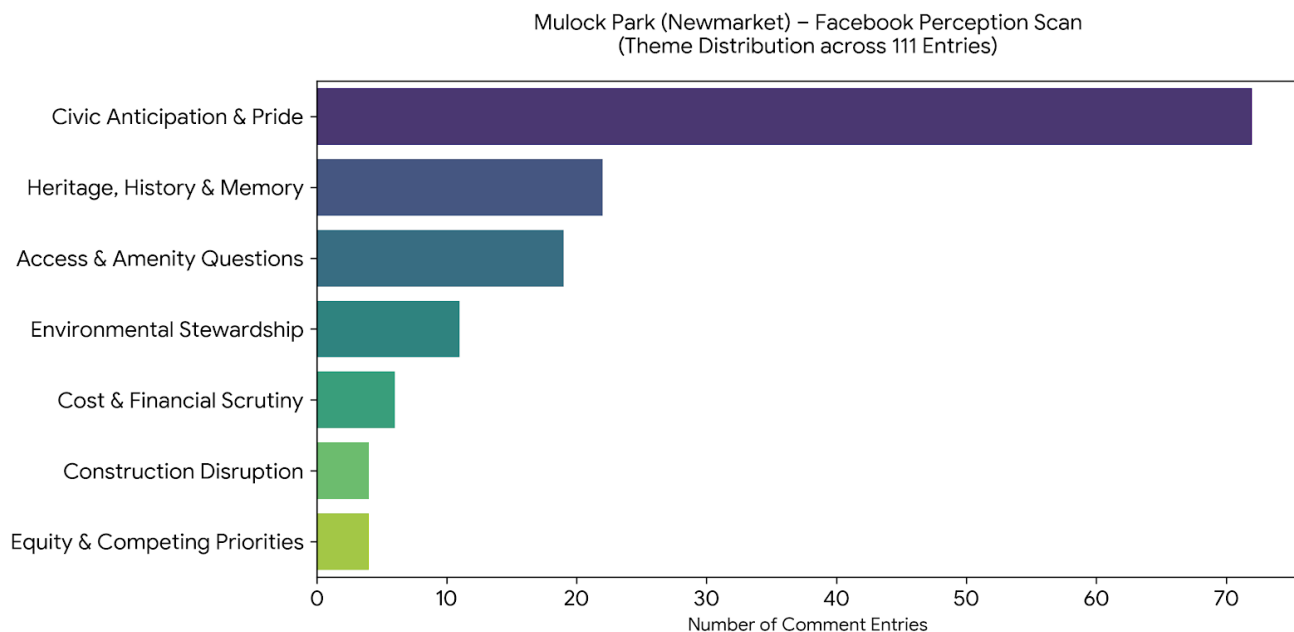
To supplement formal engagement materials, this assessment reviewed a set of Facebook posts and comment threads related to Mulock Park's design, construction, heritage restoration, and anticipated opening. The purpose was to identify informal public narratives that may shape how the project is interpreted before and after opening.

The scan reviewed five Facebook discussion threads and 111 comment entries provided for this assessment. Comments were read qualitatively and coded into recurring themes. The coding focused on the substance of public reaction rather than individual users. No commenter names or personal identifiers are included in this assessment.

Facebook Material Reviewed

Facebook Discussion Context	Visible Comment Entries Reviewed	Main Analytical Focus	Use in Assessment
Final design concept and project vision	28	Public reaction to the design concept, civic pride, heritage value, amenities, parking, and anticipated use.	Used to assess early legitimacy and emotional response to the project vision.
Construction start and tree-removal update	10	Reaction to construction beginning, tree removal, accessibility, environmental stewardship, and replacement planting.	Used to assess how residents responded to the transition from planning to construction.
Mulock House restoration update	21	Heritage preservation, adaptive reuse, AGO collection, café, public access, personal memory, and financial transparency.	Used to assess heritage legitimacy and expectations for public use of the restored house.
End-of-2025 construction progress video	43	Excitement, opening expectations, cost criticism, taxpayer concerns, neighbourhood disruption, access, amenities, and perceived value.	Used to assess the strongest mix of support and skepticism in the digital material.
Final construction season / Summer 2026 opening update	9	Anticipation, patience during construction, visible progress, neighbourhood experience, and expectation of completion.	Used to assess late-stage public mood as the project approaches opening.

Table 6. Facebook Public Perception Material Reviewed for the Mulock Park Assessment

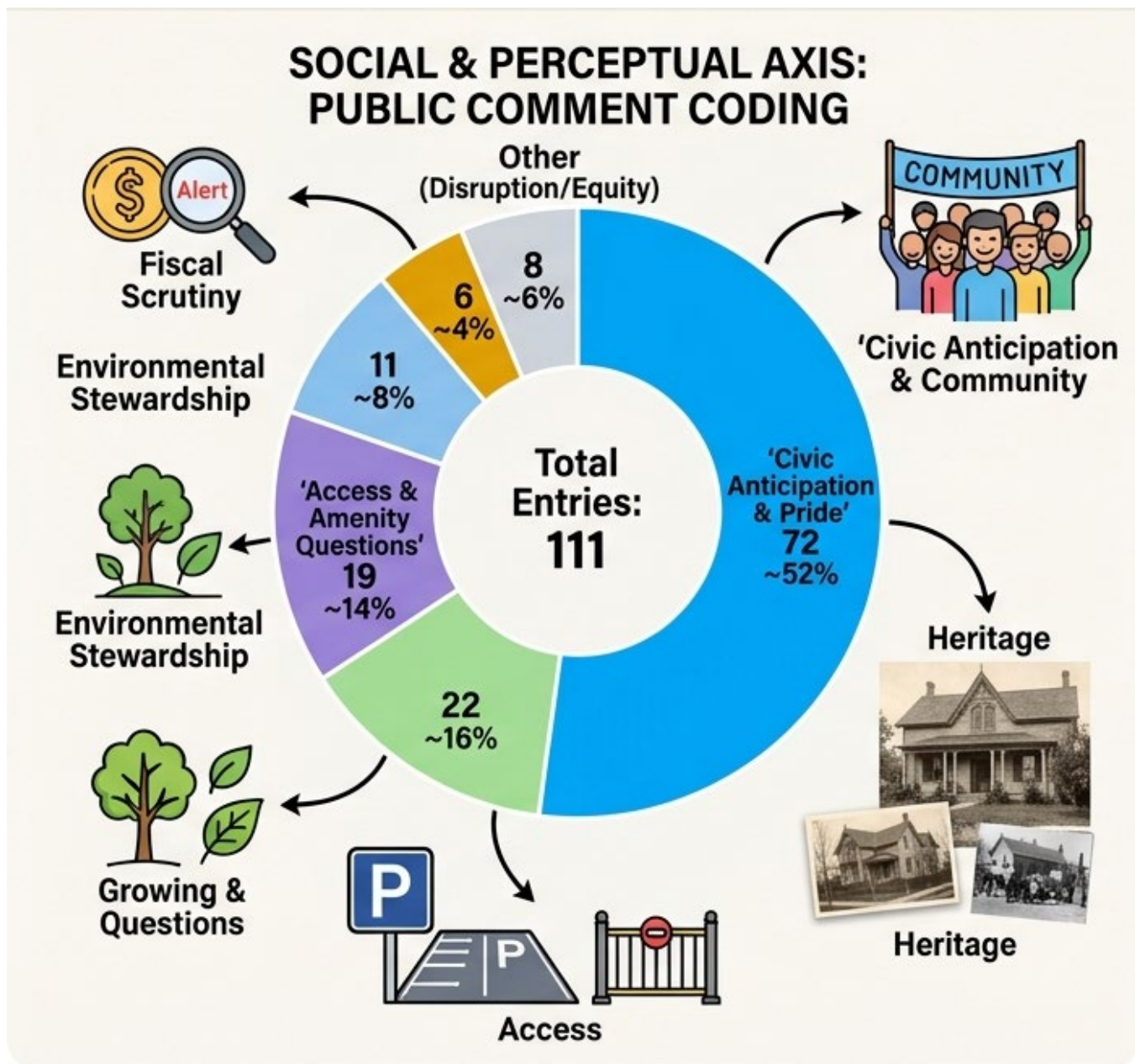


Coding Results

The Facebook material was coded into seven recurring themes. Because comments could contain more than one theme, the counts below are multi-label counts rather than mutually exclusive categories.

Theme	Coded Comment Entries	What the Theme Captures	TriAxis™ Relevance
Civic anticipation and pride	72	Excitement, pride, positive expectation, appreciation of the project vision, and anticipation of visiting the completed park.	Social & Perceptual Layer
Heritage, history, and memory	22	Appreciation of Mulock House, Newmarket history, heritage preservation, family memory, and desire to protect the character of the site.	Social & Perceptual / Physical Axes
Access, proximity, and amenity questions	19	Questions or comments about opening dates, walking access, parking, entrances, transit, rentals, splash pad, dog amenities, and explanatory information.	Physical / Social Axes
Environmental stewardship and trees	11	Reaction to tree removal, replacement planting, ecosystem preservation, environmental leadership, and green technologies.	Physical Layer
Cost, taxpayer value, and financial scrutiny	6	Questions or criticism about project cost, taxpayer burden, and whether the park is worth the scale of expenditure.	Economic Layer
Construction disruption	4	Dust, noise, construction impacts, and the temporary burden experienced by nearby residents.	Physical / Social Axes
Equity, distribution, and competing priorities	4	Concern that the park may benefit some parts of town more than others, or that other local priorities have been neglected.	Social & Perceptual / Economic Axes

Table 7. Facebook Comment Coding Results for the Mulock Park Digital Perception Scan



Analytical Findings

The Facebook material shows a strongly positive public mood overall, but not an uncritical one. The dominant pattern is civic anticipation: many comments describe the project as exciting, beautiful, impressive, or something that will become a major community asset. This supports the conclusion that Mulock Park has strong Social & Perceptual foundations. The project is not being received only as a technical park redevelopment; it is being imagined as a landmark civic space.

Heritage is the second major theme. Comments repeatedly connect the project to Newmarket's history, the Mulock family, the original property, the restored house, and personal or family memories associated with the site. The Mulock House restoration discussion is especially important because it shows that residents view the house not simply as a building, but as a public heritage asset that should be preserved, interpreted, and opened meaningfully to the community. This strengthens the project's legitimacy, but it also raises expectations for long-term heritage stewardship.

Access and amenity questions appear across several threads. Residents ask about completion timing, parking, entrances, splash pad availability, rental use of the house, dog amenities, and how to understand the features shown in project videos. These comments are not necessarily critical, but they are analytically important because they show what residents will look for after opening. The park will be judged not only by its design quality, but by whether people can easily understand, access, and use its features.

Environmental reaction is mixed but generally constructive. Some comments welcome environmental leadership, tree replacement, ecosystem preservation, and the potential use of green technologies. At the same time, tree removal triggers concern. This suggests that the environmental story should not be presented as a simple success narrative. Residents appear supportive of long-term ecological restoration, but visible construction impacts and tree removal remain perception risks until replacement planting, canopy growth, and ecological performance become visible.

Cost and taxpayer-value concerns are less frequent than positive comments, but they are significant because they appear in later-stage discussion as the project becomes more concrete and expensive. Comments questioning the project's price tag, taxpayer burden, or financial information show that public support for the park's vision does not eliminate scrutiny of its cost. This supports the Economic Layer finding that Mulock Park will need transparent public-value reporting after opening.

Construction disruption appears as a localized but important concern. Comments about dust, noise, and the ability of nearby residents to use their homes normally show that major civic projects create temporary burdens before public benefits are realized. This does not undermine the project's value, but it reinforces the importance of communication, responsiveness, and acknowledgement of neighbourhood impacts during construction.

A smaller but important equity theme also appears. Some comments suggest concern that the park may primarily benefit nearby residents or that other areas of town have not received comparable benefits. This is analytically important because it reframes Mulock Park as a town-wide investment that must demonstrate broad public value, not only neighbourhood benefit.

TriAxis™ Digital Perception Interpretation

The Social & Perceptual Layer is strong. The project has generated excitement, civic pride, and meaningful attachment to Newmarket's heritage. However, this support creates a higher standard for delivery. Residents are not simply waiting for a park; they are waiting for a heritage destination, gathering place, environmental asset, accessible public space, and source of civic pride.

The Economic Layer remains exposed. Even though cost criticism is not the dominant theme in the Facebook material, it appears sharply enough to matter. The scale of investment means that the Town will need to demonstrate visible public value after opening through use, programming, maintenance, accessibility, environmental performance, and transparent reporting.

The Physical Layer is promising but operationally untested. The comments show anticipation around beauty, access, walking distance, amenities, restoration, and environmental features. These expectations will become performance tests once the park opens.

Overall, the Facebook material suggests that Mulock Park has strong public legitimacy, but that legitimacy is conditional. Public support is likely to remain durable if the completed park feels accessible, well maintained, environmentally credible, historically respectful, and visibly useful to residents across Newmarket.

6.5 Transparency, Project Communications, and Governance Implications

Throughout planning and construction, the Town maintained an active public communication strategy through the Hey Newmarket platform, project videos, construction updates, public meetings, and online information resources. These channels documented construction progress, environmental initiatives, heritage restoration activities, tree-removal and replacement plans, and upcoming milestones.

This communication approach is important because Mulock Park has moved through a long and visible construction period. Public-facing updates helped create a record of transparency and gave residents a way to follow the project as it shifted from consultation to implementation. The Facebook scan also suggests that residents used these updates to track progress, ask practical questions, express excitement, and raise concerns about cost, access, dust, noise, timing, and future use.

The governance model adopted for Mulock Park demonstrates a strong commitment to public participation and communication. Extensive consultation generated legitimacy early in the project lifecycle, while ongoing updates helped maintain public visibility during implementation. The principal governance challenge moving forward will be different: managing expectations as the park transitions from a construction project into an operational public destination.

Governance Assessment

From a TriAxis™ perspective, the engagement and communication record strengthened the Social & Perceptual Layer. However, it also increased pressure on the Physical and Economic Axes. Residents have been invited to expect a heritage destination, environmental asset, recreational space, and civic gathering place. After opening, public trust will depend on whether the Town can sustain maintenance, programming, accessibility, environmental performance, and transparent reporting at a level consistent with those expectations.

7. Key Findings

Finding 1: Heritage preservation is the project's strongest asset, but also a long-term maintenance obligation

Many municipal park projects incorporate historical interpretation as a secondary feature. Mulock Park reverses this relationship by placing heritage preservation at the centre of the redevelopment strategy. The restoration of Mulock House, preservation of cultural landscapes, and integration of historical interpretation throughout the site transformed heritage from a constraint into a defining asset.

TriAxis™ Implication

The project's strongest contribution to the Physical Layer is not recreation infrastructure alone, but the successful integration of heritage conservation, environmental restoration, and public use within a single landscape.

Finding 2: Community legitimacy is strong, but expectations may exceed early operational capacity

More than 3,000 residents participated in the visioning and design process between 2019 and 2021. Public engagement was not limited to consultation on a completed concept; it played a meaningful role in shaping the final direction of the project. As a result, public debate throughout implementation focused primarily on cost, timing, and delivery rather than opposition to the overall vision.

TriAxis™ Implication

The Social & Perceptual Layer benefited from strong legitimacy early in the project lifecycle, reducing implementation risk and strengthening public ownership of the final outcome.

Finding 3: Cost escalation is not only a budget issue; it changes how public value must be demonstrated.

The redevelopment evolved significantly beyond its initial conception. Additional investments in sustainability infrastructure, heritage restoration, environmental enhancements, and destination-scale amenities increased both the project's scope and its associated costs. While cost escalation attracted scrutiny, the expanded investment also enabled the delivery of a more comprehensive public asset than originally envisioned.

TriAxis™ Implication

The Economic Layer reflects a deliberate municipal choice to prioritize long-term public value and quality over a minimum-cost delivery model.

Finding 4: Sustainability objectives were embedded rather than added

Environmental performance was integrated into the project from the outset rather than treated as a supplementary feature. Geothermal systems, photovoltaic infrastructure, ecological restoration initiatives, and substantial reductions in projected energy use and greenhouse gas emissions position sustainability as a core component of the redevelopment. The project demonstrates how environmental performance can be integrated into heritage and public-space projects without compromising community use or cultural objectives.

TriAxis™ Implication

The Physical and Economic Layers are aligned through investments that may increase upfront costs while potentially reducing long-term environmental and operational impacts.

Finding 5: Long-term success will depend on operations rather than construction

Most major risks associated with land acquisition, design development, heritage preservation, and construction delivery have already been addressed. The next phase of the project presents a different challenge. As Mulock Park transitions into an operational public destination, success will increasingly be measured through programming quality, accessibility, maintenance standards, user experience, environmental performance, and the ability to meet community expectations over time. The governance challenge is therefore shifting from project delivery to long-term stewardship.

TriAxis™ Implication

The future performance of the Social & Perceptual Layer will depend less on the physical infrastructure itself and more on how effectively the site is activated, managed, and maintained after opening.

8. Risk & Opportunity Matrix

Area	Risk	Opportunity	TriAxis Layer
Programming	Community expectations exceed operational capacity	Create year-round destination programming	Social
Parking & Access	Peak demand exceeds available parking	Encourage active transportation and transit access	Social / Economic
Heritage Assets	Higher long-term maintenance requirements	Establish Mulock as a heritage destination	Physical / Economic
Sustainability Systems	Performance targets not fully realized	Demonstrate municipal leadership in green infrastructure	Physical

Operations	Lifecycle costs exceed projections	Implement proactive asset management	Economic
Community Identity	Public interest declines after opening	Build a regional civic destination	Social
Public Value and Cost Scrutiny	Public scrutiny may increase if residents do not see benefits matching the scale of investment.	Demonstrate value through annual reporting.	Economic / Social & Perceptual

Table 8 - Risk and Opportunity Matrix for Mulock Park Operations and Stewardship

Most identified risks are not construction risks. They are post-opening stewardship risks. Mulock Park's value will depend on whether the Town can maintain the quality of a complex heritage, environmental, and recreational asset over time. The project's greatest opportunity is to convert a major capital investment into a durable civic destination, but that opportunity depends on transparent operations, lifecycle planning, environmental monitoring, heritage stewardship, and public-value reporting.

9. Recommendations

The recommendations below are intended to support the long-term success of Mulock Park as it transitions from a capital project into an operational public asset. They focus on the central post-opening challenge identified in this assessment: ensuring that heritage value, capital commitment, and operational capacity remain aligned over time.

Horizon	Recommendation	Axis Addressed
Immediate / Pre-Opening	Develop an open-access operating-cost reporting platform to clarify how the Town will track operating costs and maintenance demands.	Economic & Social Axes
Immediate (2026–2027)	Develop and publish a comprehensive activation strategy outlining seasonal programming, cultural events, recreational activities, educational initiatives, and community partnerships.	Social & Perceptual Axes
Immediate (2026–2027)	Establish baseline performance indicators for visitation, facility utilization, program participation, environmental performance, and public satisfaction. Publish annual reporting to support transparency and accountability.	Economic & Social Axes
Immediate (2026–2027)	Implement a post-opening evaluation program to gather resident feedback during the first two years of operation and identify opportunities for adjustment.	Social & Perceptual Axes

Short-Term (2027–2029)	Develop a formal Heritage Stewardship Plan for Mulock House and associated cultural landscape features to ensure preservation objectives remain aligned with public use and programming.	Physical Layer
Short-Term (2027–2029)	Monitor parking, traffic, and accessibility conditions during major events and peak-use periods. Use operational data to guide future transportation and access improvements.	Physical & Social Axes
Short-Term (2027–2029)	Establish long-term asset management for specialized infrastructure, including geothermal systems, photovoltaic installations, refrigeration systems, and heritage structures.	Economic Layer
Medium-Term (2029–2035)	Position Mulock Park as a regional destination through strategic partnerships with cultural organizations, educational institutions, tourism agencies, and community groups.	Social & Economic Axes
Medium-Term (2029–2035)	Expand environmental monitoring programs to track ecological restoration outcomes, tree canopy growth, biodiversity indicators, and sustainability performance.	Physical Layer
Medium-Term (2029–2035)	Evaluate opportunities for additional revenue generation through facility rentals, special events, educational programming, and strategic partnerships while maintaining public accessibility.	Economic Layer

Table 9 - Strategic Recommendations by Implementation Horizon and TriAxis™ Layer

9.1 Priority Recommendation 1: Shift from Project Management to Place Management

The Town has demonstrated considerable capacity in delivering a complex redevelopment project. The next challenge is fundamentally different. Long-term success will depend less on construction and more on programming, stewardship, maintenance, and user experience. Municipal experience demonstrates that destination parks derive their value not only from physical infrastructure but from the quality and consistency of activation over time. A dedicated operational strategy should therefore become a priority during the first years following opening.

9.2 Priority Recommendation 2: Establish Annual Performance Reporting

The Town should consider adopting a structured monitoring framework that evaluates performance across all three dimensions of the project.

Potential indicators include:

Physical Layer

- Tree canopy growth
- Ecological restoration outcomes
- Heritage conservation status
- Energy and emissions performance
- Facility condition assessments

Economic Layer

- Operating costs
- Asset lifecycle performance
- Maintenance expenditures
- Revenue generation opportunities
- Capital replacement requirements

Social & Perceptual Layer

- Visitor numbers
- Program participation
- Community satisfaction
- Accessibility outcomes
- Public perception and engagement

Annual reporting would allow decision-makers to evaluate whether the project continues to deliver value consistent with its original objectives.

9.3 Priority Recommendation 3: Protect the Balance Between the Three Layers

The central finding of this assessment is that Mulock Park succeeds because it balances multiple objectives simultaneously.

Overemphasizing any one dimension could undermine the others:

- Excessive event programming could compromise heritage and environmental objectives.
- Overly restrictive preservation policies could reduce community use and accessibility.
- Aggressive cost containment could diminish visitor experience and long-term asset quality.

Future decisions should therefore be evaluated through the same TriAxis™ lens that guided this assessment.

TriAxis™ Recommendation

The most successful future governance model for Mulock Park will be one that treats heritage preservation, environmental stewardship, fiscal responsibility, and community value as mutually reinforcing objectives rather than competing priorities.

10. Limitations

This assessment is intended to evaluate the planning, development, and anticipated operational context of Mulock Park using publicly available information. Several limitations should be considered when interpreting the findings.

- The park had not yet fully opened at the time of this assessment. As a result, conclusions regarding visitation, user satisfaction, programming success, and long-term community impacts are necessarily prospective rather than observational.
- No verified visitation forecasts or long-term attendance projections were identified in publicly available project documentation. The assessment, therefore, evaluates destination potential rather than actual usage patterns.
- Detailed operating budgets, lifecycle maintenance projections, and long-term financial performance data were not publicly available. Consequently, the Economic Layer assessment focuses primarily on capital investment, governance decisions, and anticipated stewardship responsibilities.
- Community engagement records demonstrate broad participation, but complete datasets from all surveys, workshops, and consultation activities were not publicly accessible. The assessment relies on published summaries of engagement findings rather than raw consultation data.
- The digital public perception scan is exploratory and non-representative. The Facebook material reviewed for this assessment consists of comments from selected posts related to Mulock Park's design, construction, heritage restoration, and anticipated opening. These comments likely overrepresent residents who are highly engaged, supportive, critical, or directly affected by the project. For this reason, the digital material is used only as supplementary qualitative perception evidence alongside formal engagement records, municipal documentation, project updates, design materials, and public reporting. It should not be interpreted as a statistically valid measure of overall public opinion in Newmarket.
- Public opinion may evolve following the park's opening. Perceptions regarding accessibility, programming, maintenance, parking, and visitor experience cannot be fully assessed until the site enters regular operation.
- Environmental performance indicators referenced in this report are based on design targets, project specifications, and published sustainability objectives. Actual operational performance may differ once the site is fully occupied and operational.
- This assessment focuses on municipal-level outcomes and does not include a comprehensive economic impact analysis, tourism impact assessment, or cost-benefit analysis.

TriAxis™ Limitation

The Physical Layer can be evaluated with a relatively high degree of confidence because major planning and construction decisions have already been made. The Economic and Social & Perceptual Layers will require post-opening monitoring to determine whether projected benefits are realized in practice.

11. Conclusion

Mulock Park represents one of the most ambitious civic investments undertaken by the Town of Newmarket in recent decades. What began as the acquisition of a historically significant estate has evolved into a multi-dimensional public project that combines heritage conservation, environmental stewardship, recreation, culture, and placemaking within a single destination landscape.

This assessment asked a central question:

Can Mulock Park convert a major heritage, environmental, and capital investment into sustained public value after opening?

Based on available evidence, the project appears well-positioned to balance heritage preservation, environmental stewardship, and community benefit. However, its fiscal and operational success cannot be fully assessed until the park enters regular use. Heritage preservation has remained central throughout the planning and construction process. Environmental sustainability has been integrated into both the design and operational vision of the park. Extensive community engagement helped establish broad public legitimacy and shaped many aspects of the final master plan.

The most contested dimension of the project has been fiscal responsibility. Rising construction costs, expanded project scope, and additional investments in sustainability and heritage restoration increased the scale of public investment beyond original expectations. Nevertheless, municipal communications and project decisions suggest that the Town consistently prioritized long-term public value over short-term cost minimization. Whether this approach ultimately delivers value commensurate with investment will depend on the park's performance over the coming decades rather than during the construction phase alone.

The *TriAxis*™ assessment reveals that Mulock Park's greatest promise is its ability to align multiple public objectives within a single civic asset. Rather than treating heritage preservation, environmental performance, recreation, and community development as competing priorities, the redevelopment attempts to integrate them into a unified civic asset.

The next phase of the project will be equally important. As construction concludes and the park enters regular operation, public evaluation will increasingly focus on programming quality, accessibility, visitor experience, maintenance standards, environmental performance, and long-term stewardship. Success will no longer be measured by what has been built, but by how effectively the site serves residents and visitors over time.

Final TriAxis™ Assessment

Physical Layer: ●●●●●

The project demonstrates strong design ambition through heritage conservation, landscape architecture, ecological restoration, and sustainability infrastructure. However, actual physical performance will depend on maintenance, environmental monitoring, tree survival, and everyday user experience after opening.

Economic Layer: ●●●○○

Significant public investment has created a potentially high-value civic asset, but cost escalation, lifecycle costs, operating requirements, and long-term public-value demonstration remain unresolved.

Social & Perceptual Layer: ●●●●●

Extensive public engagement and strong civic identity provide a solid foundation, but public support may depend on whether the park meets expectations for access, programming, maintenance, and year-round use.

Closing Observation

Mulock Park illustrates how municipalities can leverage heritage assets to create contemporary public destinations that support environmental, cultural, recreational, and community objectives simultaneously. The project offers valuable lessons for future civic infrastructure initiatives: meaningful engagement builds legitimacy, ambitious design creates long-term value, and successful public spaces require stewardship long after construction is complete.

CityPulse Analytics Inc.

TriAxis™ Urban Development Assessment | Powered by the Triple-Layer Reality Model™
The TriAxis™ system is applicable across public-space redevelopments, civic infrastructure projects, heritage landscapes, destination parks, cultural districts, and major urban investments at any governance scale.

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