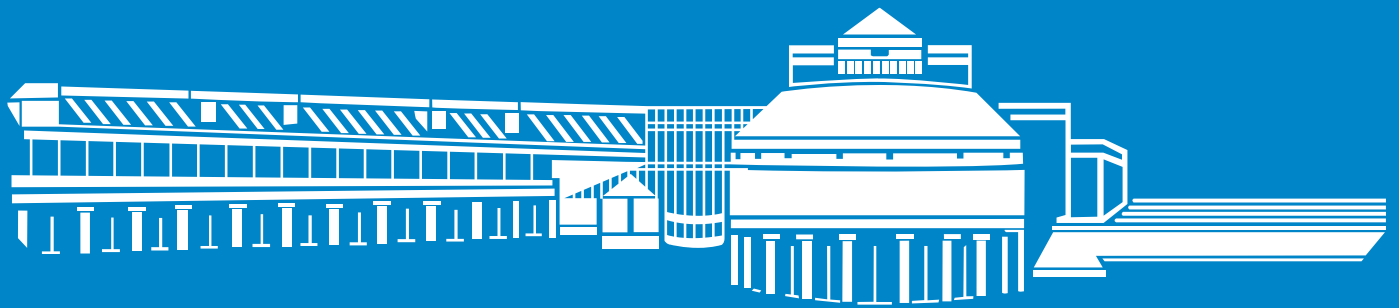




BUILDING MARKHAM'S FUTURE TOGETHER

2020-2023 STRATEGIC PLAN SUMMARY

MARKHAM'S STRATEGIC PLAN

What is Building Markham's Future Together: 2020 – 2023 Strategic Plan?

It's the blueprint for how City Council and Senior Staff will make thoughtful decisions about the City's future to ensure its success.

The Strategic Plan focuses on four goals:

- Exceptional Services by Exceptional People
- Engaged, Diverse, Thriving & Vibrant City
- Safe, Sustainable & Complete Community
- Stewardship of Money & Resources

We heard you

In late 2019, the City of Markham set out to find out what is important to its residents, businesses and community stakeholders through a community open house, Twitter town hall, and an innovative and interactive online survey. With more than 1,800 surveys completed, members of the community confirmed the strategic priorities established by the City. Based on these results, City Council officially adopted the *2020 – 2023 Strategic Plan* that will help guide the municipality's actions through to 2023.

Mayor & Members of Council

Mayor Frank Scarpitti
Deputy Mayor Don Hamilton
Regional Councillor Jack Heath
Regional Councillor Joe Li
Regional Councillor Jim Jones
Ward 1 Councillor Keith Irish
Ward 2 Councillor Alan Ho
Ward 3 Councillor Reid McAlpine
Ward 4 Councillor Karen Rea
Ward 5 Councillor Andrew Keyes
Ward 6 Councillor Amanda Collucci
Ward 7 Councillor Khalid Usman
Ward 8 Councillor Isa Lee

Listen live to Council meetings at
[markham.ca](https://www.markham.ca)



EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE



Our goal

We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.



How we will get there

Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services

- Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys and focus groups)
- Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders
- Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation

Leverage leading technologies to enable city building and the evolution and transformation of our services

- Implement new technology to enhance business operations (i.e. Customer Relationship Management (CRM), Enterprise Asset Management (EAM), program registration, facility booking systems and staff scheduling software)
- Streamline the development process
- Advance the *Digital Markham* strategy ("Frictionless City")
 - Pilot digital city technology in "living labs"
 - Expand digital access and literacy programs
 - Continue to embrace innovation and relevant technologies in delivery of service
 - Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies
- Implement cyber security program to safeguard City technology infrastructure

Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence

- Empower employees to continue to take risks and pursue innovation
 - Reduce barriers and bureaucracy
 - Clarify roles, accountabilities (including for Centres of Expertise) and authorities
- Continue to implement the *People Plan* (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)
- Provide staff access to technologies to improve service delivery
- Continue to invest in staff training



How we will measure our success

- Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)
- % of transactional services that are provided and received online
- Overall customer satisfaction (internal and external services) from department surveys completed each year
- Employee satisfaction with the organization from current Staff Satisfaction Survey

ENGAGED, DIVERSE, THRIVING & VIBRANT CITY



Our goal

We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy, we proactively work to attract investment in our community and we effectively manage change to meet future needs.



How we will get there

Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community

- Implement a neighbourhood partnership strategy
 - Customized to the community with neighbourhood action plans
 - “Good neighbour” handbook
- Expand Community Hub concept (currently at Aaniin Community Centre & Library) across the City
- Launch “Discover Markham” to celebrate Markham’s past, diverse communities and events
- Create a special events strategy, including standardizing requirements and streamlining processes
- Plan for a major civic square with cultural amenities

Support arts, culture, recreation and sport to enrich the fabric of our communities

- Implement the *Public Arts Master Plan*
- Continue to implement the *Public Realm Strategy* across all parts of the City
- Enhance the Volunteer Program and opportunities across the City
- Update the *Everyone Welcome: Markham’s Diversity Action Plan*
- Evaluate the advancement of arts and culture opportunities for Markham

Build Markham as the best place to live, invest, work and experience rich diversity

- Strengthen the City’s brand strategy with a strong value proposition
- Develop, adopt and implement the economic development strategy
 - Targeted sector attraction and expansion
 - Business expansion and retention
 - Entrepreneurship and training
 - Innovation and start-ups
- Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas
- Launch the Destination Markham tourism strategy



How we will measure our success

- Overall quality of life in Markham (every 2 years)
- # of visits to our municipal arts, recreation, library, sporting venues
- Gross sq.ft. of office space constructed in centres and corridors (annual)

SAFE, SUSTAINABLE & COMPLETE COMMUNITY



Our goal

We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management and services.



How we will get there

Accelerate the delivery of an enhanced comprehensive transportation network in partnership with other levels of government and the private sector

- Advocate for higher order transit including the Yonge Subway
- Pursue the integration of transit-oriented design in development
- Provide incentives for growth within areas where appropriate infrastructure is already in place
- Optimize local and regional roads plans
 - Includes maximizing capacity at peak periods (i.e. leveraging technology and intersection design)
- Implement an *Active Transportation Master Plan*, and first and last mile solutions (biking, walking and transit)
- Expand the Road Safety Program

Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities

- Finalize and implement the *Affordable Housing Strategy*
 - Multi-generational, including purpose built secondary suites
 - Rental housing
- Develop policy and approval process to ensure net zero-ready sustainable development in support of the *Municipal Energy Plan*
- Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (along 400 series highways)
- Implement 2019 *Integrated Leisure Master Plan* for the City of Markham's parks, recreation, culture and libraries
- Establish a citywide parking strategy

Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety

- Develop a citywide alert system to communicate directly to residents during an emergency
- Continue to implement the *Flood Control Program*
- Continue to implement strategies to address the impacts of extreme weather
 - Emergency preparedness
 - Proactive infrastructure protection

SAFE & SUSTAINABLE COMMUNITY (continued)

Protect and enhance our natural environment and built form

- Develop a wildlife and biodiversity strategy
- Increase our tree canopy to mitigate climate change
- Expand the use of renewable energy sources in communities and promote retrofits to existing buildings and homes in order to achieve our net zero plan
- Update the *Waste Diversion Plan* ("Best-of-the-Best" Strategy: Phase 2)
- Create the Markham Centre Rouge River trail system
- Develop an urban parks strategy to support the *Official Plan's* intensification strategy
- Pursue partnership opportunities for programming in the Rouge National Urban Park



How we will measure our success

- Maintain or increase % of residents that rate Markham as a safe place to live (every 2 years)
- % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk, cycle and other (every 5 years)
- Waste diversion rate for curbside collection and depots (annual)
- Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house and apartment by bedroom type (annual)
- % reduction of citywide greenhouse gas emissions (goal net zero by 2050) (2-4 years)

STEWARDSHIP OF MONEY & RESOURCES



Our goal

We demonstrate exceptional leadership using sound, transparent and responsible fiscal and resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.



How we will get there

Align the short and long-term financial strategy with Markham's Strategic Plan, and changes in the business environment to ensure the ongoing viability of the City

- Funding strategy:
 - Align capital and capacity planning to Markham's Strategic Plan, and maintain readiness to respond to legislative or other business environment changes
 - Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives
- Revenue strategy:
 - Advocate to other levels of government for enhanced revenue tools
 - Consider alternate sources of revenue

Proactively manage our assets to maximize the return (financial, social, environmental and cultural) on taxpayer investment

- Establish a process for evaluating public and private sector partnerships and business opportunities
- Advance detailed service planning for continuous improvement
- Continue to implement the *Asset Management Plan*
- Develop a comprehensive risk management framework
- Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies

Increase transparency and accountability of our stewardship of services, policies, processes, money and resources

- Establish public reporting aligned to Markham's Strategic Plan, including key metrics
- Develop and implement a plan to communicate and make key City policies available on City website



How we will measure our success

- % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)
- Adequacy of *Lifecycle Reserve Funding Strategy* to sustain future rehabilitation and replacement needs (annual)
- Net City of Markham Operating Cost per Household (annual)
- Non-residential property taxes (as a % of total property taxes levied)

Our Mission Statement

Working with the community to provide high-quality municipal services that meet, if not exceed, the expectations of residents and businesses.

Our Vision

Markham, the leading Canadian municipality - embracing technological innovation, celebrating diversity, characterized by vibrant and healthy communities - preserving the past and building for the future.

Our Values

- Cooperation and teamwork
- Focus on continuous improvement
- Respect for the individual
- Process-driven and prevention-based strategic planning
- Primary focus on the customer
- Responsibility to society
- Leadership through involvement
- Factual approach to decision-making
- People encouraged to make a contribution

Key Services

- Access Markham online
- Animal services
- Building standards
- Bylaw enforcement
- Community centres
- Customer contact centre
- Economic development
- Fire and emergency
- Flato Markham Theatre
- Forestry
- Heritage and conservation
- Local roads, bridges and sidewalks
- Libraries
- Markham Museum
- Parks and pathways
- Permits and licensing
- Planning and development
- Property taxes
- Public art and public realm
- Recreation programs
- Sustainability
- Traffic management and cross guards
- Varley Art Gallery
- Waste and recycling
- Water and wastewater
- Winter maintenance

Markham Civic Centre – 101 Town Centre Blvd., Markham, ON, L3R 9W3
905.477.5530 | customerservice@markham.ca

Markham information in many languages

Information Markham en plusieurs langues

મારકમ ઘાટે અઘી ઢામ્માદાં દિંચ નાહકારી

Informazioni su Markham in molte lingue

萬錦市以多種語言發佈的信息

اطلاعات مارکھام به زبانهای مختلف

அநேக மொழிகளில் மார்க்கம் செய்தி

بہت ساری زبانوں میں مارکھم کی معلومات



markham.ca/StrategicPlan

