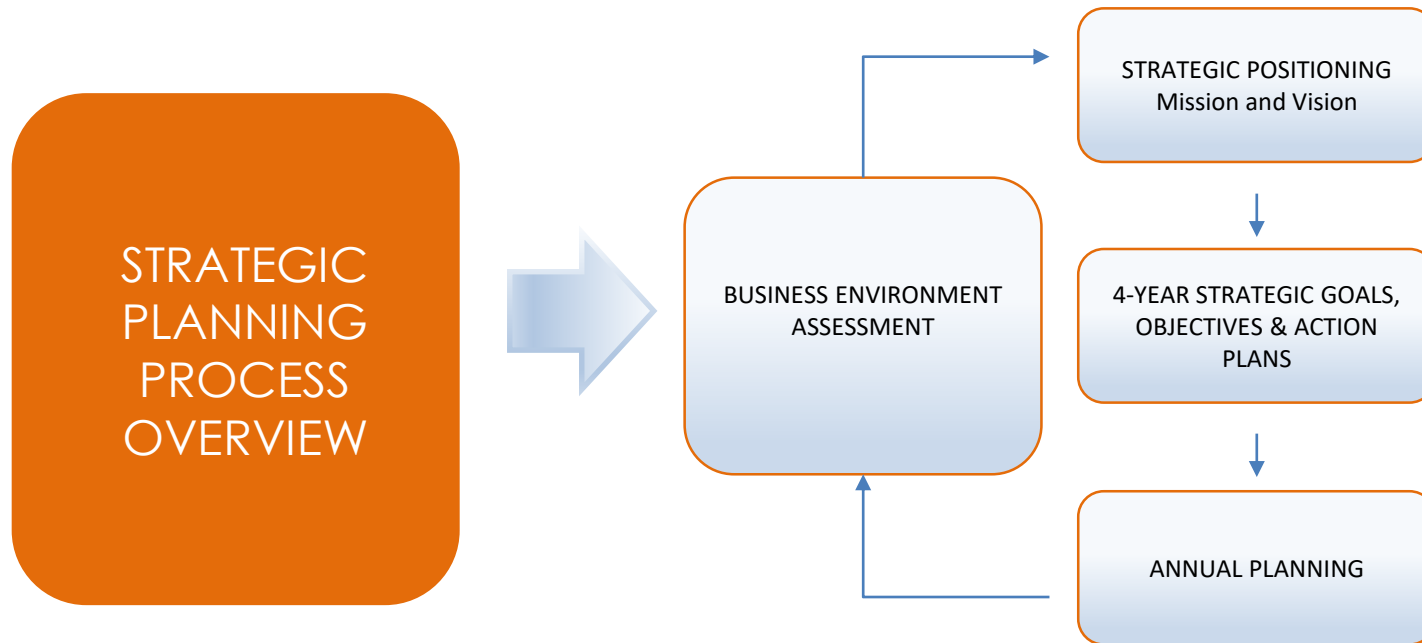




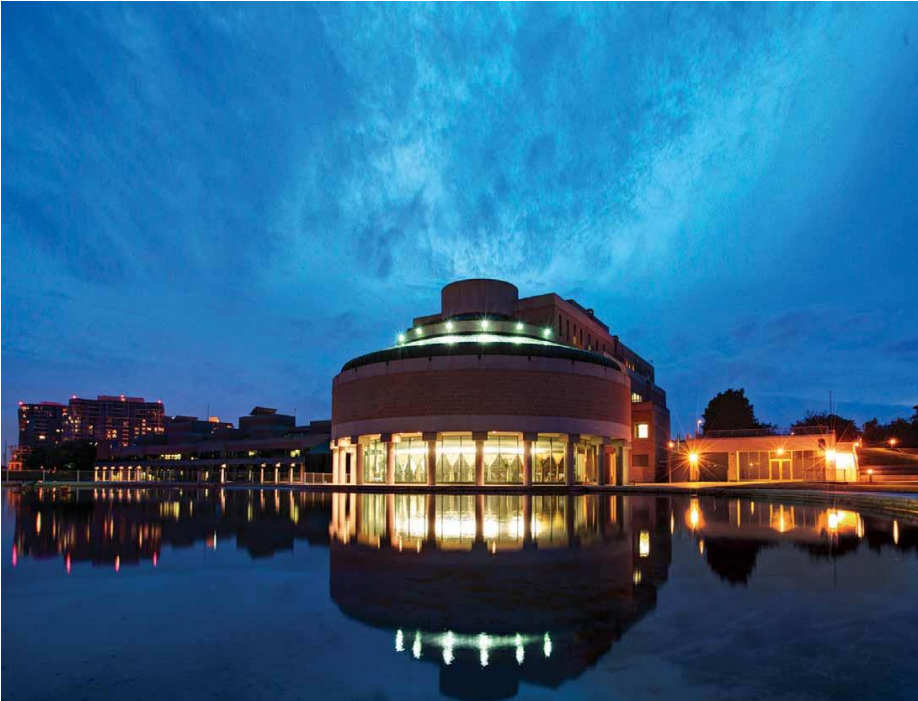
# BUILDING MARKHAM'S FUTURE TOGETHER (BMFT) STRATEGIC PLAN 2020 - 2023 COMMUNITY MEETING



## STRATEGIC PLANNING FRAMEWORK



## 2019 STRATEGY PROCESS



- March to September - Council and Senior Staff conducted a series of special training, education and brainstorm sessions.
- Special guests included:
  - The Honourable John Baird
  - Tara Craigen, GM Innovation Centre
  - Melissa Chee, ventureLAB
  - Derek Burleton, TD Bank Group
  - Daniele Zanotti, United Way
- Council met on July 22, 2019 and September 6, 2019 to finalize the BMFT plan

## CITY OF MARKHAM MISSION AND VISION



### MISSION

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

### COMMUNITY VISION

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

## BUILDING MARKHAM'S FUTURE TOGETHER: GOALS



**GOAL 1:** Exceptional Services by Exceptional People

**GOAL 2:** Engaged, Diverse, Thriving & **Vibrant** City

**GOAL 3:** Safe, Sustainable and **Complete** Community

**GOAL 4:** Stewardship of Money and Resources

## GOAL 1: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

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

### STRATEGIC OBJECTIVES

- Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.
- Leverage leading technologies to enable city building and evolution / transformation of our services.
- Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.

Youth and students help build  
Markham's future today



# GOAL 1: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

## KEY ACTIONS

- Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, 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
- Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software)
- Complete implementation of E-Plan and streamline the development process
- Implement cyber security program to safeguard City technology infrastructure
- Advance Digital Markham / “Frictionless City”\*
  - Pilot test digital city technology in “living labs”
  - Expand digital access and literacy programs
  - Continue to embrace innovation and relevant technologies in delivery of service
- Empower employees to continue to take risks and pursue innovation
- Reduce barriers / 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

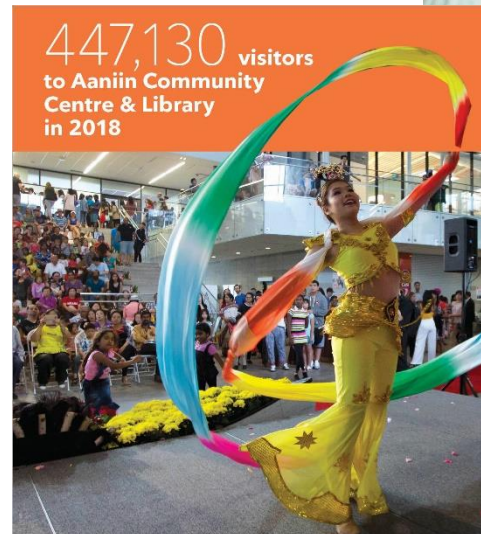
## GOAL 2: ENGAGED, DIVERSE, THRIVING & **VIBRANT** CITY

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.

### STRATEGIC OBJECTIVES

- Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.
- Support arts, culture, recreation and sport to enrich the fabric of our communities.
- Build Markham as the best place to live, invest, work, and experience rich diversity.





## GOAL 2: ENGAGED, DIVERSE, THRIVING & **VIBRANT** CITY

### KEY ACTIONS

- Implement neighbourhood partnership strategy
  - Customized to the community; neighbourhood action plans
  - “Good neighbour” handbook
- Expand community hub concept (currently at Aaniin CC) across the City
- “Discover Markham”: bring Markham’s rich history to life, and continue to celebrate the diverse achievements and events
- Create special events strategy including standardizing requirements and streamline processes
- Plan for a major civic square
- Implement 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 Diversity & Inclusion action plan
- Evaluate the advancement of arts and culture opportunities for Markham
- Implement Integrated Leisure Master Plan (also in 3.2.5)
- Strengthen the City’s brand strategy with a strong value proposition
- Adopt and implement the Economic Growth 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 Destination Markham

## GOAL 3: SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

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.

### STRATEGIC OBJECTIVES

- Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.
- Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.
- Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.
- Protect and enhance our natural environment and built form.



## GOAL 3: SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

### STRATEGIC ACTIONS

- Advocate for higher order transit including Yonge Subway
  - Pursue the integration of transit-oriented design in development
  - Provide incentives for growth within areas with appropriate infrastructure in place
  - Optimize local and regional roads plan
    - Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)
  - Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit)
  - Expand road safety program
  - Implement affordable housing strategy
  - Multi-generational, including purpose built secondary suites
  - Rental housing
  - Develop policy / 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 provincially identified employment zones (along 400 series highways)
  - Implement Integrated Leisure Master Plan (see also 2.2.6)
  - Establish a City-wide parking strategy
  - Develop a Citywide system to communicate directly to residents during emergency (alert system)
  - Continue to implement the Flood Control Program
  - Continue to implement strategies to address impacts of extreme weather
    - Emergency preparedness
    - Proactive infrastructure protection
  - 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 waste diversion plan
  - Create the Markham Centre Rouge National Urban Park 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

## GOAL 4: STEWARDSHIP OF MONEY AND RESOURCES

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

### STRATEGIC OBJECTIVES

- Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.
- Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.
- Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.



## GOAL 4: STEWARDSHIP OF MONEY AND RESOURCES

### KEY ACTIONS

- Funding strategy:
  - Align capital / capacity planning to BMFT, 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 initiative
- Revenue strategy:
  - Advocate to other levels of government for enhanced revenue tools
  - Consider alternate sources of revenue
- Establish process for evaluating public and private sector partnerships and business opportunities
- Advance detailed service planning for continuous improvement
- Continue to implement Asset Management Plan
- Develop a comprehensive risk management framework
- Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies
- Establish public reporting aligned to BMFT, including key metrics
- Develop and implement a plan to communicate and make key City policies available on City website

# YOUR VOICE MARKHAM

- Leading community engagement platform used by many municipalities and government agencies across Canada and the US;
- Launched in March 2019;
- 1,000 subscribers, 12,000+ visitors to date.



## It's Your Voice Markham!

Welcome to Your Voice Markham, the City of Markham's online engagement site that allows you to contribute your ideas and feedback on City matters important to you! We want to empower you, our residents, partners and businesses, to be more active in shaping our community and future. We will listen to what you say, take your opinions into account and report back to you on how community input contributes to decisions.



## 2020 – 2023 Strategic Plan Community Engagement



Let's Build Markham's Future Together Survey.



Register to have a voice



**MARKHAM**  
ACTIVE TRANSPORTATION  
• MASTER PLAN •



Active Transportation Master  
Plan

## COMMUNICATIONS STRATEGY

- Four-week public engagement and awareness campaign;
- Go to where the people are;
- Paid and organic social media;
- Contests;
- Expand awareness in diverse communities.

## COMMUNICATIONS OBJECTIVES

- Increase survey participation;
- Increase media coverage;
- Translate key information to reach diverse audience;
- Expand the City's following on YourVoiceMarkham, social channels and e-news;
- Collect valuable community data and metrics.

# Questions?