

BUILDING MARKHAM'S FUTURE TOGETHER

Appendix A

2020-2026 STRATEGIC PLAN SUMMARY

GOAL 1 - Exceptional Services by Exceptional People

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

Strategic Objectives	Strategic Actions	Goal Metrics
1.1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups) 1.1.2. Leverage technology and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations. 1.2.2 Streamline the development process to support the creation of complete communities and the building of more housing. 1.2.3 Advance Digital Markham: • Pilot test digital city technology • 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 • Accelerate City’s web portal modernization to create a better user experience.	% of transactional services that are provided and received on-line Overall customer satisfaction (Internal and External Services) from Department Surveys completed each year (annual) Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year)
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) 1.3.3 Provide staff access to technologies to improve service delivery 1.3.4 Continue to invest in staff training	

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statements: *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	Strategic Actions	Goal Metrics
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Explore opportunities to support community and neighbourhood initiatives 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City 2.1.3 Celebrate and explore Markham's past and diverse communities 2.1.4 Support the growth and sustainability of community events across the city to bring residents and visitors together. 2.1.5 Plan for a major civic square with cultural amenities 2.1.6 Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.	Overall quality of life in Markham (every 2 years) City services are accessible (every 2 years) City supports, celebrates and promotes diversity, equity & inclusion (every 2 years) # of visits to our municipal arts, recreation, library, sporting venues
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan 2.2.2 Continue to implement the Public Realm strategy across all parts of the City 2.2.3 Enhance the Volunteer program and opportunities across the City 2.2.4 Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.	Number of cultural institutions and sporting facilities per 100K population (ISO data - annual) Gross sq. ft. of office space constructed in Centres, Corridors and Business Parks (annual)
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City's brand strategy with a strong value proposition 2.3.2 Implement the Economic Development and Culture Strategy 2.3.3 Implement the Destination Markham Tourism Master Plan	Total Employment in Markham (every 2 years) Number of businesses per 100K population (ISO data – annual)

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GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *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	Strategic Actions	Goal Metrics
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1 Support implementation of the Yonge North Subway Extension and advocate for improved higher order transit such as BRT along Highway 7, GO Train improvements and 407 Transitway, while also planning for integrated comprehensive transit solutions with improved service levels. 3.1.2 Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit. 3.1.3 Identify and develop a plan to eliminate gaps in transportation network and leverage technology. 3.1.4 Finalize and implement Active Transportation Master Plan and first/last mile solutions. 3.1.5 Prepare a road safety plan and establish an annual program that includes road and trail safety education. 3.1.6 Revise Markham Transportation Master Plan, including - Citywide Complete Street Design Guidelines and Strategy - Micro-Mobility Strategy (eBikes, Scooters)	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 and cycle, other (every 5 years) Waste Diversion Rate (curbside and depots) (annual)
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1 Prioritize the implementation of the Affordable and Rental Housing Strategy. 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Continue to advance planning for major transit station areas and plan for infrastructure and development of employment zones (along 400 series highways), in particular for the Markham Innovation Exchange (MiX). 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries and new communities. 3.2.5 Establish a City-wide parking strategy. 3.2.6 Continue to implement the priority cultural heritage designation program.	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 GHG emissions (goal net zero by 2050) (2-4 years) % of residents in agreement that Markham is a safe city (every 2 years)
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather - Emergency preparedness - Proactive infrastructure protection	Average number of public transport trips per capita (ISO data – annual) KM of bicycle paths and lanes per 100K population (ISO data – annual)
3.4 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy. 3.4.2 Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives.	Transportation deaths per 100K population (ISO data – annual)

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	3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our target of Net Zero Emissions by 2050. 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Complete the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.	% of population living within 0.5 KM of public transit running at least every 20 minutes during park periods (ISO data – annual) % of area designated for natural protection (ISO data – annual) Green area (hectares) per 100K population (ISO data – annual)
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GOAL 4 - Stewardship of Money and Resources

Goal Statements: *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	Strategic Actions	Goal Metrics
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	4.1.1 Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions. 4.1.2 Revenue strategy: - Advocate to other levels of government for enhanced revenue tools - Consider alternate sources of revenue	% of 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/Replacement needs (annual)
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1 Continue to implement Asset Management Plan and ensure climate adaptation is integrated while also achieving Net Zero strategies for the City's own assets. 4.2.2 Develop a comprehensive risk management framework 4.2.3 Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies	Net City of Markham Operating Cost per Household (annual) Non-Residential Property taxes (as a % of total property taxes levied)
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	4.3.1 Establish public reporting aligned to BMFT, including key metrics 4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.	