

Building Markham's Future Together Strategy Planning Committee

COUNCIL STRATEGY SESSION 1: SPEAKERS

Pre-Read Materials – April 16, 2019

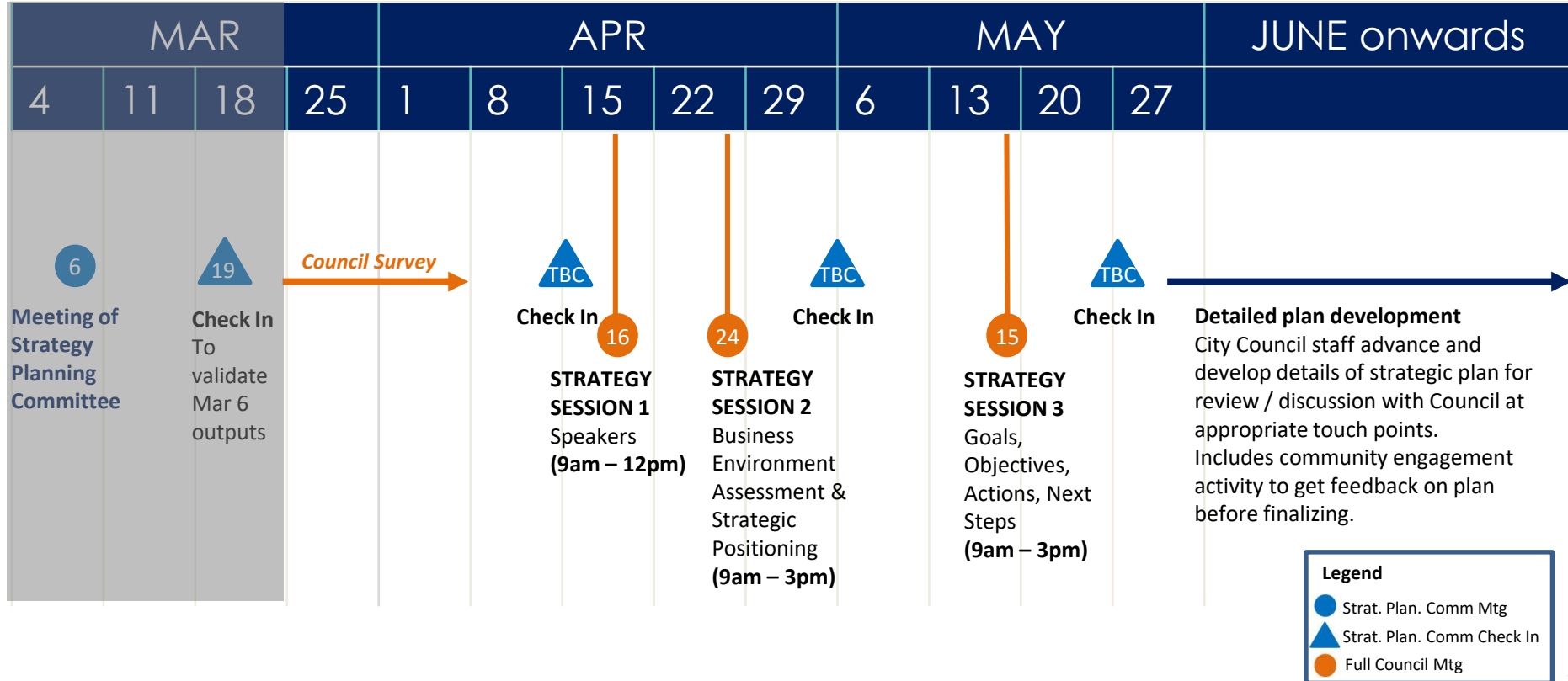
1.0 STRATEGY PROCESS / FRAMEWORK

The Strategy Planning Committee has established a strategy process that requires Council participation in the following:

- **Survey** (March 22 – April 5) to provide feedback into key elements of strategy
- **Strategy Session 1 - SPEAKERS** (April 16) brings external experts in to help discuss aspects of the business environment
- **Strategy Session 2 – BUSINESS ENVIRONMENT ASSESSMENT & STRATEGIC POSITIONING** (Apr 24) is designed to ensure Council aligns on most critical strategic issues and opportunities; and begins to set strategic direction for the next 4 years
- **Strategy Session 3 – GOALS, OBJECTIVES & ACTION PLANS** (May 15) finalizes strategic direction and identifies high level goals and metrics; objectives; and immediate next steps to sustain momentum



2.0 OVERVIEW OF WORK PLAN AND KEY MILESTONES



STRATEGY SESSION 1 AGENDA (APRIL 16, 2019)

Speakers

When	What
9:00	Introduction <ul style="list-style-type: none"> Welcome, overview of planning process – <i>Mayor Scarpitti</i>
9:30	The Honourable John Baird, P.C. Senior Business Advisor, Bennett Jones LLP
10:30	Break
10:40	Tara Craigen, Engineering Group Leader for ADAS Lateral Controls, GM
11:10	Melissa Chee, President and CEO, ventureLAB
11:45	Closing Comments <ul style="list-style-type: none"> Next steps– <i>Mayor Scarpitti</i>
12:00	Meeting Close

APPENDIX:

BUILDING MARKHAM'S FUTURE TOGETHER (BMFT)

2015 TO 2019 COUNCIL STRATEGIC PLAN

2015 Planning Process Overview
City of Markham Mission and Vision
BMFT Strategic Goals – 2019 Actions

2015 PLANNING PROCESS OVERVIEW:

Key elements in the process

- Mayor and CAO met with each Councillor to discuss their priorities for the Council term
- Four Training and Education Sessions were held with Council, Executive Leadership Team and Director's Forum to discuss and refine the actions associated with the Goals, Goal Statements, Objectives, and Key Actions
- Community Consultation was undertaken over the summer at key community events and locations across the City to solicit community feedback from a variety of key demographics
- The total number of surveys completed by Markham residents, business owners, and individuals that work in the City was 1,965
- October public open house and meeting to present draft plan and receive comments
- Council approved Building Markham's Future Together 2015 – 2019 Council Strategic Plan in December 2015.

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.

FOUR BMFT STRATEGIC GOALS

1. Exceptional Services by Exceptional People
2. Engaged, Diverse and Thriving City
3. Safe and Sustainable Community
4. Stewardship of Money and Resources

GOAL 1: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Objectives:

1. Improving Customer Service
 - Implement a new Customer Experience Strategy
2. Transforming Services through Technology and Innovation
 - Develop and Implement the Digital Markham Technology Strategy
3. Strengthening organizational capacity and effectiveness
 - Implement a corporate People Plan

GOAL 2: ENGAGED, DIVERSE AND THRIVING CITY

Goal Statement: *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community.*

We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Objectives:

1. Increasing Community Engagement
 - Develop and implement a Community Activation Framework and tool kit
 - Develop the Corporate Volunteer Management Program
 - Transition the Markham Pan Am Centre into an international sports hub
 - Update the Integrated Leisure Master Plan

GOAL 2: ENGAGED, DIVERSE AND THRIVING CITY

Objectives:

2. Ensuring Markham is welcoming and inclusive
 - Active advancement of the Diversity Action Plan – Everyone Welcome
3. Promoting Markham as the best place in Canada to invest and locate Knowledge Based Industries
 - Update the Economic Development Strategy
 - Support the development of a York University campus in Markham Centre
 - Stimulate new business formation and commercialization
 - Increase foreign investment
 - Create Destination Markham

GOAL 3: SAFE AND SUSTAINABLE COMMUNITY

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Objectives:

1. Managing our road and transportation system
 - Implement the Master Transportation Plan
 - Implement the Cycling, Pathways and Trails Plan
 - Continue to work with other levels of government to deliver road and transit infrastructure
 - Encourage compact, mixed-use development to reduce the amount of travel

GOAL 3: SAFE AND SUSTAINABLE COMMUNITY

Objectives:

2. Managing Growth

- Implement the new Official Plan
- Undertake the Comprehensive Zoning Bylaw project
- Create great parks and streetscapes

3. Ensuring the reliability of the Corporation's services

- Advance the City's emergency preparedness
- Proactively manage the City's infrastructure, have plans in place to reduce risk

4. Protecting our built and natural environment

- Implement the Corporate Energy Management Plan
- Complete and implement the Municipal Energy Plan
- Implement the Flood Control Program
- Support and leverage the Rouge National Urban Park

GOAL 4: STEWARDSHIP OF MONEY AND RESOURCES

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Objectives:

1. Ensuring a fiscally prudent and efficient municipality
 - Deliver multi-year Operating and Capital Budgets
 - Refresh E3 Strategy to increase non-tax revenues and maintain or lower operating costs in a growing Markham
 - Ensure growth and non-growth related projects are fully funded
 - Ensure services are delivered efficiently

GOAL 4: STEWARDSHIP OF MONEY AND RESOURCES

Objectives:

2. Stewardship of the City's assets

- Identify adequate funding in the Life Cycle Replacement and Capital Reserve Funds based on projected inflows to sustain future rehabilitation and replacement requirements for the next 25 years
- Develop a Municipal Asset Management Plan

3. Increasing Transparency and Accountability

- Re-appoint an Auditor General to execute an Audit Plan for the organization
- Develop transparency and accountability policies