

# BUILDING MARKHAM'S FUTURE TOGETHER (BMFT)

STRATEGY SESSION 2:  
BUSINESS ENVIRONMENT ASSESSMENT

**April 24, 2019**

## MEETING OBJECTIVES

- ✓ Gather input from external experts
- ✓ Review the survey response and discuss the key factors in the business environment that may shape the City's future direction
- ✓ Agree on the summary issues /opportunities to address with planning

## MEETING AGENDA - MORNING

When	What
9:00	<b>Welcome – Mayor Scarpitti</b>
9:15	<b>Derek Burleton, TD Bank</b>
10:15	<b>Daniele Zanotti, United Way</b>
10:45	<b><i>Break</i></b>
11:00	<b>Strategic Planning Overview – Joanne Berry / group discussion</b> <ul style="list-style-type: none"> <li>Planning process and objectives / agenda for today's session</li> <li>Participant expectations (what success looks like) and ground rules</li> </ul>
11:15	<b>Key Business Drivers – group discussion</b> <ul style="list-style-type: none"> <li>Political, economic, social / demographic, technological, environmental factors that may shape future business environment</li> </ul>
11:45 – 12:15	<b>Stakeholder Considerations – subgroup and group discussion</b> <ul style="list-style-type: none"> <li>Residents / local businesses; province; other stakeholders</li> </ul>

## MEETING AGENDA – AFTERNOON

When	What
12:15	<b><i>Working Lunch</i></b>
1:00	<b>SWOT Analysis</b> – <i>pair and group discussion</i>
1:45	<b>Summary Issues and Opportunities</b> – <i>table and group discussion</i>
2:30	<b>Next Steps and Preparation for May 15 discussion</b> – <i>group discussion</i>
2:55	<b>Closing Comments</b> – <i>Mayor Scarpitti</i>
3:00	<b><i>Meeting Close</i></b>

# STRATEGIC PLANNING PROCESS OVERVIEW



## SUCCESS BY END OF PLANNING PROCESS

- ✓ Consensus between council and staff; alignment of priorities and program delivery
- ✓ Clear strategic goals for long and short term; clear metrics and deliverables
- ✓ Strong fiscal strategy
- ✓ Engagement by all parties
- ✓ Commitment to reporting/monitoring
- ✓ Plan for communication/engagement with public
- ✓ *Other?*

# 1.0 SURVEY RESPONSES

Key Business Drivers

SWOT Analysis

Strategic Issues / Opportunities

Topics for Longer Term Planning

## KEY BUSINESS DRIVERS:

### POLITICAL / REGULATORY

- **Regional governance / municipal amalgamation**
- **Provincial government focus on driving municipal accountability / efficiencies**
- **Populist politics** may redefine “good public policy”
- **Federal election**
- **Legislative and regulatory changes** (e.g. Development Charges Act, Planning Act, Building Code, etc. ); addressing new technology (e.g. Uber)
- **Immigration policy**
- **Other?**



### IMPLICATIONS

- Regional review could trigger early municipal election
- Amalgamation will mean restructuring and governance changes; will consume significant focus / require significant change management
- Potentially reduced budget and size of municipal government (elected and administrative); potential implication for strategic agenda /financial support for existing programs and grants
- Regulatory changes can affect policy and spend decisions; need to adapt to new technology
- Federal election could result in changes to policy priorities and current funding



## KEY BUSINESS DRIVERS:



### ECONOMIC

- **Potential slow down / recession**
- **Global economic factors** – trade, GDP growth
- **Consumer indebtedness + housing price increases in past years** creates housing affordability issues
- **Business environment policies**
- ***Other?***



### IMPLICATIONS

- Economic slow down affects tax revenue, consumer spend, business investment
- Canadian economy affected by global factors
- Lack of affordable housing affects ability to attract and retain talent
- Business environment attractiveness (e.g. tax, infrastructure, incentives, regulations – tied to political / regulatory factors) has significant implications for business growth and employment factors

## KEY BUSINESS DRIVERS:



### SOCIAL / DEMOGRAPHIC

- **Aging population**
- **Youth engagement**
- **Integration of transportation planning and urban planning (live / work / play)**
- **Immigration**
- **Community design and implications of multi-generational housing**
- **Neighbourhood safety**
- **Increasingly sophisticated consumers**
- *Other?*



### IMPLICATIONS

- Change in how space / facilities are used; and change in programming required to meet evolving demographic needs
- Urban planning is reflecting a change in social mores; affecting regulatory perspective on urban planning
- High density areas will require different service models
- Importance of community building / inclusion is growing
- Changing face of Markham; support for refugees
- Higher demand for service

# KEY BUSINESS DRIVERS:



## TECHNOLOGY

- **Pace of change; new technology and disruptive new business models**
- **Pressure to become a Smart City; data and Internet of Things (IET)**
- **Cyber security**
- **Social media impact**
- ***Other?***



## IMPLICATIONS

- More tech savvy consumers will have higher expectations of technology-enabled services
- New business models require agile response
- Data creates incredible opportunity, but also privacy / cyber security concerns; potential policy implications
- Investment in Smart City and technology upgrades to stay current are expensive and complex; pace of change will outstrip City's ability to keep up and will require prioritization
- Social media as viral communication mechanism (both potential positive and negative implications)
- *Other?*

# KEY BUSINESS DRIVERS:

## ENVIRONMENTAL

- **Climate change and implications for policy / programs**
- **Waste management**
- **Densification / growth and impact on green spaces**
- **Provincial regulatory and grant changes**
- ***Other?***



## IMPLICATIONS

- Climate change and related issues have significant implications for asset management and emergency preparedness; social response to engaged citizens; future policy and investment implications
- Status of incentives, policy, legislation uncertain, creation potential challenges to achieve net zero by 2050
- Ongoing challenges to balance rapid growth and environmental impact

# DRAFT SWOT ANALYSIS:

## STRENGTHS

- Staff
- Fiscal responsibility
- Cultural diversity
- Community facilities & services/programs
- Customer service
- Environmental / conservation efforts
- Responsiveness / innovation
- leadership

## WEAKNESSES / AREAS FOR IMPROVEMENT

- Infrastructure challenges: traffic (gridlock, congestion), transit, affordable housing
- Lack of clarity / alignment on how to align resources with changing demographics
- Communication with public (e.g. tactical communications such as website; anticipating consumer / public needs)
- Planning and measurement – opportunity to review planning cycle, how we measure and monitor performance
- Finding balance and pace between new technology and budget / resource constraints

## OPPORTUNITIES

- Development – densification; best practices; open land; downtown; York University
- Technology – enhance service delivery and communication
- Regional review – opportunity to lead amalgamation, realize efficiencies and cost savings
- Diversity – foreign investment; destination for international citizens
- Citizens – growing population; highly educated/financially strong; public engagement
- Transportation – transportation hub; build transit around destinations
- Housing - affordability; diversification

## THREATS

- Property tax – increasing demands with limited tax income; pressure to maintain tax affordability
- Regional review; amalgamation
- Competition – for qualified staff (attracting/retaining) and business development
- Economy – concerns about rising interest rates, slowing economy; international unrest impacts
- Provincial / federal government – changes in their budgets and/or policies
- Affordable housing impacting business / resident attraction
- Maintaining status quo – potential change resistance

## STRATEGIC ISSUES / OPPORTUNITIES:

- ✓ Transit – traffic, gridlock, public transportation, transit hubs
- ✓ Age-friend communities – changes to how we develop, build, leverage our assets, and service our neighbourhoods
- ✓ Related – vibrant planning and development that supports growth
- ✓ Technology / digital solutions – right level of investment
- ✓ Climate change perspective – right commitment
- ✓ Affordable housing - right policy
- ✓ Leadership in municipal amalgamation
- ✓ Fiscal strategy and prudence; philosophical perspective of service levels vs. direct revenue
- ✓ Policies that support economic growth; attraction / retention of residents and businesses
- ✓ *Other?*

## TOPICS FOR LONGER TERM PLANNING (10-20 years)

- Technology – automation of services; smart communities
- Transit & Transportation – state of art; rapid serving all Markham; fast; efficient; subway extension
- Intensification & development
- Community – vibrant; diverse & inclusive; appropriate assets and amenities
- Vibrant Economy and Employment - full, broad spectrum
- Housing – diverse, available for all residents
- *Other?*

# PLANNING TIMELINE

