



Report to: General Committee

Meeting Date: September 16, 2019

SUBJECT: Building Markham's Future Together (BMFT) – Council's Strategic Plan 2020 to 2023 – Summary of the Training and Education Sessions and Proposed Community Engagement Plan

PREPARED BY: Meg West extension 3792
Andrea Berry extension 7520

RECOMMENDATION:

- 1) That the report entitled Building Markham's Future Together (BMFT) – Council's Strategic Plan 2020 to 2023 – Summary of the Training and Education Sessions and Proposed Community Engagement Plan; and,
- 2) That the summary of the Council Training and Education Sessions held on April 16, 2019, April 24, 2019, May 15, 2019, July 22, 2019 and September 6, 2019 as outlined in Appendix A attached be endorsed; and,
- 3) That the proposed Community Engagement Plan as outlined in Appendix B be endorsed: and further,
- 4) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to provide a summary to General Committee on the Council Training and Education Sessions held on April 16, 2019, April 24, 2019, May 15, 2019, July 22, 2019 and September 6, 2019 and outline the proposed Community Engagement Plan for BMFT.

BACKGROUND:

Plan Development – Council Involvement Provided Leadership & Focus

All public and private sector organizations use a strategic plan to serve as a blueprint for priority actions to guide decision makers to achieve the desired outcomes as identified by their stakeholders.

At the start of each new Council term, municipal Council's and Staff revisit the strategic plan to confirm City goals and objectives, and identify key priorities for the term. BMFT is the blueprint which informs Council decisions and senior staff business plans to assure the future success of the City.

In Mayor Scarpitti's first Council term, Council and senior staff initiated Building Markham's Future Together Strategic Plan (BMFT). The Plan has been reviewed at the beginning of each new term of Council, and a major update was undertaken in 2015. The Plan has served the City well to guide both strategic initiatives and service priorities.

In April, May, July and September, 2019 Markham Council and senior staff participated in a number of training and education workshops, working together to refresh and re-focus priorities of the City's Strategic Plan Building Markham's Future Together (BMFT).

The preparation work and sessions included the following:

- Council and ELT completed a survey to provide feedback into key elements of the strategy and reviewed several articles that provided pertinent background information.
- Five external speakers addressed the group and brought their insights on key trends and emerging issues related to our business environment.
 - The Honourable John Baird
 - Tara Craigen, Engineering Group Leader for ADAS Lateral Controls from the GM Innovation Centre in Markham
 - Melissa Chee, President and CEO, ventureLAB
 - Derek Burleton, Vice President and Deputy Chief Economist, TD Bank Group
 - Daniele Zanotti, CEO and President, United Way Greater Toronto
- The group discussed the five key business drivers that will impact the City's strategic planning process - Political and Regulatory; Economic; Social and Demographic; Technology; and, Environmental and participated in an organizational SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis exercise.
- A review of the current Goals, Objectives and Metrics was undertaken and group members provided input on changes and refinements to better reflect the current environment.
- Priority actions were identified to the achievement of the revised Goals and Objectives.
- The proposed public engagement program was reviewed and finalized.

The sessions provided Council with an opportunity to discuss and refine the Goals, Goal Statements, Strategic Objectives and the Key Actions/Initiatives.

OPTIONS/ DISCUSSION:

The revised goals and goal statements are as follows:

Draft Goal 1: Exceptional Services by Exceptional People

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

Objectives:

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

Draft Goal 2: Engaged, Diverse, Thriving and Vibrant City

Draft Goal Statement: *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.

Objectives:

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

Draft Goal 3: Safe, Sustainable and Complete Community

Draft 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.*

Objectives:

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

Draft Goal 4: Stewardship of Money and Resources

Draft Goal Statement: *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.*

Objectives:

- 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.
- 4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.
- 4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.

A number of Action Statements were proposed under each Goal Statement (See Appendix A). These Action Statements formed the basis on which the Community Engagement Program was developed to gain feedback from stakeholders.

Public Engagement Program – Going to Where the People Are

In September 2019, a four-week community engagement and awareness program will commence, to solicit community feedback from a broad cross-section of residents, businesses and other stakeholders/interested parties. The goals of the program are to inform, educate and provide opportunities for community and stakeholder input, and to validate the priorities Council has identified for Building Markham's Future Together: 2020-2023 Strategic Plan.

Corporate Communications has developed a robust communications plan that will drive all interested parties to Your Voice Markham, the City's online public engagement platform (see Appendix B). The communications plan aims to expand awareness of the Strategic Plan across all our diverse communities, and includes:

- A presence at key community events and locations (e.g. Markville Mall);
- Website content;
- Paid and organic social media;
- A variety of print and online ads;
- Targeted media relations;
- City electronic information boards;
- Video vignettes; and
- Shareable content for use by Council and staff.
- A robocall may also be considered to broaden the survey reach.

Your Voice Markham

To solicit feedback from residents, businesses and other stakeholders/interested parties, the City of Markham will be using a leading community engagement platform (Bang the Table) used by many municipalities and government agencies across Canada and the US. The City launched Your Voice Markham in March 2019 and to date the City has over

900 subscribers and have seen 9,300 visitors to the platform. The platform provides a translation option, and will ask visitors to prioritize key actions that will guide the work of the City from 2020 – 2023. A chance to win a number of prizes will also entice visitors to provide their contact information and become a subscriber to Your Voice Markham, thereby growing our engagement opportunities for upcoming projects.

FINANCIAL CONSIDERATIONS

Any financial implications for priority action areas will be addressed as part of the budget process over the term of the Plan.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Building Markham's Future Together (BMFT) Council Strategic plan is aligned with the City's strategic goals, objectives and key actions.

BUSINESS UNITS CONSULTED AND AFFECTED:

The Executive Leadership Team and Director's Forum worked closely with Council on the development of the proposed plan.

RECOMMENDED BY:

Andy Taylor
CAO

ATTACHMENTS:

Appendix A – BMFT 2020 – 2023 Planning Process
Appendix B – Community Engagement Plan