



Building Markham's Future Together 2020-2023 Strategic Plan

General Committee Meeting

January 20, 2020



Background

- In Spring 2019 Council and Senior Staff worked to refresh Markham's Strategic Plan
- Fall 2019 - undertook community engagement, including surveys, focused youth component and community meetings. Used City's new platform, Your Voice Markham, to survey residents & stakeholders – received 6,600 visits to the project site
- More than 1,800 surveys completed and results confirmed the refreshed Goals, Goal Statements, Objectives and Key Actions were consistent with what respondents believe is important over the next four years
- We undertook a focused youth engagement
- Key priorities identified – neighbourhood partnership strategy, advocating for rapid transit and leveraging new technologies
- Metrics have been developed for the BMFT Goal Areas and will be reported on a regular basis to show progress towards Goals

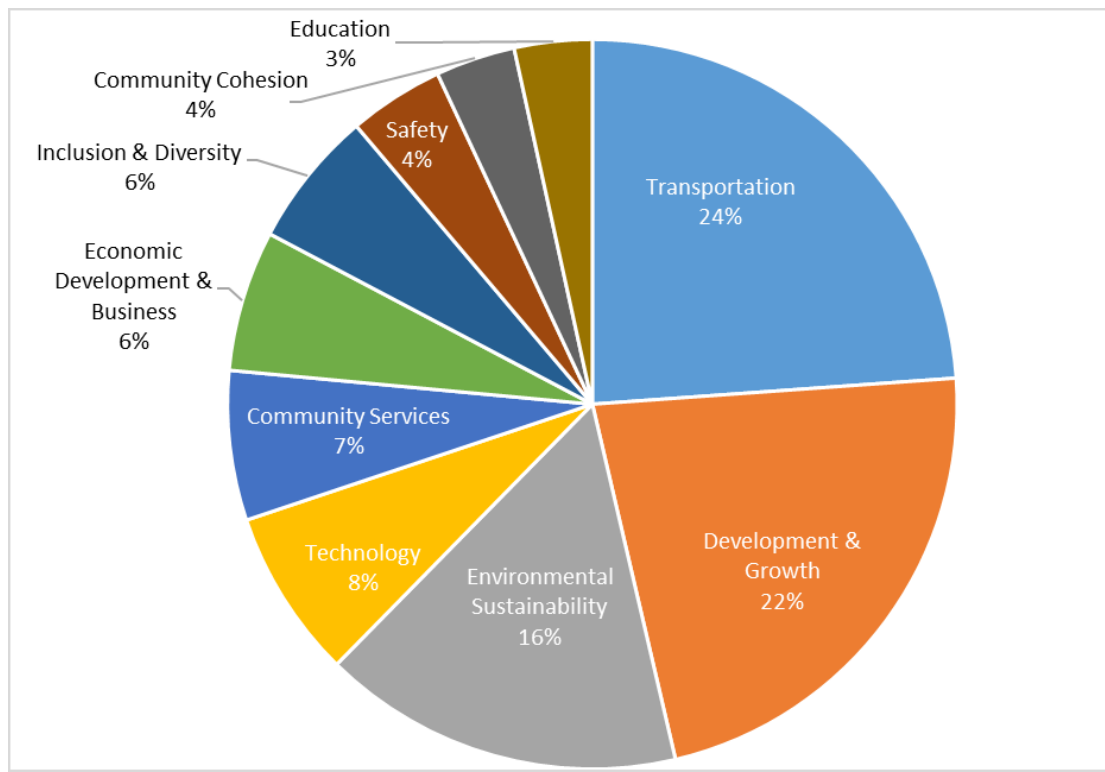




Results of the Public Engagement Campaign



Common Themes for “What Will Markham Look Like in 10-20 Years” by Percentage of Categorized Comments





BMFT Overall Priorities

Priority Action	Total Responses
Implement a Neighbourhood Partnership strategy and “Good Neighbour” program	1208
Advocate for rapid transit, including Yonge Street subway	1182
Leverage new technologies to interact with residents and stakeholders	1088
Expand the Community Hub concept across the City	1088
Leverage 'smart city' technologies to improve efficiencies	1049
Adopt and implement an Economic Growth Strategy	1048
Implement local transportation solutions	1036
Create a Community Events Strategy	937
Plan for a Civic Square / community gathering place	914
Identify a Strategy to Fund Resource Requirements	822



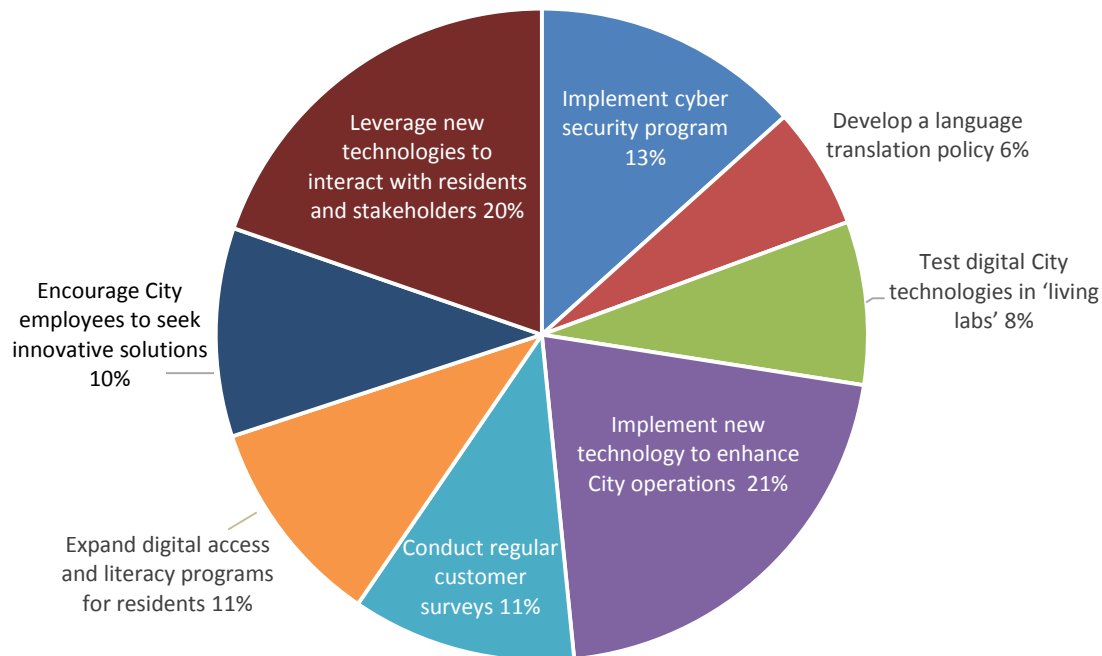
BUILDING MARKHAM'S FUTURE TOGETHER

2020 – 2023 Strategic Plan



Priority Ranking by Percentage:

Please select the actions you would like the City to consider taking to improve Exceptional Services by Exceptional People.





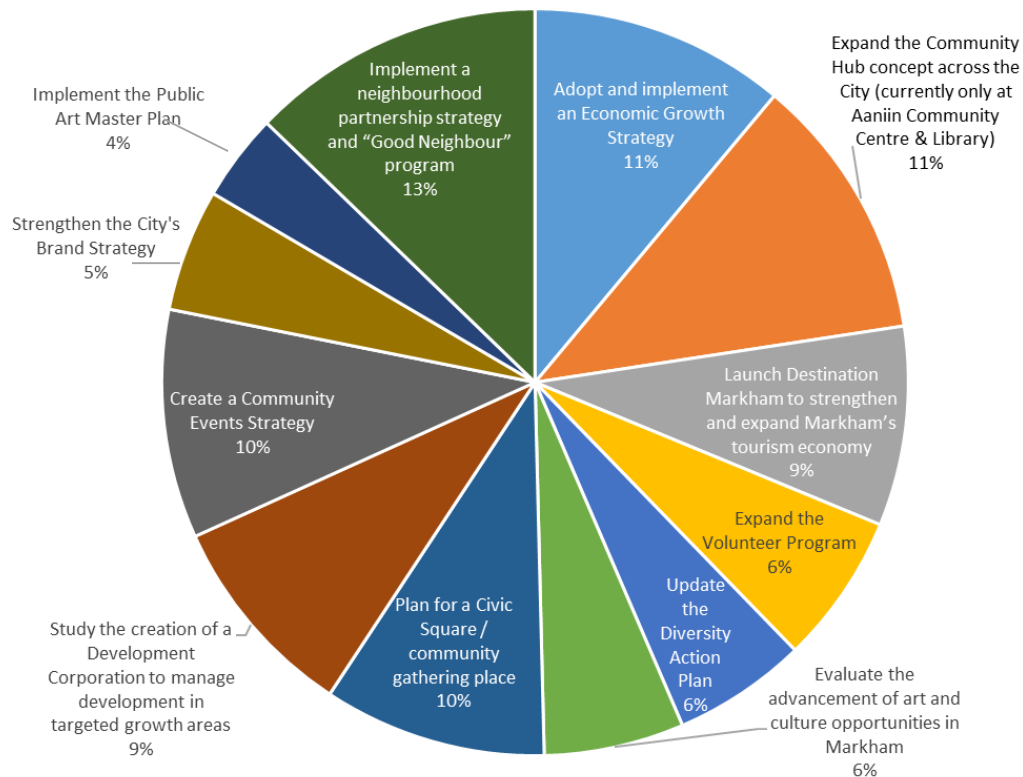
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Priority Ranking by Percentage:

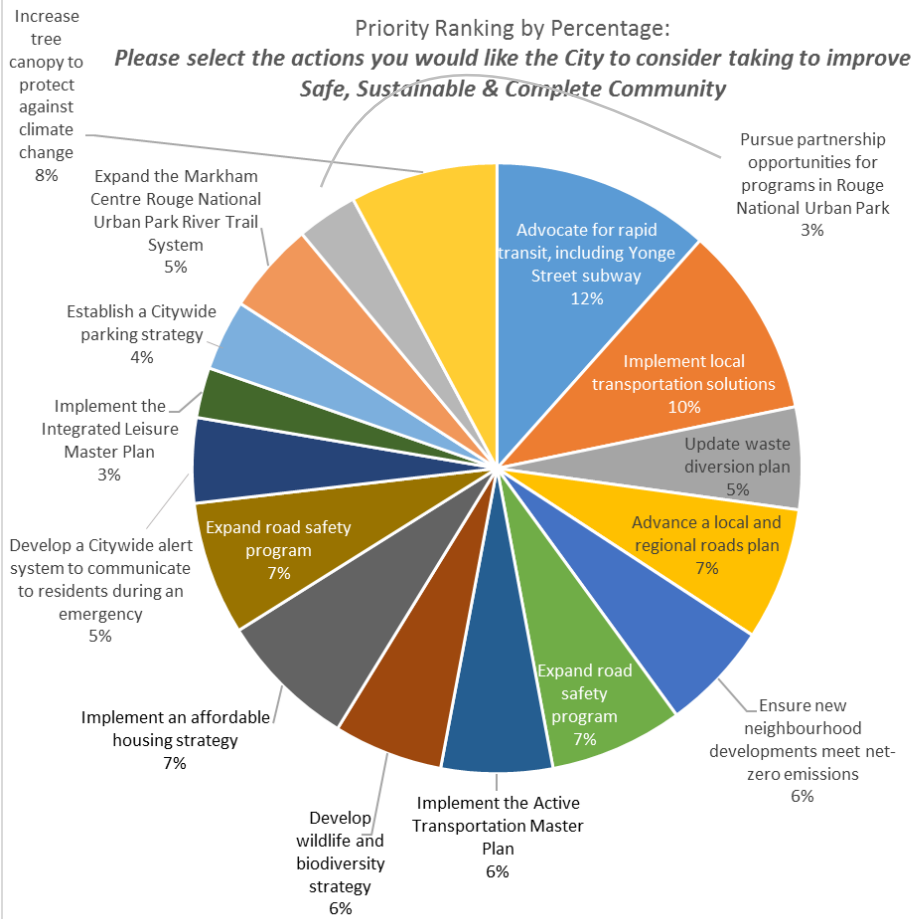
Please select the actions you would like the City to consider taking to improve 'Engaged, Diverse, Vibrant & Thriving Community'.





BUILDING MARKHAM'S FUTURE TOGETHER

2020 – 2023 Strategic Plan





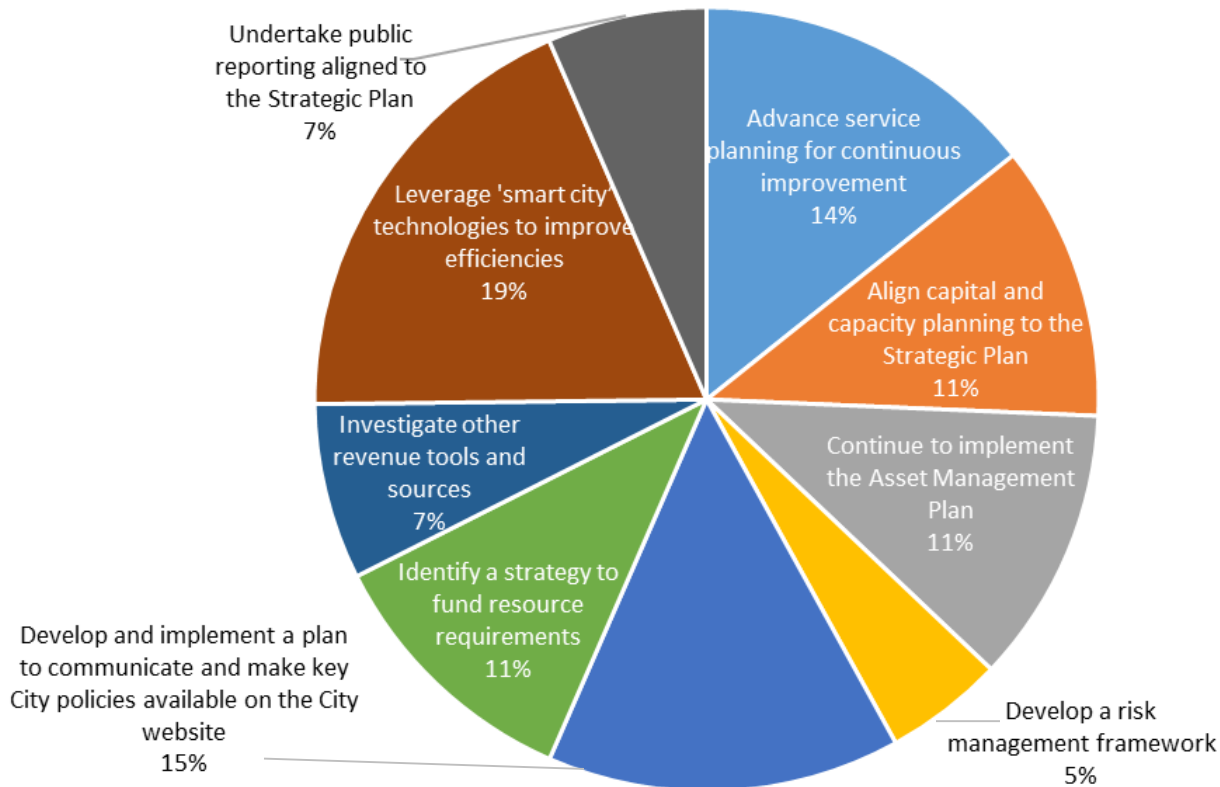
BUILDING MARKHAM'S FUTURE TOGETHER

2020 – 2023 Strategic Plan



Priority Ranking by Percentage:

Please select the actions you would like the City to consider taking to improve Stewardship of Money and Resources.





Recommended BMFT Strategic Plan



BUILDING MARKHAM'S FUTURE TOGETHER: GOALS

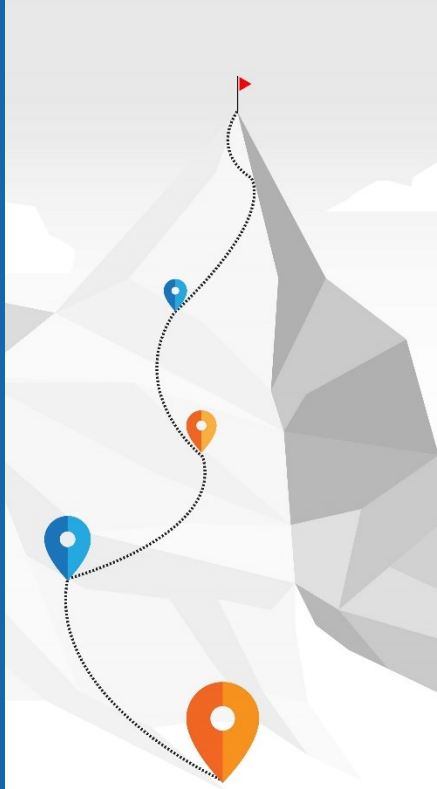


GOAL 1: Exceptional Services by Exceptional People

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.



Metrics

- Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2-4 years)
- % of transactional services that are provided and received on-line
- Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every two years)
- Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)





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.



METRICS

- Overall quality of life in Markham (every 4 years)
- # of visits to our municipal arts, recreation, library, sporting venues.
- Gross sq.ft. of office space constructed in Centres and Corridors (annual)



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.



METRICS

- Maintain or Increase % of residents that rate Markham as a safe place to live (every 4 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)
- 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) (every 2 -4 years)



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.



METRICS

- % residents rating overall programs and services received as Very Good/Good value for tax dollar paid (every 2- 4 years)
- Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)
- Net City of Markham Operating Cost per Household (annual)
- Non-Residential Property taxes (as a % of total property taxes levied)



BMFT Community Engagement Campaign

- Campaign Timeline: February to April, 2020
- Goals:
 - Educate & inform key audiences about Markham's new Strategic Plan
 - Encourage key audiences to learn more about our progress by signing up for eNews
- Strategy:
 - Mix of new/digital & traditional tactics
 - Integrated, multi-channel and targeted communications
 - Clear, simple language with compelling visuals



Recommendations:

1. THAT the report entitled Building Markham's Future Together (BMFT) Strategic Plan 2020 – 2023 be received;
2. AND THAT the Building Markham's Future Together 2020 – 2023 Strategic Plan attached as Appendix A, be endorsed for adoption by the City;
3. AND THAT the summary of the Community Engagement program outlined in Appendix B be received;
4. AND THAT Staff report annually on the status of Building Markham's Future Together 2020 – 2023 Strategic Plan.
5. AND THAT Staff be authorized and directed to do all things necessary to give effect to this resolution