

## 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.*

| 2020-2023 Strategic                                                                                                                                            | 2020-2023 Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Metrics                                                                                                                                                                                       |
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| 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)<br>1.1.2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders<br>1.1.3. Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation                                                                                                                                                                                                                                                                                            | 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 (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software)<br>1.2.2 Streamline the development process<br>1.2.3 Advance Digital Markham / “Frictionless City” <ul style="list-style-type: none"> <li>Pilot test digital city technology in “living labs”</li> <li>Expand digital access and literacy programs</li> <li>Continue to embrace innovation and relevant technologies in delivery of service</li> <li>Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</li> </ul> 1.2.4 Implement cyber security program to safeguard City technology infrastructure | % of transactional services that are provided and received on-line<br><br>Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual) |
| 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 <ul style="list-style-type: none"> <li>Reduce barriers / bureaucracy</li> <li>Clarify roles, accountabilities (including for Centres of Expertise) and authorities</li> </ul> 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)<br>1.3.3 Provide staff access to technologies to improve service delivery<br>1.3.4 Continue to invest in staff training                                                                                                                                                               | Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year)                                                                                          |

### 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.*

| 2020-2023 Strategic                                                                                                         | 2020-2023 Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Metrics                                                                                                                           |
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| 2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community. | 2.1.1 Implement neighbourhood partnership strategy <ul style="list-style-type: none"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” handbook</li> </ul> 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City                     2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events                     2.1.4 Create special events strategy including standardizing requirements and streamline processes                     2.1.5 Plan for a major civic square with cultural amenities | Overall quality of life in Markham (every 2 years)<br><br># 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 Update the Diversity & Inclusion action plan                     2.2.5 Evaluate the advancement of arts and culture opportunities for Markham                                                                                                                                                                             | 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 Develop, adopt and implement the Economic Development Strategy <ul style="list-style-type: none"> <li>• Targeted sector attraction and expansion</li> <li>• Business expansion and retention</li> <li>• Entrepreneurship and training</li> <li>• Innovation and start-ups</li> </ul> 2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas                     2.3.4 Launch Destination Markham                 | Total Employment in Markham (biennial)                                                                                            |

### 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.*

| 2020-2023 Strategic                                                                                                                                    | 2020-2023 Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Metrics                                                                                                                                                                                                                                      |
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| 3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.           | 3.1.1 Advocate for higher order transit including Yonge Subway<br>3.1.2 Pursue the integration of transit-oriented design in development<br>3.1.3 Provide incentives for growth within areas where appropriate infrastructure already in place<br>3.1.4 Optimize local and regional roads plan <ul style="list-style-type: none"> <li>Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)</li> </ul> 3.1.5 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit)<br>3.1.6 Expand road safety program                                                                                               | Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years)<br><br>% of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years) |
| 3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities. | 3.2.1 Finalize and implement affordable housing strategy <ul style="list-style-type: none"> <li>Multi-generational, including purpose built secondary suites</li> <li>Rental housing</li> </ul> 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan<br>3.2.3 Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (along 400 series highways)<br>3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries<br>3.2.5 Establish a City-wide parking strategy | Waste Diversion Rate (curbside and depots) (annual)<br><br>Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)                                |
| 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)<br>3.3.2 Continue to implement the Flood Control Program<br>3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> <li>Emergency preparedness</li> <li>Proactive infrastructure protection</li> </ul>                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                              |
| 3.4 Protect and enhance our natural environment and built form.                                                                                        | 3.4.1 Develop a wildlife and biodiversity strategy<br>3.4.2 Increase our tree canopy to mitigate climate change<br>3.4.3 Expand the use of renewable energy sources in communities and promote retrofits to existing buildings and homes in order to achieve our Net Zero plan<br>3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2)<br>3.4.5 Create the Markham Centre Rouge River trail system<br>3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy<br>3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park                                                                                     | % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years)                                                                                                                                                                    |

### 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.*

| 2020-2023 Strategic Objectives                                                                                                                       | 2020-2023 Strategic Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Metrics                                                                                                                                                                                                                                               |
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| 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. | <p>4.1.1 Funding strategy:</p> <ul style="list-style-type: none"> <li>Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes</li> <li>Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives</li> </ul> <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> <li>Advocate to other levels of government for enhanced revenue tools</li> <li>Consider alternate sources of revenue</li> </ul> | <p>% residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)</p> <p>Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)</p> |
| 4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.                       | <p>4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities</p> <p>4.2.2 Advance detailed service planning for continuous improvement</p> <p>4.2.3 Continue to implement Asset Management Plan</p> <p>4.2.4 Develop a comprehensive risk management framework</p> <p>4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</p>                                                                                               | <p>Net City of Markham Operating Cost per Household (annual)</p> <p>Non-Residential Property taxes (as a % of total property taxes levied)</p>                                                                                                        |
| 4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.                               | <p>4.3.1 Establish public reporting aligned to BMFT, including key metrics</p> <p>4.3.2 Develop and implement a plan to communicate and make key City policies available on City website</p>                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                       |