



# STRATEGIC PLAN

## 2020-2026

[markham.ca/StrategicPlan](https://markham.ca/StrategicPlan)





## AGENDA

9:00AM	General Committee Chair Keith Irish Opens Meeting, Land Acknowledgment
9:10AM	Opening Remarks by CAO Andy Taylor
9:15AM	Presentation: Economic Outlook by TD Economist Rishi Sondhi
10:00AM	Break
10:10AM	Presentation: Status of Current Strategic Plan, Bryan Frois
10:20AM	Review of BMFT Goal 1 & Facilitated Workshop, Meg West & Bryan Frois
12:00PM	Lunch
12:30PM	Review of BMFT Goal 2 & Facilitated Workshop, Meg West & Bryan Frois
1:55PM	General Committee Chair Keith Irish Closes Meeting



## **Rishi Sondhi**

Economist

TD Bank Financial Group



Based in Toronto, Rishi Sondhi joined the TD Economics Team in 2017.

His chief responsibilities include analyzing and forecasting provincial economies and regional housing markets. Rishi also contributes to a variety of TD publications.

Prior to joining TD Economics, Rishi worked at Altus Group, where he conducted research on housing markets and forecasted provincial economic activity. Rishi also has analysis and forecasting experience with several other organizations, including the Bank of Canada, Ontario Construction Secretariat, CMHC and another major financial institution.

Rishi holds an Honours B.A. degree in Economics from The University of Western Ontario.



# Building Markham's Future Together

At the start of each new Council term, Markham Council and Staff revisit the strategic plan to confirm the City's goals and objectives and identify key priorities for the term.

*Building Markham's Future Together* (BMFT) establishes the City's vision, mission and values as the framework for both Council decision-making and day-to-day employee focus and ensures that resources are allocated to support the strategies and initiatives that help the City achieve its desired outcomes.







## 2020-2026 Strategic Plan Consultation Process

### Phase 1

**October 4:** General Committee – Workshop #1 for 2020-2026 Strategic Plan

**October 25:** General Committee – Workshop #2 for 2020-2026 Strategic Plan

**November 8:** General Committee – Workshop #3 for 2020-2026 Strategic Plan

### Phase 2

**November 22:** Community Information Meeting for 2020-2027 Strategic Plan

**Nov 22-Dec 15:** Community Survey (residents encouraged to complete survey)

### Phase 3

**February 2024:** General Committee – Workshop #4 for 2020-2026 Strategic Plan

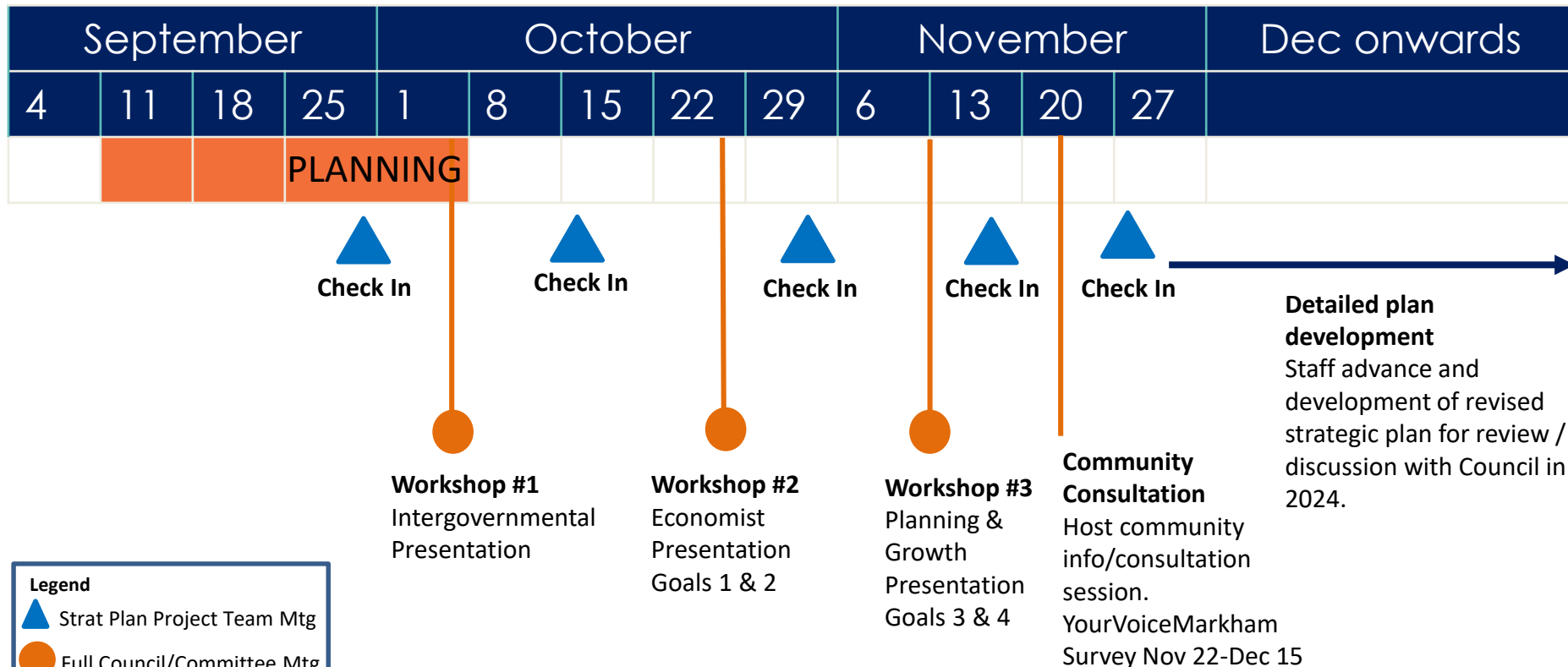
**March-April 2024:** General Committee - Review of final draft BMFT 2020-2026 Strategic Plan

**March-April 2024:** Review of BMFT 2023 Year-in-Review and Accomplishments

**April 2024:** Council Approval of 2020-2026 revised Strategic Plan. Revised BMFT Communications Templates to all staff & uploaded to Checkmark.



## Draft Planning Timeline





## Status of Current Strategic Plan

- Last Strategic Plan (BMFT) status update presented to General Committee April 2023.
- BMFT 2020-2026 Data Package includes latest update.
- City well underway in accomplishing majority of actions in strategic plan.
- Revised strategic plan will seek to solidify current actions, remove outdated actions and add new actions based on council, staff and community input.
- Next status update will be in April 2024, coinciding with estimated approval of next revised 2020-2026 Strategic Plan.
- 2024 Departmental Business Plans will be based on current 2020-2023 Strategic Plan. 2025 Business Plans will be based on revised 2020-2026 Strategic Plan.



# BUILDING MARKHAM'S FUTURE TOGETHER

## 2020 – 2023 Strategic Plan



### STRATEGIC PLAN SUMMARY

**Levels:** Not Initiated, Initiated, In Progress, Substantially Completed, Embedded.

#### 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*

Objectives	Actions	20	21	22	23	24	25	26	Comp Status
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys , focus groups)	/	/	/	/				Embedded
	1.1.2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders	/	/	/	/				Substantially Completed
	1.1.3. Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation	/	/	/	/				Substantially Completed
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, Telephony, E-Ticketing platform and HCI	/	/	/	/				Substantially Completed





# BUILDING MARKHAM'S FUTURE TOGETHER

## 2020 – 2023 Strategic Plan



	1.2.2. Streamline the development process	/	/	/	/				Embedded
	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>	/	/	/	/				Substantially Completed
	1.2.4 Implement cyber security program to safeguard City technology infrastructure	/	/	/	/				Substantially Completed
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 to 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>	/	/	/	/				Initiated
	1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)	/	/	/					Embedded
	1.3.3 Provide staff access to technologies to improve service delivery	/	/	/	/				Substantially Completed
	1.3.4 Continue to invest in staff training	/	/	/	/				Embedded



# BUILDING MARKHAM'S FUTURE TOGETHER

## 2020 – 2023 Strategic Plan



### GOAL 2 – Engaged, Diverse, Thriving and Vibrant City

**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	Actions	20	21	22	23	24	25	26	Comp Status
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” brochure</li> </ul>	/	/	/	/				Substantially Completed
	2.1.2. Expand community hub concept (currently at Aaniin CC) across the City		/	/	/				Substantially Completed
	2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events		/	/	/				Substantially Completed
	2.1.4 Create special events strategy including standardizing requirements and streamline processes	/	/	/	/				In Progress
	2.1.5 Plan for a major civic square with cultural amenities	/	/	/	/				Initiated
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities	2.2.1 Implement Public Arts Master Plan	/	/	/	/				Embedded
	2.2.2 Continue to implement the Public Realm strategy across all parts of the City	/	/	/	/				Substantially Completed
	2.2.3 Enhance the Volunteer program and opportunities across the City	/	/	/	/				In Progress



# BUILDING MARKHAM'S FUTURE TOGETHER

## 2020 – 2023 Strategic Plan



	2.2.4 Update the Diversity & Inclusion action plan	/	/	/	/				Substantially Completed
	2.2.5 Evaluate the advancement of arts and culture opportunities for Markham		/	/	/				In Progress
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			/	/				Initiated
	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>		/	/	/				Substantially Completed
	2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas		/	/	/				Substantially Completed.  Recommendation from staff not to proceed.
	2.3.4 Launch Destination Markham	/	/	/					Embedded



## Review of BMFT Goal 1 & Facilitated Workshop

### 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.*





## Meg West

Consultant



Meg has worked with senior stakeholders in the municipal and regional government sector for over thirty years, making long lasting strategic contributions to programs and initiatives in the areas of city building, urban planning, strategic planning, policy development, quality and continuous improvement, public and staff engagement, business planning and performance metrics.

Meg holds a degree in Applied Arts Urban and Regional Planning, a Certificate in Environmental Management from Ryerson Polytechnic University, and a Masters Certificate in Municipal Management from the Schulich School of Business at York University. Meg has completed training in Diversity and Inclusion, Customer Service, Project Management and Cyber Security.





## Review of BMFT Goal 1.1 & Facilitated Workshop

Objectives	Actions
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys , focus groups)
	1.1.2 Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders
	1.1.3 Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation

### Metrics:

- Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years).



## Review of BMFT Goal 1.2 & Facilitated Workshop

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, Telephony, E-Ticketing platform and HCI)
	1.2.2. Streamline the development process
	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

### Metrics:

- % of transactional services that are provided and received on-line
- Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)



## Review of BMFT Goal 2 & Facilitated Workshop

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

*We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*





## Review of BMFT Goal 2.1 & Facilitated Workshop

Objective	Actions
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" brochure</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

### Metrics:

- Overall quality of life in Markham (every 2 years)
- # of visits to our municipal arts, recreation, library, sporting venues



## Review of BMFT Goal 2.2 & Facilitated Workshop

Objective	Actions
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





## Review of BMFT Goal 2.3 & Facilitated Workshop

Objective	Actions
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

### Metrics:

- Gross sq. ft. of office space constructed in Centres, Corridors and Business Parks (annual)
- Total Employment in Markham (biennial)



## Next Steps

- Staff will receive comments & feedback (Goals 1 & 2) from today's session and consider for revised 2020-2026 Strategic Plan.
- Identified actions from today's session will also be included in community survey scheduled for November 22-December 15.
- Next General Committee (Goals 3 & 4) scheduled for Wednesday November 8.





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