



# Strategic Plan 2020-2026

Building Markham's Future Together



# Strategic Plan

## General Committee

April 16, 2024

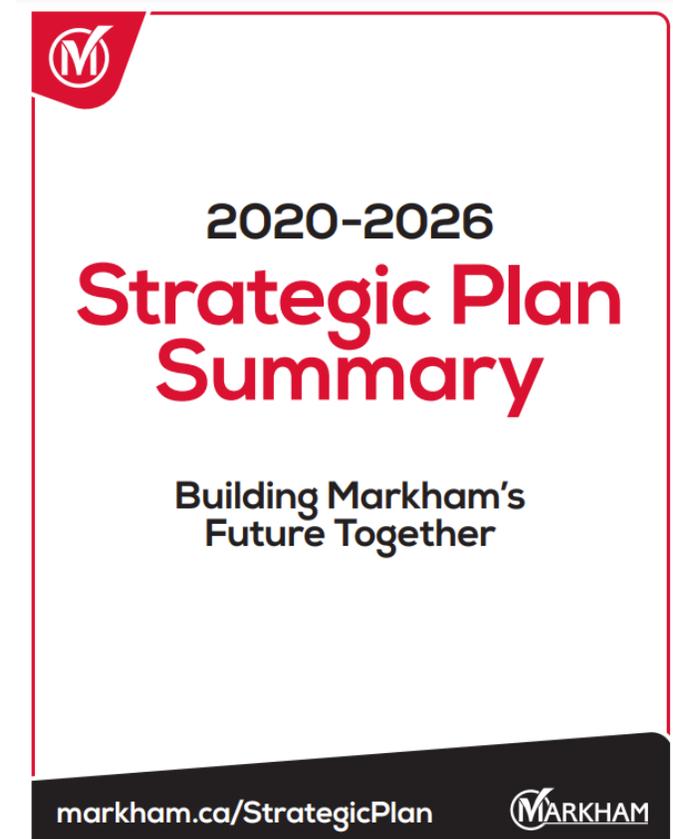




# Purpose

To present proposed Markham Strategic Plan – Building Markham's Future Together 2020-2026 for General Committee review.

To conclude the final phase of the strategic plan update which began in Spring 2023.





# Schedule

**October 4, 2023:** General Committee – Workshop #1 for 2020-2026 Strategic Plan.

**October 25, 2023:** General Committee – Workshop #2 for 2020-2026 Strategic Plan.

**November 8, 2023:** General Committee – Workshop #3 for 2020-2026 Strategic Plan.

**November 22, 2023:** Community Information Meeting for 2020-2027 Strategic Plan.

**Nov 22-Dec 15, 2023:** Community Survey (residents encouraged to complete survey).

**February 27, 2024:** General Committee – Results from Public Consultation Process.

**April 16, 2024:** General Committee - Review of BMFT 2023 Year-in-Review and Accomplishments.

**April 16, 2024:** General Committee - Proposed BMFT 2020-2026 Strategic Plan.

**May 2024:** Anticipated Council Approval of 2020-2026 Strategic Plan.



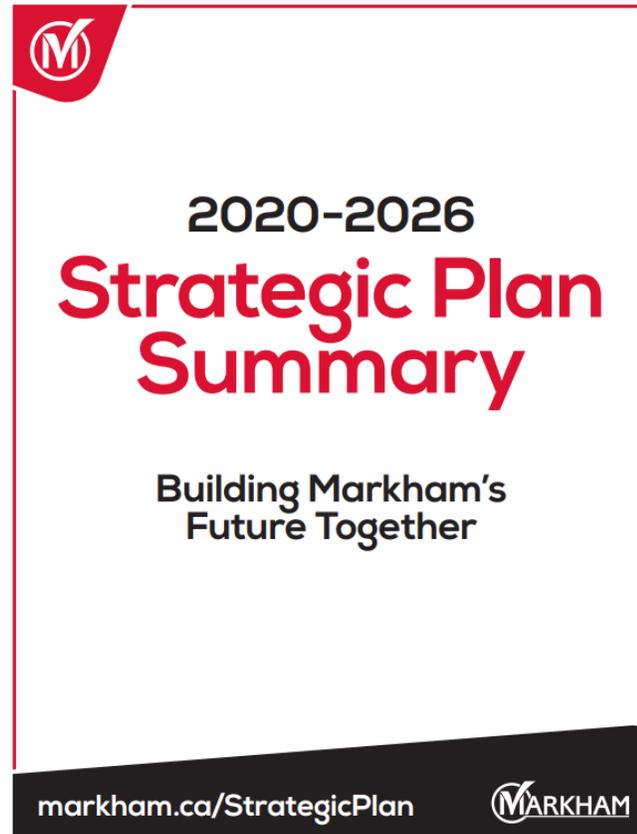
# Consultation

- General Committee (Council & Senior Staff Workshops) held in Fall 2023 on October 4, October 25, November 8.
- Community Information Session held on November 25 at Markham Civic Centre.
- Mayor Remarks from Community Information Session published on City website.
- Launch of online Strategic Plan Community Survey on November 25. Survey closed January 10.
- Preliminary results of community survey presented to General Committee on February 27, 2024.





# Strategic Plan 2020-2026



**Our Mission Statement**  
Working with the community to provide high-quality municipal services that meet, if not exceed, the expectations of residents and businesses.

**Our Vision**  
Markham, the leading Canadian municipality - embracing technological innovation, celebrating diversity, characterized by vibrant and healthy communities - preserving the past and building for the future.

**Our Values**

- Cooperation and teamwork
- Focus on continuous improvement
- Respect for the individual
- Process-driven and prevention-based strategic planning
- Primary focus on the customer
- Responsibility to society
- Leadership through involvement
- Factual approach to decision-making
- People encouraged to make a contribution

**Key Services**

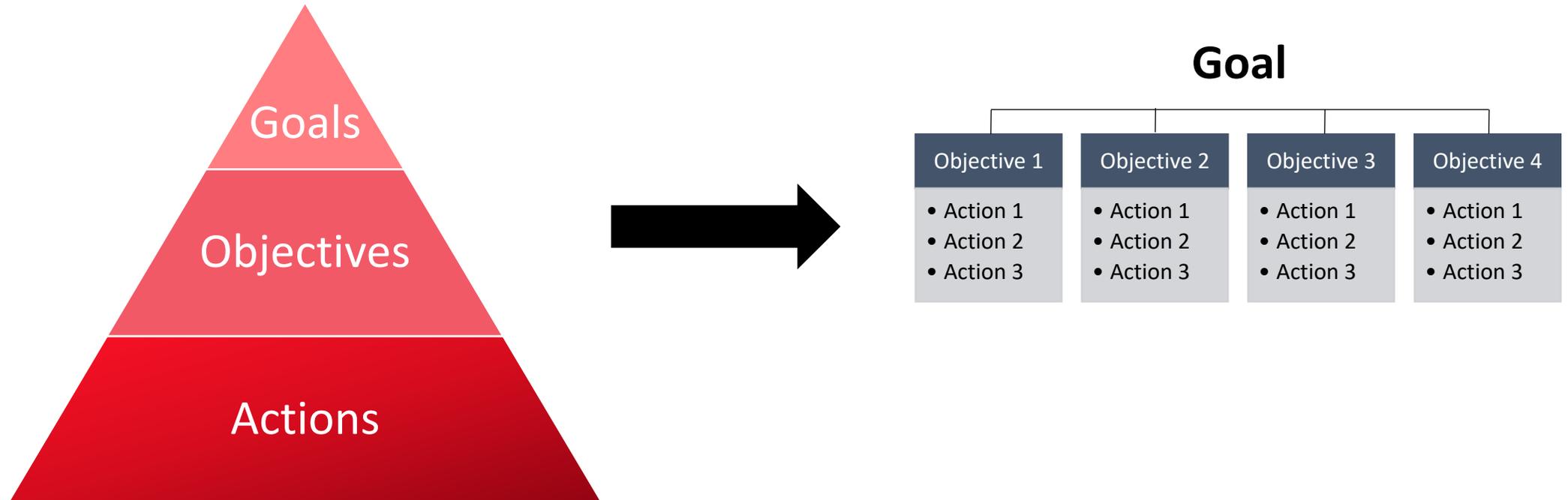
- Animal services
- Building permits and inspections
- Burial permits
- Development applications
- Fire services
- Freedom of Information (FOI) requests
- Local road maintenance
- Marriage licenses (urgent basis)
- Organic, garbage and recycling collection
- Parking enforcement
- Property standards enforcement (urgent basis)
- Property tax
- Waterworks services

Learn more about the different roles of each tier of government at [markham.ca/About](http://markham.ca/About)

markham.ca/StrategicPlan 



# Structure of Strategic Plan





## 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.





# Goal 1

## Exceptional Services by Exceptional People

\*Green text represents revised or new action item

Objectives	Actions
1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups). 2. Leverage technology and <b>non-digital methods</b> for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.
2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1. Implement new technology to enhance business operations. 2. Streamline the development process to support the creation of complete communities and the building of more housing. 3. Advance Digital Markham: <ul style="list-style-type: none"><li>• Pilot test digital city technology.</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><li>• <b>Accelerate City's web portal modernization to create a better user experience.</b></li></ul>
3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Actions included in staff report. No changes



# Goal 2

## Engaged, Diverse, Thriving and Vibrant City

**\*Green text represents revised or new action item**

Objectives	Actions
1. Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	<ol style="list-style-type: none"><li>1. Explore opportunities to support community and neighbourhood initiatives.</li><li>2. Expand community hub concept across the City.</li><li>3. <b>Celebrate and explore Markham's past and diverse communities.</b></li><li>4. <b>Support the growth and sustainability of community events across the city to bring residents and visitors together.</b></li><li>5. Plan for a major civic square with cultural amenities.</li><li>6. <b>Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.</b></li></ol>
2. Support arts, culture, recreation and sport to enrich the fabric of our communities.	<ol style="list-style-type: none"><li>1. Implement Public Arts Master Plan.</li><li>2. Continue to implement the Public Realm strategy across all parts of the City.</li><li>3. Enhance the Volunteer program and opportunities across the City.</li><li>4. <b>Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.</b></li></ol>
3. Build Markham as the best place to live, invest, work, and experience rich diversity.	<ol style="list-style-type: none"><li>1. Strengthen the City's brand strategy with a strong value proposition.</li><li>2. <b>Implement the Economic Development and Culture Strategy.</b></li><li>3. <b>Implement the Destination Markham Tourism Master Plan.</b></li></ol>



# Goal 3

## Safe, Sustainable and Complete Community

\*Green text represents revised or new action item

Objectives	Actions
1. Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	<ol style="list-style-type: none"><li>1. Support implementation of the Yonge North Subway Extension and advocate for improved higher order transit such as BRT along Highway 7, GO Train improvements and 407 Transitway, while also planning for integrated comprehensive transit solutions with improved service levels.</li><li>2. Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit.</li><li>3. Identify and develop a plan to eliminate gaps in transportation network and leverage technology.</li><li>4. Finalize and implement Active Transportation Master Plan and first/last mile solutions.</li><li>5. Prepare a road safety plan and establish an annual program that includes road and trail safety education.</li><li>6. Revise Markham Transportation Master Plan, including:<ul style="list-style-type: none"><li>• Citywide Complete Street Design Guidelines and Strategy.</li><li>• Micro-Mobility Strategy (eBikes, Scooters).</li></ul></li></ol>
2. Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	<ol style="list-style-type: none"><li>1. Prioritize the implementation of the Affordable and Rental Housing Strategy.</li><li>2. Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan.</li><li>3. Continue to advance planning for major transit station areas and plan for infrastructure and development of employment zones (along 400 series highways), in particular for the Markham Innovation Exchange (MiX).</li><li>4. Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries and new communities.</li><li>5. Establish a City-wide parking strategy.</li><li>6. Continue to implement the priority cultural heritage designation program.</li></ol>



# Goal 3

## Safe, Sustainable and Complete Community

**\*Green text represents revised or new action item**

Objectives	Actions
3. Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	<ol style="list-style-type: none"><li>1. Develop a Citywide system to communicate directly to residents during emergency (alert system).</li><li>2. Continue to implement the Flood Control Program.</li><li>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></li></ol>
4. Protect and enhance our natural environment and built form.	<ol style="list-style-type: none"><li>1. Develop a wildlife and biodiversity strategy.</li><li>2. <b>Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives.</b></li><li>3. <b>Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our target of Net Zero Emissions by 2050.</b></li><li>4. Update waste diversion plan (Best-of-the-Best Strategy Phase 2).</li><li>5. <b>Complete</b> the Markham Centre Rouge River trail system.</li><li>6. <b>Develop an urban parks strategy to support the Official Plan's intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.</b></li></ol>



# Goal 4

## Stewardship of Money and Resources

\*Green text represents revised or new action item

Objectives	Actions
1. Align the short- and long-term financial strategy with Strategic Plan and changes in the business environment to ensure the ongoing viability of the City.	<ol style="list-style-type: none"><li><b>Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions.</b></li><li>Revenue Strategy:<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></li></ol>
2. Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	<ol style="list-style-type: none"><li>Continue to implement Asset Management Plan <b>and ensure climate adaptation is integrated while also achieving Net Zero strategies for the City's own assets.</b></li><li>Develop a comprehensive risk management framework.</li><li>Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies.</li></ol>
3. Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	<ol style="list-style-type: none"><li>Establish public reporting aligned to Strategic Plan, including key metrics.</li><li><b>Implement a plan to communicate and make key City policies available and up to date on City website.</b></li></ol>



# Recommendation

1. That the report entitled Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan be received; and,
2. That the revised Building Markham's Future Together 2020 – 2026 Strategic Plan attached as Appendix A, be adopted by the City; and,
3. That Staff report annually on the status of Building Markham's Future Together 2020 - 2026 Strategic Plan; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.



# Strategic Plan

## General Committee

April 16, 2024



# Strategic Plan

Building Markham's Future Together

[Markham.ca/StrategicPlan](https://www.markham.ca/StrategicPlan) | 905.477.7000

