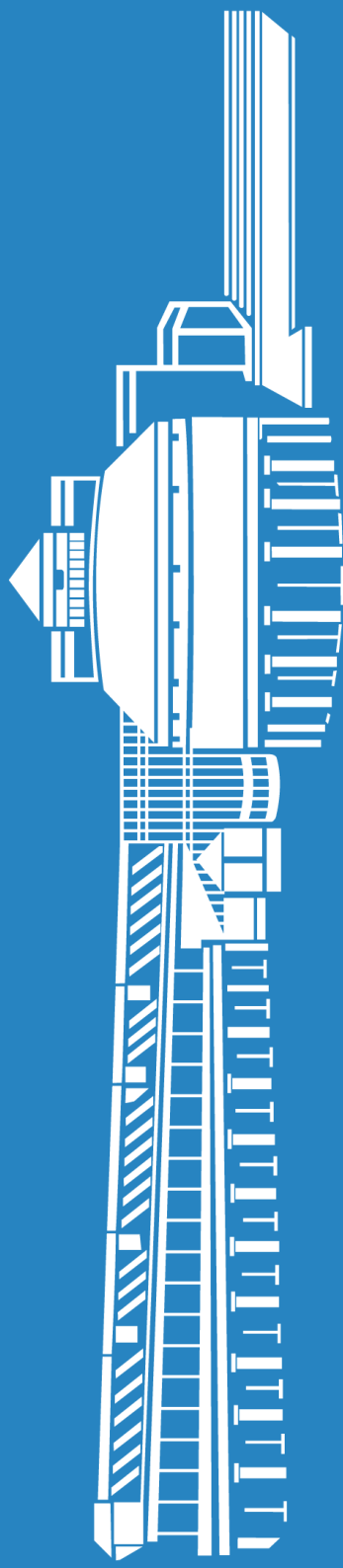




BUILDING MARKHAM'S FUTURE TOGETHER

2015-2019 Strategic Plan



The Planning Process

- Council Training and Education Sessions:
 - February 27, 2015
 - April 20, 2015
 - April 24, 2015
 - May 13, 2015
- June 23, 2015: General Committee Meeting

Strategic Goals: 2015 - 2019

1. Exceptional Services by Exceptional People
2. Engaged, Diverse and Thriving City
3. Safe and Sustainable Community
4. Stewardship of Money and Resources

Exceptional Services by Exceptional People

Goal Statement:

We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.

Exceptional Services by Exceptional People

Objectives:

1. Improving Customer Service
2. Transforming Services Through Technology and Innovation
3. Strengthening Organizational Capacity and Effectiveness

Engaged, Diverse and Thriving City

Goal Statement:

We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community.

We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Engaged, Diverse and Thriving City

Objectives:

1. Increasing Community Engagement
2. Ensuring Markham is Welcoming and Inclusive
3. Promoting Markham as the best place in Canada to Invest
and Locate Knowledge Based Industries

Safe and Sustainable Community

Goal Statement:

We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.

Safe and Sustainable Community

Objectives:

1. Managing our Transportation and Road Network
2. Managing Growth in Markham
3. Ensuring the Reliability of the Corporation's Services
4. Protecting and Respecting our Built and Natural Environment

Stewardship of Money and Resources

Goal Statement:

We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.

Stewardship of Money and Resources

Objectives:

1. Ensuring a Fiscally Prudent and Efficient Municipality
2. Stewardship of the City's Assets
3. Increasing Transparency and Accountability

Community Engagement

- Received input from residents and stakeholders through an online survey (Jul. to Oct. 2015)
- Public Open House and Public Information Meeting on Oct. 5, 2015



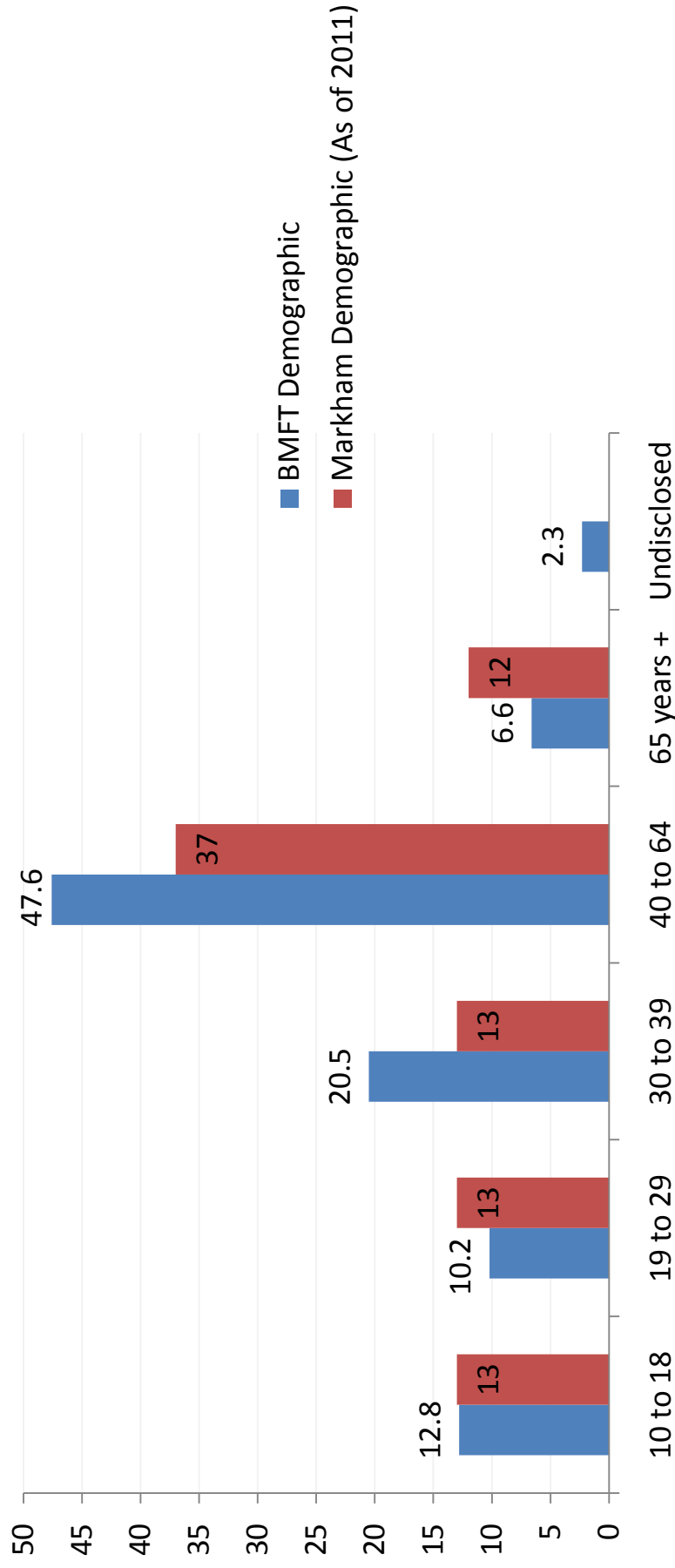
How Many People We Reached

- 2,384 total surveys completed
- 1,965 Markham residents, business owners and individuals employed in the City completed the survey

How We Reached Them

- **66%** face-to-face
(e.g. GlobalFest, RBC Milliken Children's Festival, Markham Fair, etc.)
- **34%** online

Respondent Demographic vs. City-wide Demographics



STRATEGIC OBJECTIVES	RANKING
1. Managing our Transportation and Road Network	1,609 1 st : 573 2 nd : 409 3 rd : 333 4 th : 294
2. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries	1,344 1 st : 323 2 nd : 368 3 rd : 339 4 th : 314
3. Protecting and Respecting Our Built & Natural Environment	1,334 1 st : 299 2 nd : 365 3 rd : 335 4 th : 335
4. Managing Growth in Markham	1,283 1 st : 278 2 nd : 337 3 rd : 335 4 th : 333
5. Ensure and Fiscally Prudent and Efficient Municipality and Increase Transparency and Accountability	942 1 st : 251 2 nd : 185 3 rd : 251 4 th : 255
6. Increasing Community Engagement & Ensuring Markham is Welcoming and Inclusive	696 1 st : 130 2 nd : 153 3 rd : 185 4 th : 228
7. Improving Customer Service and Transforming Services Through Technology and Innovation	624 1 st : 111 2 nd : 146 3 rd : 177 4 th : 190 ¹⁵

Ranking the Action Statements

- Participants were also asked to review each of five action statements related to each of the seven Strategic Priorities (35 statements in all) and indicate on a scale of 1 - 5 stars how strongly they agree or disagree on the importance of the

Actions:

(1-star)= *Not Important at All*

(2-star)= *Not Very Important*

(3-star)= *Important*

(4-star)= *Very Important*

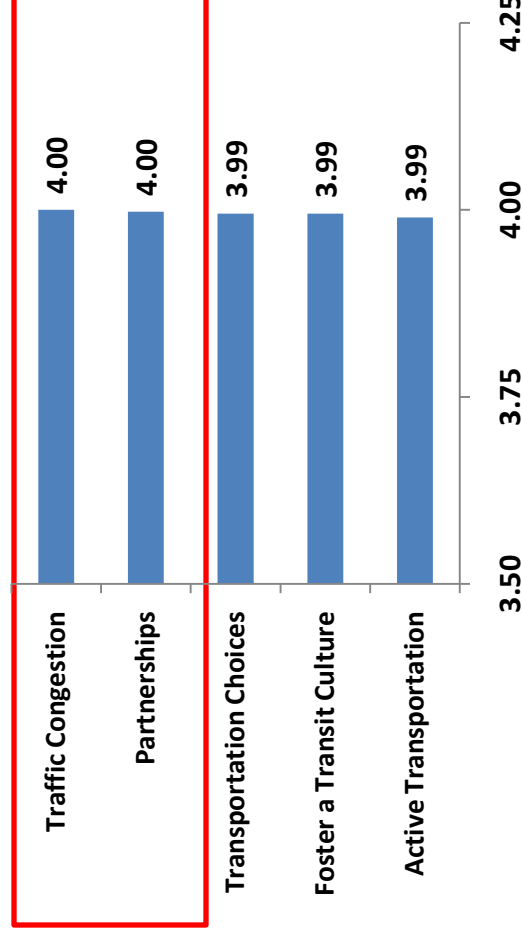
(5-star)= *Extremely Important*



- On average, no Strategic Action has been determined to be not important at all, not important or extremely important.

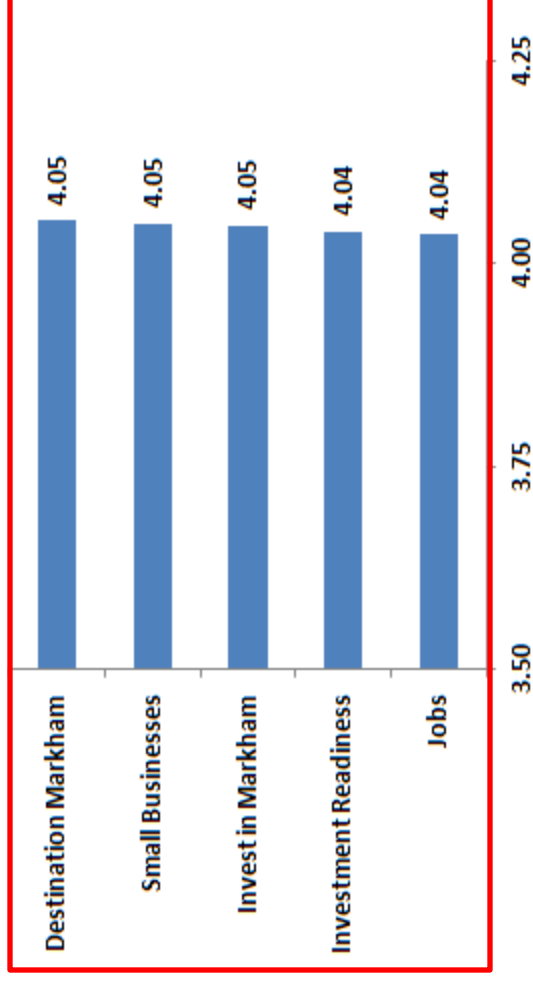
Managing our Transportation and Road Network

- 1,609 respondents identified this priority as one of their top 4



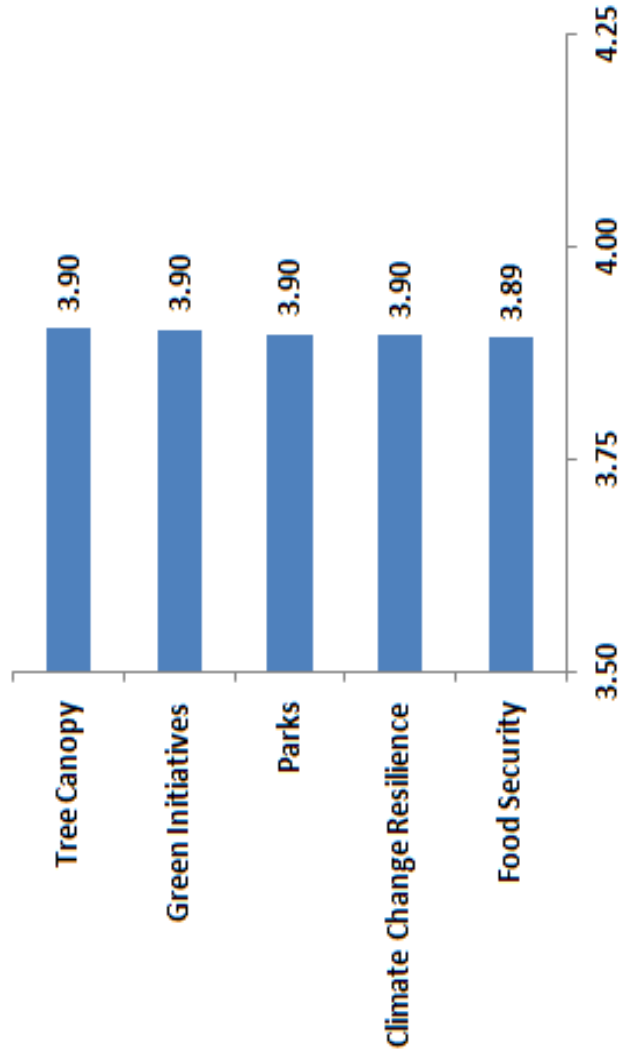
Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries

- 1,344 respondents identified this priority as one of their top 4



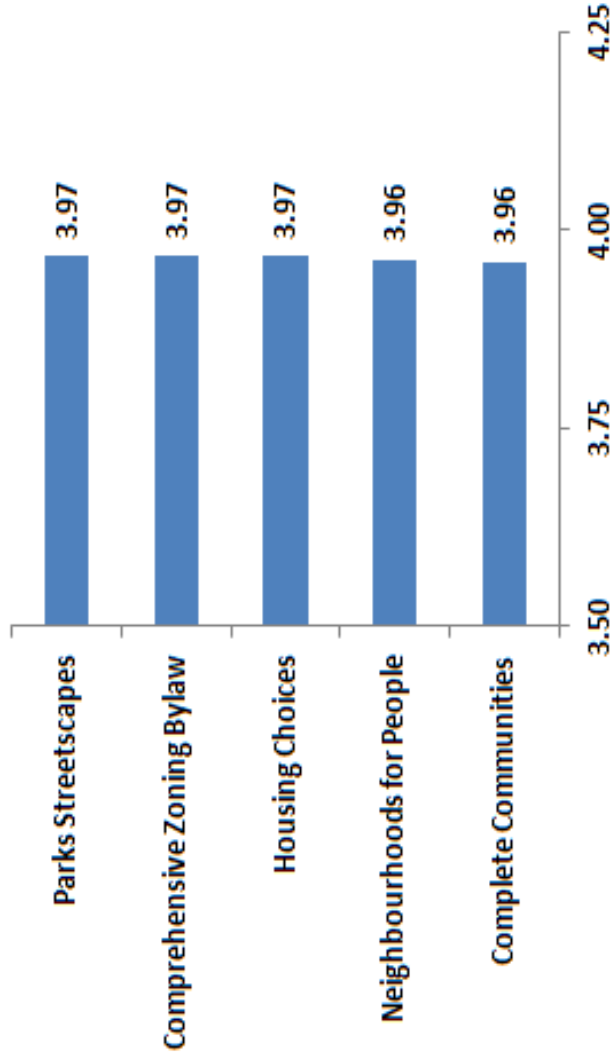
Protecting Our Built & Natural Environment

- 1,334 respondents identified this priority as one of their top 4



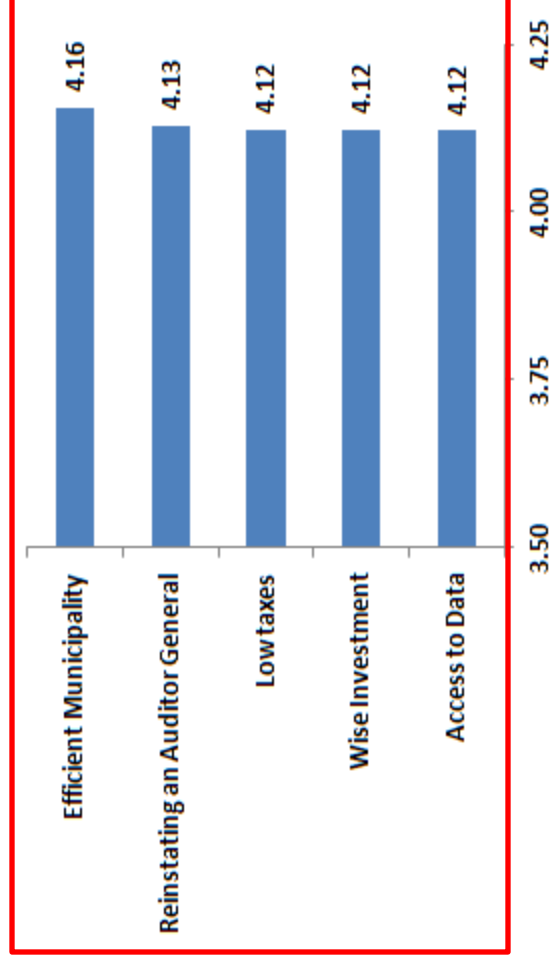
Managing Growth

- 1,283 respondents identified this priority as one of their top 4



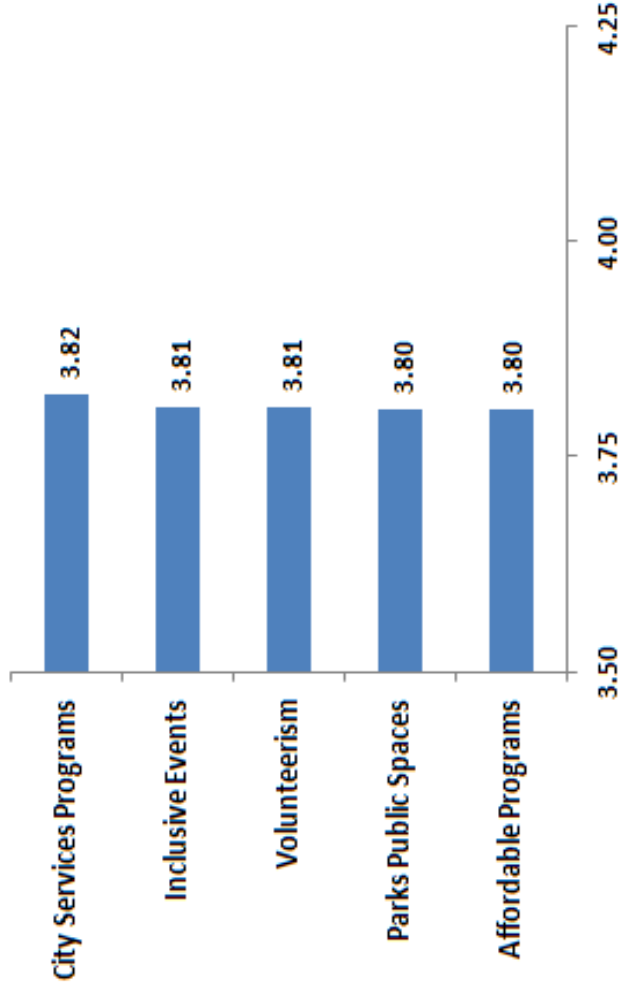
Increasing Transparent & Accountability

- 942 respondents identified this priority as one of their top 4



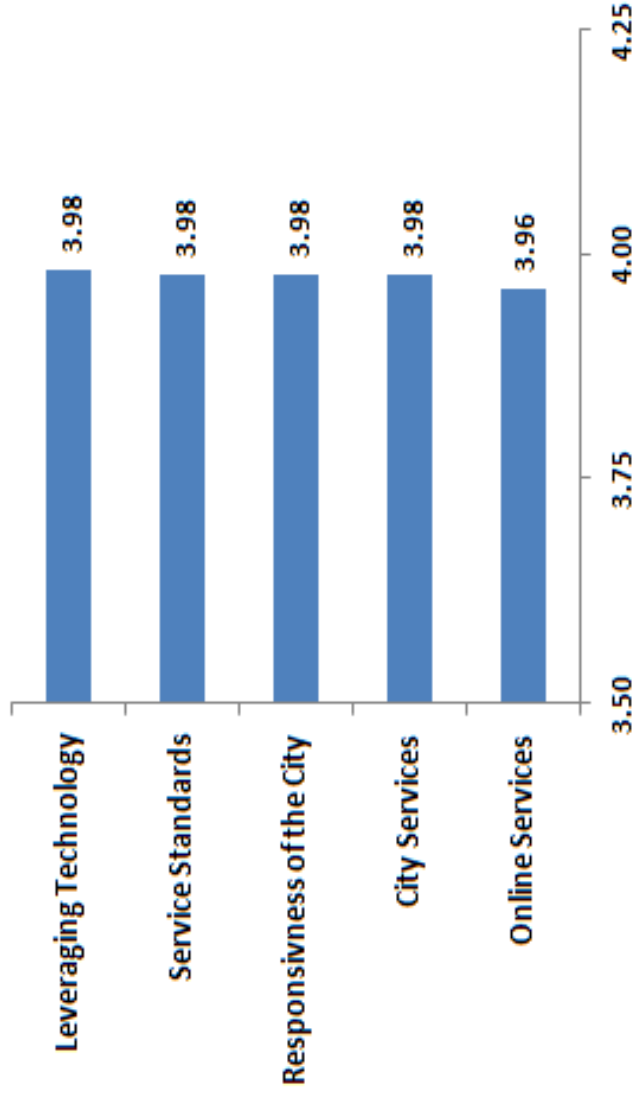
Increasing Community Engagement and Ensuring Markham is Welcoming and Inclusive

- 696 respondents identified this priority as one of their top 4

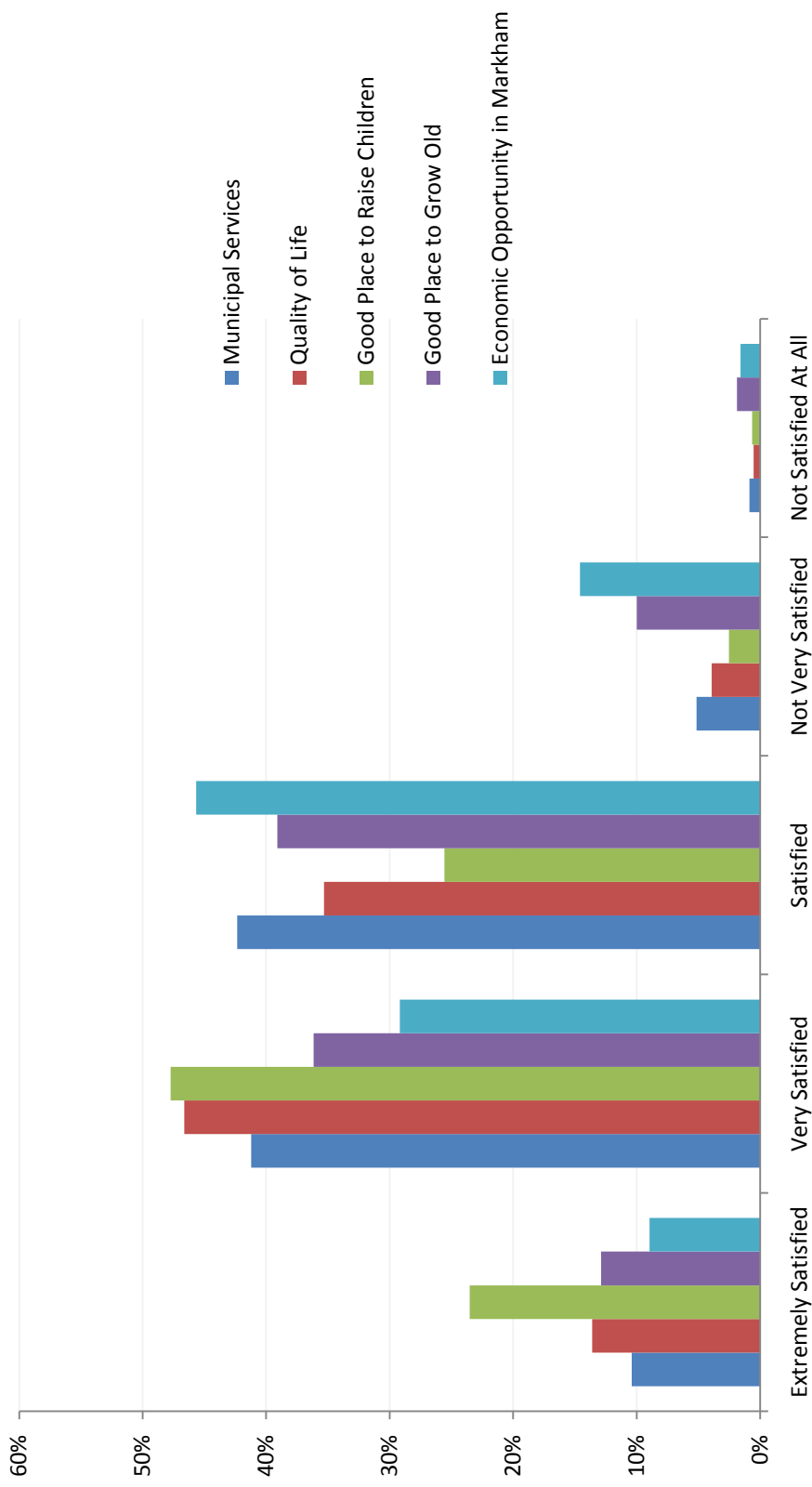


Improving Customer Service and Transforming Services Through Technology and Innovation

- 624 respondents identified this priority as one of their top 4



Satisfaction Survey Results

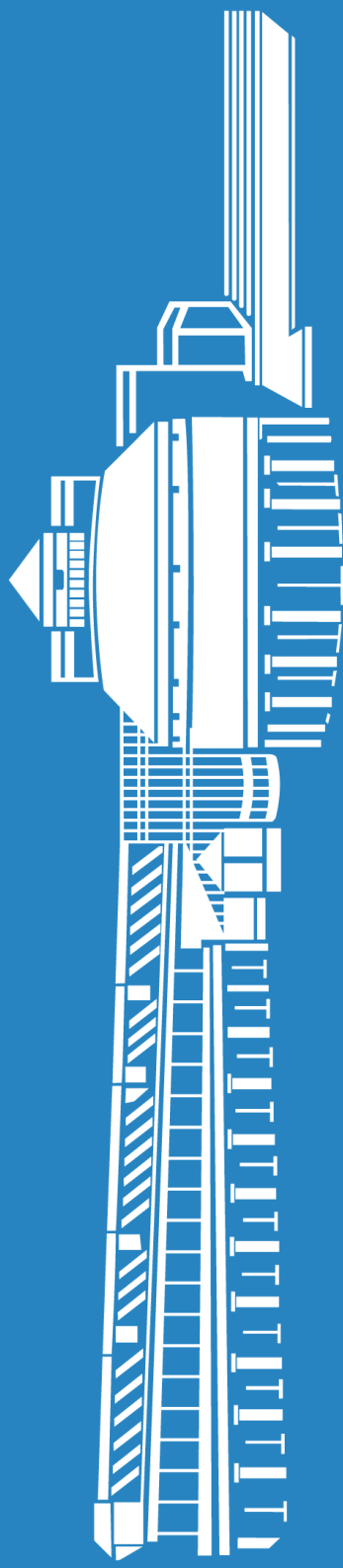


Conclusions and Next Steps

- The survey results confirmed that the Goals, Strategic Objectives and Action Statements identified during the Council and Senior Staff training and education sessions are consistent with what the community feels is important.
- Staff will develop a publication and communication plan to promote the newly approved plan to the public.
- Staff will monitor progress on the Strategic Plan and report back on an annual basis as to progress on actions.

Recommendations

1. That the report entitled *Building Markham's Future Together: 2015 – 2019 Strategic Plan* be received;
2. That *Building Markham's Future Together: 2015 – 2019 Strategic Plan* attached as Appendix A be endorsed;
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution



BUILDING MARKHAM'S FUTURE TOGETHER

2015-2019 Strategic Plan

