



2015-2019 STRATEGIC PLAN

GOAL 1 - 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.*

Strategic Objectives	BMFT Actions	Surveyed Action Statements
1.1. Improving Customer Service	Implement new Customer Experience Strategy: <ul style="list-style-type: none"> Update and communicate Departmental Service Standards Expand Organizational Awareness Training for all Staff Look for technology enhancements to internal/external service 	<ul style="list-style-type: none"> N/A (Internal Objective) N/A (Internal Objective) Online Services <ul style="list-style-type: none"> Further enhance self-service (online) capabilities, including a real -time chat option. Leveraging Technology <ul style="list-style-type: none"> Leverage technology to improve business processes for efficient service delivery.
	<ul style="list-style-type: none"> Develop Recognition Strategies for excellent customer service 	<ul style="list-style-type: none"> N/A (Internal Objective)
	<ul style="list-style-type: none"> Undertake annual customer surveys in all service areas 	Service Standards <ul style="list-style-type: none"> Continue to survey customers to help address any gaps in service standards.

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		<p>Responsiveness of the City</p> <ul style="list-style-type: none"> Respond to customer inquiries in a timely and friendly manner.
<p>1.2. Transforming Services Through Technology and Innovation</p>	<p>Develop and implement Digital Markham technology roadmap:</p> <ul style="list-style-type: none"> Increase and improve online services Advance mobile capabilities Enhance data and technology infrastructure Transform business processes Better leverage social media and collaboration 	<p>City Services</p> <ul style="list-style-type: none"> Have more information available to residents about the services provided by the City. <p>Online Services</p> <ul style="list-style-type: none"> Further enhance self-service (online) capabilities, including a real -time chat option. <p>Online Services</p> <ul style="list-style-type: none"> Further enhance self-service (online) capabilities, including a real -time chat option. N/A (Internal Objective) N/A (Internal Objective) <p>Leveraging Technology</p> <ul style="list-style-type: none"> Leverage technology to improve business processes for efficient service delivery.
<p>1.3. Strengthening Organizational Capacity and Effectiveness</p>	<ul style="list-style-type: none"> Implement a corporate People Plan - to put into place critical people-related actions to support direction of organization Ensure a focused and aligned workforce Attract, develop, engage and retain key talent Build capacity for innovation and change Prepare for changing employee demographics Targeted and strategic workforce planning 	<ul style="list-style-type: none"> N/A (Internal Objective)

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Performance Measures

- Overall Customer Satisfaction Rating (External & Internal)
- Percentage of Services meeting targeted service standards
- Percentage change in the number of services available online
- Percentage change in utilization of online services and social media
- Healthy Work Environment Index from Staff Satisfaction Survey

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GOAL 2 - Engaged, Diverse and Thriving City

Goal Statements: *1) We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community; and 2) We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.*

Strategic Objectives

2.1. Increasing Community Engagement

BMFT Actions

- Develop and implement a Community Activation Framework and tool kit for City departments
- Develop Corporate Volunteer Management Program
- Transition the Markham Pan Am Centre into an international sports hub
- Update the Integrated Leisure Master Plan

Surveyed Action Statements

- N/A (Internal Objective)
- Volunteerism
- Provide easy access and meaningful volunteer opportunities for residents.
- N/A (Internal Objective)
- City Services & Programs
- Provide recreation, culture, and library services and programs for people of all ages, abilities and income levels.
- Parks & Public Spaces
- Design parks and animate our streets and public spaces with public art, street furniture, and appealing and interesting designs.

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<p>2.2. Ensuring Markham is Welcoming and Inclusive</p>	<p>Active advancement of the Diversity Action Plan - Everyone Welcome - with a focus on:</p> <ul style="list-style-type: none"> • Implement an Older Adult Plan to address gaps to participation and review subsidies and affordability • Develop and implement a procurement supplier diversity strategy • Introduce diversity and inclusion training for Council Advisory Committees • Update the Economic Strategy • Support the development of a York University campus in Markham • Stimulate new business formation and commercialization through increased market awareness of the MCC, ventureLAB, and the Markham Small Business Centre • Increase Foreign Direct Investment in Markham 	<p>Inclusive Events</p> <ul style="list-style-type: none"> • Support and organize events that celebrate our diverse community. <p>Affordable Programs</p> <ul style="list-style-type: none"> • Provide subsidies for programs to low-income families to ensure equal access and to develop a strong community. • N/A (Internal Objective) • N/A (Internal Objective)
<p>2.3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries</p>	<p>Investment Readiness</p> <ul style="list-style-type: none"> • Ensure "investment readiness" through site availability, infrastructure and expedited approvals. • N/A (Internal Objective) <p>Jobs</p> <ul style="list-style-type: none"> • Continue to attract and maintain high quality jobs in knowledge-based industries. <p>Small Businesses</p> <ul style="list-style-type: none"> • Promote incentives to encourage small business creation and entrepreneurship. <p>Invest in Markham</p> <ul style="list-style-type: none"> • Seek opportunities for economic investment in Markham, regionally and internationally. 	<p>Investment Readiness</p> <ul style="list-style-type: none"> • Ensure "investment readiness" through site availability, infrastructure and expedited approvals. • N/A (Internal Objective) <p>Jobs</p> <ul style="list-style-type: none"> • Continue to attract and maintain high quality jobs in knowledge-based industries. <p>Small Businesses</p> <ul style="list-style-type: none"> • Promote incentives to encourage small business creation and entrepreneurship. <p>Invest in Markham</p> <ul style="list-style-type: none"> • Seek opportunities for economic investment in Markham, regionally and internationally.

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- Create Destination Markham

Destination Markham

- Support Markham as a destination by promoting its image, brand and attract visitors and businesses.

Performance Measures

- Number of Volunteers involved in City run activities as a percentage of the population
- Participation in City programs per capita
- Assessment Composition (Ratio of Non-Residential vs. Residential)
- % of population with post secondary education
- Jobs per working age person
- Employment growth rate in targeted sectors



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GOAL 3 - 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.*

Strategic Objectives	BMFT Actions	Surveyed Action Statements
3.1. Managing our Transportation and Road Network	<ul style="list-style-type: none"> Implement the Master Transportation Plan and monitor result Implement the Cycling, Pathways and Trails Plan Continue to work with other levels of government to deliver road and transit infrastructure Encourage compact, mixed use development to reduce the amount of travel 	<p>Transportation Choices</p> <ul style="list-style-type: none"> Update and validate Markham's Transportation Master Plan as planning progresses into the Future Urban Area and Intensification Areas. <p>Active Transportation</p> <ul style="list-style-type: none"> Expand the network for walking, cycling, pathways and trails. <p>Partnerships</p> <ul style="list-style-type: none"> Continue to work with other levels of government to ensure delivery of road and transit infrastructure aligns with timing of residential development. <p>Traffic Congestion</p> <ul style="list-style-type: none"> Work with the Region of York to expedite Environmental Assessments for transportation capacity improvements. <p>Foster a Transit Culture</p> <ul style="list-style-type: none"> Design communities that will encourage the use of transit as an alternative mode of transportation.

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<p>3.2. Managing Growth in Markham</p>	<ul style="list-style-type: none"> • Implement the new Official Plan 	<p>Complete Communities</p> <ul style="list-style-type: none"> • Ensure that transit infrastructure, community facilities, employment and shopping opportunities are provided in a timely manner to support development. <p>Neighbourhoods for People</p> <ul style="list-style-type: none"> • Support walkable and bicycle-friendly neighbourhoods. <p>Housing Choices</p> <ul style="list-style-type: none"> • Increase choices by providing a mix of housing types (singles, semi-detached, townhouses, apartments, live work units, rental housing). <p>Parks & Streetscapes</p> <ul style="list-style-type: none"> • Create Great Parks and Streetscapes 	<ul style="list-style-type: none"> • Create parks and streetscapes that ensure the public realm (parks, open spaces and streetscapes) is of high quality and is pedestrian focused. <p>Parks</p> <ul style="list-style-type: none"> • Support urban park options such as small parks, urban squares, the Rouge National Urban Park and more. <p>Comprehensive Zoning By-law</p> <ul style="list-style-type: none"> • Ensure Markham's Zoning By-law reflects land use permissions in the Official Plan and guides high quality development.
<p>3.3. Ensuring the Reliability of the Corporation's Services</p>	<ul style="list-style-type: none"> • Undertake the Comprehensive Zoning By-law Project • Advance the City's emergency preparedness by completing business continuity plans in all Departments • Proactively manage our City infrastructure and have plans in place to reduce risks 	<p>Parks & Streetscapes</p> <ul style="list-style-type: none"> • Create parks and streetscapes that ensure the public realm (parks, open spaces and streetscapes) is of high quality and is pedestrian focused. <p>Parks</p> <ul style="list-style-type: none"> • Support urban park options such as small parks, urban squares, the Rouge National Urban Park and more. <p>Comprehensive Zoning By-law</p> <ul style="list-style-type: none"> • Ensure Markham's Zoning By-law reflects land use permissions in the Official Plan and guides high quality development. 	<ul style="list-style-type: none"> • N/A (Internal Objective) • N/A (Internal Objective)
<p>3.4. Protecting and Respecting Our Built</p>	<ul style="list-style-type: none"> • Implement the Corporate Energy Management Plan 	<p>Complete Communities</p> <ul style="list-style-type: none"> • Ensure that transit infrastructure, community facilities, employment and shopping opportunities are provided in a timely manner to support development. <p>Neighbourhoods for People</p> <ul style="list-style-type: none"> • Support walkable and bicycle-friendly neighbourhoods. <p>Housing Choices</p> <ul style="list-style-type: none"> • Increase choices by providing a mix of housing types (singles, semi-detached, townhouses, apartments, live work units, rental housing). <p>Parks & Streetscapes</p> <ul style="list-style-type: none"> • Create Great Parks and Streetscapes 	<ul style="list-style-type: none"> • N/A (Internal Objective)

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and Natural Environment

- Complete and implement the Municipal Energy Plan

Green Initiatives

- Protect air and water quality, and reduce greenhouse gas emissions from buildings, transportation and more.

Tree Canopy

- Maintain and enhance the City's tree canopy.

- Implement the Flood Control Program

- N/A (Internal Objective)

- Support and leverage Rouge National Urban Park

Parks

- Support urban park options such as small parks, urban squares, the Rouge National Urban Park and more.

- Develop a Climate Change Adaption Strategy

Climate Change Resilience

- Review our design standards and infrastructure to address extreme weather caused by climate change (i.e. storm water management).

Food Security

- Support locally grown food (Markham's Greenprint Plan)

Performance Measures

- Ratio of cycling and pedestrian pathways (km) vs. roads (km)
- Percentage of Medium/ High Density housing vs Total # of houses
- Community waste diversion rate
- Modal split
- Corporate Greenhouse Gas Emissions per capita



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GOAL 4 - 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*

Strategic Objectives	BMFT Actions	Surveyed Action Statements
4.1. Ensuring a Fiscally Prudent and Efficient Municipality	<ul style="list-style-type: none"> Deliver multi-year Operating and Capital Budgets Ensure growth and non-growth related projects are fully funded Refresh E3 Strategy to increase non-tax revenues and maintain or lower operating costs in a growing Markham Ensure services are delivered efficiently 	<p>Low taxes</p> <ul style="list-style-type: none"> Maintain low and /or reasonable tax levels while maintaining services and keeping pace with growth. <p>Efficient municipality</p> <ul style="list-style-type: none"> Continue looking for opportunities to reduce expenses and avoid increased costs. Wise Investment Continue reviewing opportunities to increase non-tax revenue and maintain or lower taxes.
4.2. Stewardship of the City's Assets	<ul style="list-style-type: none"> Identify adequate funding in the Life Cycle Replacement and Capital Reserve Funds based on projected inflows to sustain future rehabilitation and replacement requirements for the next 25 years Develop a Municipal Asset Management Plan in compliance with the Ontario's Building Together Guide 	<ul style="list-style-type: none"> N/A (Internal Objective) N/A (Internal Objective)
4.3. Increasing Transparency and Accountability	<ul style="list-style-type: none"> Retain an Auditor General to execute an Audit Plan for the organization Develop transparency and accountability 	<p>Reinstating an Auditor General</p> <ul style="list-style-type: none"> Conduct independent audits on municipal operations by reinstating an Auditor General to aid accountability. <p>Access to Data</p>

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policy framework(s)

Provide free electronic access to certain City data that can be used without restriction by interested parties.

Performance Measures

- Financial Position Per Capita
- Debt per \$100,000 of Assessment
- Total Property Tax Per Capita
- Reserves as a % of Revenues