

SUMMARY OF ENABLING ENVIRONMENT OBJECTIVES, INDICATORS, INITIATIVES AND ACTIONS

ENABLING ENVIRONMENT DIRECTIONS	PERFORMANCE AND NEXT STEPS
1. Build the Creative City	<p><u>Performance Objective by 2018</u></p> <ul style="list-style-type: none"> • High technology employers in Markham to regard Markham as a “City of Innovation and Creativity”
	<p><u>Key Performance Indicators:</u></p> <ul style="list-style-type: none"> • Sector Growth: employment in targeted industries, number of new businesses registered in the creative industries • Customer/targeted audience perception • Number of creative events/branded events hosted <p><u>Initiatives Underway</u></p> <ul style="list-style-type: none"> • CONCERT (The Consortium on New Media, Culture & Entertainment R&D in the Toronto Region) chaired by York University, this consortium includes AMD, and other Markham high tech companies such as Motorola and Apple Canada. CONCERT is intended to drive innovation within the creative industries by sparking collaborative relationships and infrastructures in the GTA that strengthen and promote innovation in the screen-based industries • Varley Gallery local and external events • Creativity Day (2 years) • Markham’s Small Business and Entrepreneurship office partnered with the Ministry of Small Business and Entrepreneurship to deliver a small business seminar to those involved in cultural industries

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	<ul style="list-style-type: none"> Active partnerships with Arts Council and York University <p><u>Actions to be Taken</u></p> <ul style="list-style-type: none"> Complete an asset mapping exercise to describe the scope of the arts and cultural industries sector Develop an entrepreneurship training and commercialization program for cultural and artistic enterprises Establish a program for linking the existing arts and cultural industries sector to the ICT and interactive media industries
2. Build the Networked City	<p><u>Performance Objective by 2018</u></p> <ul style="list-style-type: none"> Employers in the knowledge-based industries to regard Markham as a “Networked City”
	<p><u>Key Performance Indicators:</u></p> <ul style="list-style-type: none"> Ranking on Intelligent Community Forum (ICF) of cities # of blogs about Markham Custom/affinity networks or intranets for targeted client groups <p><u>Initiatives Underway:</u></p> <ul style="list-style-type: none"> Regional portal Toronto Region Research Alliance (TRRA) interactive/Internet enabled map

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	<p><u>Actions to be Taken:</u></p> <ul style="list-style-type: none"> • Establish a Technology Working Group to guide the Town • Unleash innovation by channelling information about emerging economic opportunities through collaborative IT channels • Utilize social networking tools to enhance economic development promotional efforts • Tie together our affiliated organizations (Yorkbiotech, ISCM, NCMDD, etc.) • Undertake a wifi development program to maximize wireless access and coverage • Become involved in the Intelligent Community Forum (ICF)
3. Build the Sustainable City	<p><u>Performance Objective by 2018</u></p> <ul style="list-style-type: none"> • Markham to be ranked internationally as a “Sustainable City”
	<p><u>Key Performance Indicators:</u></p> <ul style="list-style-type: none"> • Raise awareness of and participation by the business community in green business practices • Green Business awards program • United Nations and/or Non-governmental organization award • Reduced impact by the business community on air and water quality <p><u>Initiatives Underway:</u></p>

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	<ul style="list-style-type: none"> The Town is undertaking a comprehensive community sustainability plan called “Green Print” which will build on the strategic plan, Official Plan, Environmental Management Plan and other initiatives, policies, guidelines and processes underway, to become a comprehensive, integrated framework that guides the Town towards a sustainable future. The Green Print will include: <ul style="list-style-type: none"> policies for protection of air, land, water, vegetation/habitat, wildlife and all living species a comprehensive multi-year, multi-lingual education and communication strategy for staff and the public that involves the community and creates awareness of the Green Print working with all levels of government to endorse and support the sustainability program a comprehensive Climate Action Plan Adopt Green Building Standards and Green Community Standards Develop and implement a community wide zero waste strategy Prepare an enhanced Town Beautification Policy Develop ideas and strategies that encourage maintaining a healthier community including local food production, bike paths and trails and security Establish the Town’s ecological footprint as a baseline and a model for residents to reduce their ecological footprints Develop a funding strategy and modeling tool to support these initiatives Markham Manufacturers’ Sustainability Program – a program that will provide one-stop pollution prevention and energy efficiency technical assistance for small to medium sized manufacturers in

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	<p>the Town of Markham</p> <ul style="list-style-type: none"> • MBT Environment Award/Achievement award • York Region Economic Development strategy focused on Environment • Markham Stouffville Hospital/Cornell Wellness Campaign for a healthy city • Seneca College “Revitalization Institute” <p><u>Actions to be Taken:</u></p> <ul style="list-style-type: none"> • Participate in the Toronto City Summit Alliance’s Green GTA Initiative • Create a business-focused agenda for sustainable development • Introduce information-sharing programs to raise the business community’s participation in efforts related to sustainability • Establish a set of metrics or measurements for the community’s progress on sustainability • Adopt/introduce Toronto Region Conservation Authority (TRCA) Partners in Project Green: Eco-Business Zone initiative • Develop an energy-focused business retention initiative that uses environmentally-sound energy conservation techniques to enhance the viability of local businesses • Work with industry and local environmental organizations to develop a business-focused waste audit program

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4. Build the Global City	<u>Performance Objective by 2018</u> <ul style="list-style-type: none"> New foreign direct investment in Markham to generate >100 jobs annually
	<u>Key Performance Indicators:</u> <ul style="list-style-type: none"> New business development in targeted markets/new investment from target market Leverage growth/expansion of local offices/branches of internationally based corporations <u>Initiatives Underway:</u> <ul style="list-style-type: none"> Markham's Economic Development Department manages a program which focuses on building formal city-to-city relationships for the purpose of facilitating investment and trade and cultural exchange. Our formal relationships include: Cary, North Carolina; Wuhan, China; Zhongguancun Science Park, Beijing; and Laval, Quebec Relationship building with market-based chambers of commerce and business associations and international Consulates (eg. the US Consulate, US Commercial Service, Chinese Consulate, UK Trade and Investment Canada), Richmond Hill Markham Chinese Business Association, the Indian Institute of Technology Alumni Canada, to raise awareness of Markham's strengths and to foster investment attraction Receiving inbound delegations from city partners and/or business focused missions Outreach to Consular officials ISCM's focused international market business to business networking events

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	<p><u>Actions to be Taken:</u></p> <ul style="list-style-type: none"> • Establish a “foreign policy” to direct economic development and trade efforts in the international arena • Strengthen current international partnerships for economic development • Use the multicultural and multilingual character of Markham’s own population to leverage new international partners and targets for economic development activity • Assess the supply chain for Markham’s existing business community • Liaise with partner organizations to build support for Markham’s foreign policy • Create a toolkit for local leaders to use in strengthening international links
5. Build the Infrastructure City	<p><u>Performance Objective by 2018</u></p> <ul style="list-style-type: none"> • High technology industry site locators to rank Markham as one of “Top 3 Cities” for business location in Canada
	<p><u>Key Performance Indicators:</u></p> <ul style="list-style-type: none"> • Increased transit ridership • Decreased commuting times • # of hectares of science park or prestige business park • # of electrical events (outages, brown-outs)

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	<ul style="list-style-type: none"> • Available capacity for water and sewer • Length of time to process a development application • # of kilometres of rapid transit infrastructure <p><u>Initiatives Underway:</u></p> <ul style="list-style-type: none"> • The Town is undertaking an Employment Lands Strategy to ensure Markham remains competitive by providing an adequate and appropriately placed supply of employment lands to meet the needs of current and future employers in all sectors of the economy • Make it Happen Initiative- A review of the development approval processes, related conditions and agreements and building permits was undertaken and recommendations to streamline the planning process are underway • Expansion of water and sewer capacity to be in place by 2011 • Working in partnership with York Region, the City of Toronto and other levels of government and government agencies including Metrolinx, GO Transit and other stakeholders to develop a vision, implementation strategy, funding model and service that establishes an integrated Greater Toronto Area transit system and road network. This should address road network improvements including the 400 series highways and local and regional roads. • Developing rapid transit options including, but not limited to, extension of the Yonge subway to Highway 7; VIVA and/or GO “centre to centre” service; dedicated public transit corridors within Markham; improved GO service levels on the Stouffville, Richmond Hill and Havlock lines and; service along the 407 supported by sufficient local transit service. • Creating transit-oriented policies for development, land use, travel demand management, live/work balance, higher density, infrastructure, education, HOV lanes, parking, cycling, safe streets and environmentally friendly transportation nodes and corridors.

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	<ul style="list-style-type: none"> • Travel Demand Management in collaboration with the business community and Markham Board of Trade • Town's Engineering Department is developing a Transportation Strategic Plan to address current and future transportation demands of residents and businesses <p><u>Actions to be Taken:</u></p> <ul style="list-style-type: none"> • Develop an employment lands strategy focused on future demand • Pursue commitment to funding of expanded mass and rapid transit service • Adopt strategy for establishment of science park • Update the Town's Transportation Strategy to better reflect the needs and concerns of 21st Century employers, workers and investors • Develop an electrical power plan that addresses the future and changing needs of the community • Enhance transportation connections to the Pearson and the future Pickering airports, and promoting Markham as a "gateway" for businesses seeking easy access to international connections • Develop a program for Markham to become an "early adoption zone" for new and environmentally friendly transportation technologies.
6. Build the Healthy City	<p><u>Performance Objective by 2018</u></p> <p>Data will identify increased health levels in Markham- for example, indicators to include increases in activity levels as well as decreases in obesity in Markham (Canadian Fitness and Lifestyle Research</p>

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	<p>Institute, Health Canada, Ontario Ministry of Health Promotion, Stats Canada)</p> <p><u>Key Performance Indicators:</u></p> <ul style="list-style-type: none"> • Annual increase in participation by recreation program providers • Annual increase in participation by members of the Markham community • Annual increase in access to traditional and alternative health care programs in the community • Annual increase in # of doctors • Long-term increased participation rates in recreational activities and decrease negative health stats • Long-term increase in number of agricultural niche businesses • Long-term enhancement of the aesthetic quality of the town (including the urban design, public art, and greenspace elements in major nodes and meeting places across the Town) <p><u>Initiatives Underway:</u></p> <ul style="list-style-type: none"> • Canadian Sports Institute Ontario, a proposal to establish a major multi-sport training and competition facility in the Town of Markham • Town has leadership role in Rouge Park Alliance

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	<p><u>Actions to be Taken:</u></p> <ul style="list-style-type: none"> Engage the traditional and alternative health sector in programs to support and grow the sector from a business recruitment and retention perspective, while supporting efforts to better link established medical sector interests with these emerging opportunities Launch a coordinated community initiative to attract more doctors to Markham Envision the newly protected green space around the community as a significant opportunity for increased recreational options, positioning Markham as the Gateway to the Rouge Park and Oak Ridges Moraine Establish a working group to explore ways in which the healthy city concept may be proactively introduced into urban design discussions within the community Develop and implement a plan to strengthen and promote local agricultural links to Markham, with a focus on creating niche businesses opportunities that enhance urban-rural connections and urban agriculture Work with the local food service sector to increase local sourcing, improve environmental performance and strengthen Markham's business opportunities in an industry that is undergoing a healthy revolution
6. Build the Branded City	<p><u>Performance Objective by 2018</u></p> <ul style="list-style-type: none"> Markham to be regarded as one of North America's "Top 10 Cities for Business"
	<p><u>Key Performance Indicators:</u></p>

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	<ul style="list-style-type: none"> Increased awareness of Markham's competitive strengths by the local business community in order to deliver a consistent and compelling promotional message about Markham's attributes internationally Increased level of awareness and credibility of Markham brand <p><u>Initiatives Underway:</u></p> <ul style="list-style-type: none"> Markham recently launched its new marketing DVD during a Mayor-led business mission to China. The DVD was a collaborative effort featuring senior business people from prominent Markham-based corporations who shared their experiences on doing business in Markham Event-specific and sponsorship ads Branding events through sponsorship Environics survey of residents <p><u>Actions to be Taken:</u></p> <ul style="list-style-type: none"> Review strategic positioning and adopt appropriate slogan and engage in an aggressive marketing campaign to brand and build the city Identify key talent targets, and engage in intensive marketing to those targets Establish strategic marketing partnerships with Markham-based companies Establish an enhanced Markham Ambassadors program in which qualified, identified community members play leading roles in economic development marketing initiatives

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7. Build the Talented City	<p><u>Performance Objective by 2018</u></p> <ul style="list-style-type: none"> Employers in the knowledge-based industries to regard Markham's labour force as one of "Top 3 Reasons" to choose to locate in Markham

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	<p><u>Key Performance Indicators:</u></p> <ul style="list-style-type: none"> • Educational attainment, enrolment in mentorship, internship programs • # and percentage of post-secondary education • Availability of college and university programs within the Town • # of patents held by local companies • # of international students • Employment rates among youth, immigrants • Provincial rating of Markham schools <p><u>Initiatives Underway:</u></p> <ul style="list-style-type: none"> • Mayor's Youth Task Force- 2008 Annual Youth Conference focused on Science in Innovation • A number of affordable housing policies/reviews are underway to diversify the range of housing stock offered • Mentoring and integrating new immigrants into labour pool in partnership with such agencies as TRIEC • Sponsorship of high school science competitions (robotics competition) <p><u>Actions to be Taken:</u></p>

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	<ul style="list-style-type: none"> • Develop a wide-reaching and proactive K-12 outreach program to help local children and youth better understand and prepare for emerging economic trends and opportunities • Work with local post-secondary institutions to identify specific opportunities for building and growing the talent pool (including seminars, career days, a course in entrepreneurship, videos of successful new entrepreneurs) • Undertake a detailed study of the knowledge workforce in Markham, with an eye to understanding the workings of the community's Talent Model and to evaluate and substantiate foreign credentials and equivalencies • Develop a strategy for improving the range of housing stock in order to address a more diverse cross-section of needs • Develop a "Markham's First" campaign that identifies and promotes success stories in local innovation and achievement • Develop a plan for social infrastructure development, and a series of marketing tools for disseminating information about Markham's social activities • Establish an HR roundtable