

STRATEGIC PLAN STATUS UPDATE

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

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 & Ongoing
	1.1.2 Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders	/	/	/	/	/	/	/	Embedded & Ongoing
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.	/	/	/	/	/	/	/	Substantially Completed
	1.2.2. Streamline the development process to support the	/	/	/	/	/	/	/	Initiated

	development of complete communities								
	<p>1.2.3. Advance Digital Markham</p> <ul style="list-style-type: none"> • Pilot test digital city technology. • Expand digital access and literacy programs. • Continue to embrace innovation and relevant technologies in delivery of service. • Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies. • Accelerate City’s web portal modernization to create a better user experience. 	/	/	/	/	/	/	/	Substantially Completed

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 Explore opportunities to support community and neighbourhood initiatives.	/	/	/	/	/	/	/	In Progress
	2.1.2. Expand community hub concept (currently at Aaniin CC) across the City.		/	/	/	/	/	/	Substantially Completed
	2.1.3 “Celebrate and explore Markham’s past and diverse communities.		/	/	/	/	/	/	In Progress
	2.1.4 Support the growth and sustainability of community events across the city to bring residents and visitors together.	/	/	/	/	/	/	/	In Progress
	2.1.5 Plan for a major civic square with cultural amenities	/	/	/	/	/	/	/	Initiated
	2.1.6 Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.	/	/	/	/	/	/	/	Embedded & Ongoing

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2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities	2.2.1 Implement Public Arts Master Plan	/	/	/	/	/	/	/	In Progress
	2.2.2 Continue to implement the Public Realm strategy across all parts of the City	/	/	/	/	/	/	/	In Progress
	2.2.3 Enhance the Volunteer program and opportunities across the City	/	/	/	/	/	/	/	Initiated
	2.2.4 Implement the Diversity & Inclusion action plan	/	/	/	/	/	/	/	Initiated
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.			/	/	/			Completed & Ongoing
	2.3.2 Implement the Economic Development and Culture Strategy.		/	/	/				In Progress
	2.3.3 Implement the Destination Markham Tourism Master Plan.		/	/	/				Initiated

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Objectives	Actions	20	21	22	23	24	25	26	Comp Status
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector	3.1.1 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.	/	/	/	/	/	/	/	In Progress
	3.1.2 Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit.	/	/	/	/	/			In Progress
	3.1.3 Identify and develop a plan to eliminate gaps in transportation network and leverage technology.		/	/	/	/			Initiated
	3.1.4 Finalize and implement Active Transportation Master Plan and first/last mile solutions.	/	/	/	/	/			In Progress
	3.1.5 Prepare a road safety plan and establish an annual program that includes road and trail safety education.	/	/	/	/	/			In Progress

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	3.1.3 Revise Markham Transportation Master Plan including: <ul style="list-style-type: none"> Citywide Complete Street Design Guidelines and Strategy. Micro-Mobility Strategy.	/	/	/	/	/			In Progress
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities	3.2.1 Prioritize the implementation of the Affordable and Rental Housing Strategy.	/	/	/	/	/			In Progress
	3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan.	/	/	/	/	/			In Progress
	3.2.3 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).			/	/	/			Initiated
	3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's Parks, Recreation, Culture and Libraries, and new communities.	/	/	/	/	/			Ongoing
	3.2.5 Establish a City-wide parking strategy.		/	/	/	/			Substantially Completed
	3.2.6 Continue to implement the priority cultural heritage designation program.				/	/			Substantially Completed

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3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety	3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system).	/	/	/	/	/			Initiated
	3.3.2 Continue to implement the Flood Control Program	/	/	/	/	/	/	/	Substantially Completed, In Progress & On Track
	3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> • Emergency preparedness • Proactive infrastructure protection 	/	/	/	/	/	/	/	Ongoing
3.4 Protect and enhance our natural environment and built form	3.4.1 Develop a wildlife and biodiversity strategy		/	/	/	/			In Progress
	3.4.2 Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives.	/	/	/	/	/			In Progress
	3.4.3 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.	/	/	/	/	/			Substantially Completed
	3.4.4 Update waste diversion plan (Best-of-the Best Strategy Phase 2)	/	/	/	/				Completed
	3.4.5 Create the Markham Centre Rouge River trail system	/	/	/	/	/			Plan Completed and Construction On Track – In Progress

	<p>3.4.6 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.</p>	/	/	/	/	/			Substantially Completed
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GOAL 4 – Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service deliver*

Objectives	Actions	20	21	22	23	24	25	26	Comp Status
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City	4.1.1 Funding strategy <ul style="list-style-type: none"> Support the development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions. 	/	/	/	/	/	/	/	In Progress & Ongoing
	4.1.2 Revenue strategy: <ul style="list-style-type: none"> Advocate to other levels of government for enhanced revenue tools Consider alternate sources of revenue. 	/	/	/	/	/	/	/	In Progress & Ongoing
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment	4.2.1 Continue to implement Asset Management Plan and ensure climate adaption is integrated while also achieving Net Zero strategies for the City's own assets.		/	/	/	/	/	/	In Progress
	4.2.2 Develop a comprehensive risk management framework.	/	/	/	/	/	/		In Progress
	4.2.3 Leverage "Smart City" technologies to enhance and	/	/	/	/	/	/	/	In Progress

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	extend infrastructure lifecycle and improve efficiencies								
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources	4.3.1 Establish public reporting aligned to BMFT, including key metrics	/	/	/	/	/	/	/	Embedded & Ongoing
	4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.	/	/	/	/	/	/	/	Initiated