

## APPENDIX A

# BUILDING MARKHAM'S FUTURE TOGETHER (BMFT)

SUMMARY OF PLANNING PROCESS AND OUTPUTS

**September 16, 2019**

# 1.0 OVERVIEW

# INTRODUCTION

Throughout March – September 2019, the Markham City Council and senior City staff met in a series of special training and education sessions to develop the next iteration of the BMFT strategic plan (2020 – 2023).

The Strategy Planning Committee (SPC) reviewed the draft updated BMFT strategic plan, and undertook the following actions:

- SPC requested that City Staff review the materials; bring forward any additional BMFT or master plan initiatives that will continue into the new BMFT planning period; and consolidate the outputs from the Council meetings and Staff input into a summary document for Strategy Planning Committee review.
- SPC met on July 11, 2019 to review the consolidated document and make refinement recommendations for discussion with the full Council

The full Council met on July 22, 2019 to advance the BMFT plan, with specific emphasis on aligning on Goals and Goal statements, strategic objectives, and key initiatives.

This document summarizes the outputs from that session and is organized into the following sections.

- 1. Overview**
- 2. Business Environment Assessment. Outputs from Session 2, validated at Session 3.**
- 3. Strategic Framework. Outputs from Session 3.**
- 4. Detailed Goal Descriptions**
- 5. Next Steps**

# 1.0 STRATEGY PROCESS / FRAMEWORK

The Strategy Planning Committee has established a strategy process that requires Council participation in the following:

- **Survey** (March 22 – April 5) to provide feedback into key elements of strategy
- **Strategy Session 1 - SPEAKERS** (April 16) brings external experts in to help discuss aspects of the business environment
- **Strategy Session 2 – BUSINESS ENVIRONMENT ASSESSMENT & STRATEGIC POSITIONING** (Apr 24) is designed to ensure Council aligns on most critical strategic issues and opportunities; and begins to set strategic direction for the next 4 years
- **Strategy Session 3 – GOALS, OBJECTIVES & ACTION PLANS** (May 15) finalizes strategic direction and identifies high level goals and metrics; objectives; and immediate next steps to sustain momentum



# 1.0 STRATEGY PROCESS / FRAMEWORK

The Strategy Planning Committee has established a strategy process that requires Council participation in the following:

- **Strategy Session 4 - GOALS, OBJECTIVES & ACTION PLANS** (July 22) finalizes the high level goals; identify objectives and key actions
- **Strategy Session 5 – GOALS, OBJECTIVES & ACTION PLANS** (Sept 6) finalizes the high level goals; objectives and key actions and endorse the Community Engagement Program

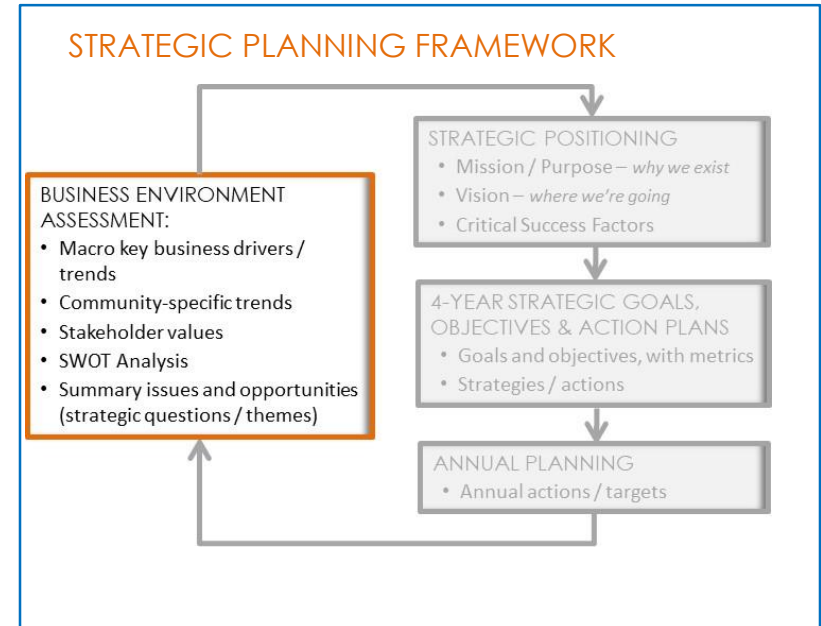


## 2.0 BUSINESS ENVIRONMENT ASSESSMENT

Key Business Drivers

SWOT Analysis

Strategic Issues / Opportunities



# KEY BUSINESS DRIVERS:

Key business drivers are the factors that have potential to shape Markham's business environment over the next several years:



## POLITICAL / REGULATORY

- **Regional governance / municipal amalgamation**
- **Provincial government focus on driving municipal accountability / efficiencies**
- **Populist politics** may redefine "good public policy"
- **Federal election**
- **Legislative and regulatory changes** (e.g. Development Charges Act, Planning Act, Building Code, etc. ); addressing new technology (e.g. Uber)
- **Immigration policy**



## IMPLICATIONS

- Regional review could trigger early municipal election; creating tremendous uncertainty. May be opportunity to influence somewhat, but seen as potential risk
- Amalgamation will mean restructuring and governance changes; will consume significant focus / require significant change management
- Potentially reduced budget and size of municipal government (elected and administrative); potential implication for strategic agenda /financial support for existing programs and grants
- Regulatory changes can affect policy and spend decisions; need to adapt to new technology
- Immigration has longer term implications for services; structure
- Federal election could result in changes to policy priorities and current funding

## KEY BUSINESS DRIVERS:



### ECONOMIC

- **Potential slow down / recession**
- **Global economic factors** – trade, GDP growth
- **Consumer indebtedness + housing price increases in past years** creates housing affordability issues
- **Business environment policies**
- **Hidden poverty** perceived to be on the rise



### IMPLICATIONS

- Economic slow down affects tax revenue, consumer spend, business investment
- Canadian economy affected by global factors
- Lack of affordable housing potentially affects ability to attract and retain talent; but also is a societal challenge. Implications to consider how to develop range of housing solutions, with considerations for lower income and youth constituents (linked to transit discussions)
- Business environment attractiveness (e.g. tax, infrastructure, incentives, regulations – tied to political / regulatory factors) has significant implications for business growth and employment factors



## KEY BUSINESS DRIVERS:



### SOCIAL / DEMOGRAPHIC

- **Changing nature of Markham demographics (aging population + youth engagement + immigration)**
- **Integration of transportation planning and urban planning (live / work / play)**
- **Community design and need for multi-generational housing**
- **Neighbourhood safety**
- **Consumers have increasingly high expectations**



### IMPLICATIONS

- Need to ensure services and solutions reflect the changing nature of the community; help address the potential isolation of seniors / immigrants. E.g. change in how space / facilities are used; and change in programming required to meet evolving demographic needs; support for refugees
- Need to consider innovative housing design and planning for flexible housing requirements
- Opportunities for affordable / flexible transit options
- Changing demographics will require different service models; availability of affordable / rental housing
- Importance of community building / inclusion is growing
- Higher / different service standards

## KEY BUSINESS DRIVERS:



### TECHNOLOGY

- **Pace of change; new technology and disruptive new business models**
- **Pressure to become a Smart City; data and Internet of Things (IET)**
- **Cyber security**
- **Social media impact**



### IMPLICATIONS

- More tech savvy consumers will have higher expectations of technology-enabled services
- New business models require agile response; but we are not funded / not structured for a technology transformation.
- Data creates incredible opportunity, but also privacy / cyber security concerns; potential policy implications
- Investment in Smart City and technology upgrades to stay current are expensive and complex; pace of change will outstrip City's ability to keep up and will require prioritization
- Social media as viral communication mechanism (both potential positive and negative implications)

## KEY BUSINESS DRIVERS:



### ENVIRONMENTAL

- **Climate change and implications for policy / programs**
- **Waste management**
- **Densification / growth and impact on green spaces**
- **Provincial regulatory and grant changes**



### IMPLICATIONS

- Climate change and related issues have significant implications for asset management and emergency preparedness; social response to engaged citizens; future policy and investment implications
- We have a strong brand that ties to sustainability; opportunity to leverage it
- Status of incentives, policy, legislation uncertain, creating potential challenges to achieve net zero by 2050
- Ongoing challenges to balance rapid growth and environmental impact

## SWOT ANALYSIS:

The Council and senior City staff identified the strengths, weaknesses, opportunities and threats to consider when establishing strategy:

### STRENGTHS

- Staff and corporate culture – innovative, collaborative, caring, knowledgeable
- Fiscal responsibility – well managed, prosperous, low tax rate
- Cultural diversity
- Community facilities & services/programs
- Customer service – very responsive; both proactive and reactive
- Brand / reputation - large municipality, leadership role, strong brand
- Environmental / conservation efforts – strong reputation and track record

### WEAKNESSES / AREAS FOR IMPROVEMENT

- Infrastructure challenges: traffic (gridlock, congestion), transit, affordable housing
- Lack of clarity / alignment on how to align resources with changing demographics
- Communication with public (e.g. tactical communications such as website; anticipating consumer / public needs); no direct channel; communicate primarily in English to a diverse community
- Planning and measurement – opportunity to review planning cycle, how we measure and monitor performance; also need to strengthen long range planning to manage growth
- Finding balance and pace between new technology and budget / resource constraints

# SWOT ANALYSIS cont'd:

## OPPORTUNITIES

- Development – densification; best practices; open land; downtown; York University; create transit-integrated communities; launch a new employment district
- Technology – enhance service delivery and communication; leverage big data and internet of things to enhance insights and service
- Regional review – opportunity to lead amalgamation, realize efficiencies and cost savings
- Diversity – foreign investment; destination for international citizens
- Citizens – growing population; highly educated/financially strong; public engagement; how can we engage better with the community? Become the city of choice?
- Transportation – transportation hub; build transit around destinations; subway & more connected network
- Housing - affordability; diversification
- Privatization and partnerships

## THREATS

- Lack of revenue tools; increasing demands with limited tax income; pressure to maintain tax affordability; outdated model (and we now pay for more services that were not originally in the municipality's purview)
- Regional review; amalgamation
- Competition – for qualified staff (attracting/retaining) and business development
- Economy – concerns about rising interest rates, slowing economy; international unrest impacts
- Provincial / federal government – changes in their budgets and/or policies; continued downloading from province to the municipality
- Affordable housing impacting business / resident attraction
- Maintaining status quo – potential change resistance
- Technology and other disruption – service levels not keeping pace with changes in technology, rapid growth, economic instability
- Climate change and impact on our assets (short and longer term)

# SUMMARY STRATEGIC ISSUES & OPPORTUNITIES:

As a result of the detailed business environment assessment, there were 9 summary themes that were identified to be addressed through in the strategic plan. The notes in the right hand column summarize key discussion points associated with the theme:

<p>1. TRAFFIC AND TRANSPORTATION</p>	<ul style="list-style-type: none"> <li>• Traffic and transportation are inextricably linked; and effective transportation systems are an enabler to business community and vibrancy. Gridlock and lack of interconnected transportation systems are significant constituent concerns</li> <li>• Decisions about traffic and transportation are linked to broader discussions of infrastructure, development and densification of neighbourhoods</li> </ul>
<p>2. STRONG COMMUNITIES</p>	<ul style="list-style-type: none"> <li>• Key role of Council is to engage in “whole city” planning based on understanding of current constituent needs; future trends and community collaboration</li> <li>• How might we ensure vibrant neighbourhoods; live / work / play communities that are connected, appropriate to demographics?</li> </ul>
<p>3. RANGE OF DIVERSE HOUSING</p>	<ul style="list-style-type: none"> <li>• There are a number of underlying issues (e.g. income divide; generational preferences , immigration) that require a range of diverse housing solutions: e.g. affordable housing; multi-generational housing; seniors’ residences; rental.</li> </ul>
<p>4. BUSINESS COMMUNITY ATTRACTIVENESS / SUPPORT</p>	<ul style="list-style-type: none"> <li>• Ongoing strategic focus: how might we continue to advance or influence policies and other factors that are “good for business”: tax, amenities, transportation, access to strong employee base</li> </ul>
<p>5. MANAGING THE IMPACT OF CLIMATE CHANGE</p>	<ul style="list-style-type: none"> <li>• Climate change will have both short and long term requirements that have cost and asset impact (including mitigation and cost savings).</li> <li>• How do we prioritize initiatives and efforts? Drive more self-sufficiency /resiliency in our constituent base? Does Markham need its own “Green New Deal”?</li> </ul>

## SUMMARY STRATEGIC ISSUES & OPPORTUNITIES cont'd:

<p>6. <b>FUNDING FORMAT / ABILITY TO KEEP PACE WITH CHANGING BUSINESS ENVIRONMENT</b></p>	<ul style="list-style-type: none"> <li>• Downloading of costs to municipalities combined with limited revenue tools creates constraints for our ability to invest in key initiatives to modernize our offering (e.g. data, technology transformation, revitalization of assets to adapt to changing demographic needs); requires creative and prioritized approach</li> </ul>
<p>7. <b>PUBLIC ENGAGEMENT / COMMUNICATIONS</b></p>	<ul style="list-style-type: none"> <li>• How can we continue to find ways to increase transparency, engage constituents, build effective 2-way communications?</li> <li>• How might we ensure we are relevant to a diverse constituency base?</li> </ul>
<p>8. <b>BUILDING A BOLD CULTURE / CAPABILITY TO DELIVER ON OUR PLAN</b></p>	<ul style="list-style-type: none"> <li>• Increased focus on strategy and planning, following through on commitments, engaging appropriately but being decisive; and measuring progress on our commitments</li> <li>• How might we ensure we have the culture &amp; capability to deliver on the strategic plan? How might we be able to attract and retain the right talent?</li> </ul>
<p>9. <b>"DESTINATION MARKHAM": ARTS &amp; CULTURE, SPORTS &amp; RECREATION</b></p>	<ul style="list-style-type: none"> <li>• Markham has a strong brand and reputation. How might we continue to advance our reputation as a destination that has vibrant arts &amp; culture life, and exciting and engaging sports &amp; recreation amenities and programs?</li> </ul>

# MAPPING STRATEGIC THEMES TO CURRENT BMFT GOALS:

In Markham's 2015 – 2019 BMFT Strategic Plan, there are 4 strategic goals. The Council and senior City staff cross referenced the 9 strategic issue / opportunity themes to the goals, and felt confident that each theme could be addressed in the current strategic goal framework:

BMFT STRATEGIC GOAL	LINKS TO STRATEGIC THEME NUMBER	STRATEGIC ISSUE / OPPORTUNITY THEME
1. EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE	8	1. TRAFFIC AND TRANSPORTATION 2. STRONG COMMUNITIES 3. RANGE OF DIVERSE HOUSING 4. BUSINESS COMMUNITY ATTRACTIVENESS / SUPPORT 5. MANAGING THE IMPACT OF CLIMATE CHANGE 6. FUNDING FORMAT / ABILITY TO KEEP PACE WITH CHANGING BUSINESS ENVIRONMENT 7. PUBLIC ENGAGEMENT / COMMUNICATIONS 8. BUILDING A BOLD CULTURE / CAPABILITY TO DELIVER ON OUR PLAN 9. "DESTINATION MARKHAM": ARTS & CULTURE, SPORTS & RECREATION
2. ENGAGED, DIVERSE, THRIVING & VIBRANT CITY	2, 4, 7, 9	
3. SAFE, SUSTAINABLE AND COMPLETE COMMUNITY	1, 2, 3, 5	
4. STEWARDSHIP OF MONEY & RESOURCES	6	

Further work was done to refine and update the goal statements and associated initiatives



# 3.0 BMFT STRATEGIC FRAMEWORK: 2020 - 2023

Mission / Vision

4-Year Strategic Goals

## STRATEGIC PLANNING FRAMEWORK



# CITY OF MARKHAM MISSION AND VISION

The Council and senior City staff validated the current BMFT Mission and Vision statements:

## MISSION

Working with the community to provide high quality municipal services that meet, if not exceed, the expectations of the City residents and businesses

## COMMUNITY VISION

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

# 4-YEAR STRATEGIC GOALS (2020 – 2023)

Our strategic goals are what we want to accomplish by the end of the planning time frame, with associated outcomes metrics and targets. The Council validated the 4 BMFT strategic goals and directional metrics for each:

BMFT STRATEGIC GOAL	AS MEASURED BY:
1. Exceptional Services by Exceptional People	<ul style="list-style-type: none"> <li>• Employee engagement score</li> <li>• Stakeholder satisfaction score</li> </ul>
2. Engaged, Diverse, Thriving & Vibrant City	<ul style="list-style-type: none"> <li>• Economic Growth / vibrant city indicators (outcome based)</li> <li>• Cultural Vibrancy – Quality of Life benchmarks</li> <li>• Reputation / brand metrics</li> </ul>
3. Safe, Sustainable and Complete Community	<ul style="list-style-type: none"> <li>• Community wellbeing / property safety metrics + reliability / resiliency metrics</li> <li>• Environmental targets / metrics</li> <li>• Complete Community indices</li> <li>• Metrics to assess increasing range of housing options</li> <li>• Progress on road / infrastructure development</li> </ul>
4. Stewardship of Money & Resources	<ul style="list-style-type: none"> <li>• Financial metrics (e.g. budget ratios, financial statement ratios.)</li> <li>• Metrics to assess efficient / effective management of assets (Life Cycle Adequacy)</li> <li>• Public trust in transparency (from stakeholder satisfaction metrics)</li> </ul>

Next steps is for City Staff to identify specific metrics and recommended 4-year targets for Council review and discussion.

# STRATEGIC OBJECTIVES (2020 – 2023)

Strategic Objectives are the key pillars or avenues to achieve the goals. Each strategic objective may support more than one goal, but for purposes of clarity is only referenced once.

2020-23 GOAL	STRATEGIC OBJECTIVES
<b>1. Exceptional Services by Exceptional People</b>	<ol style="list-style-type: none"> <li>1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.</li> <li>2. Leverage leading technologies to enable city building and evolution / transformation of our services.</li> <li>3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</li> </ol>
<b>2. Engaged, Diverse, Thriving &amp; Vibrant City</b>	<ol style="list-style-type: none"> <li>1. Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</li> <li>2. Support arts, culture, recreation and sport to enrich the fabric of our communities.</li> <li>3. Build Markham as the best place to live, invest, work, and experience rich diversity.</li> </ol>
<b>3. Safe, Sustainable and Complete Community</b>	<ol style="list-style-type: none"> <li>1. Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.</li> <li>2. Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</li> <li>3. Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.</li> <li>4. Protect and enhance our natural environment and built form.</li> </ol>
<b>4. Stewardship of Money &amp; Resources</b>	<ol style="list-style-type: none"> <li>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.</li> <li>2. Proactively manage our assets to maximize the return (financial, social, environmental, cultural) on taxpayer investment.</li> <li>3. Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</li> </ol>

## 4.0 DETAILED GOAL DESCRIPTION

Goal 1: Exceptional Services by Exceptional People

Goal 2: Engaged, Diverse, Vibrant & Thriving City

Goal 3: Safe, Sustainable and Complete Community

Goal 4: Stewardship of Money and Resources

# GOAL 1: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

*We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

There are 3 strategic objectives associated with Goal 1:

## GOAL 1:

# EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

### STRATEGIC OBJECTIVES

1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.
2. Leverage leading technologies to enable city building and evolution / transformation of our services.
3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 1:

# EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

### STRATEGIC OBJECTIVE

1. Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.

### KEY ACTIONS / INITIATIVES:

1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys , focus groups)
2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders
3. Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation



Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 1:

# EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

### STRATEGIC OBJECTIVE

2. Leverage leading technologies to enable city building and evolution / transformation of our services.

### KEY ACTIONS / INITIATIVES:

1. Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software)
2. Complete implementation of E-Plan and streamline the development process
3. Advance Digital Markham / “Frictionless City”\*
  - Pilot test digital city technology in “living labs”
  - Expand digital access and literacy programs
  - Continue to embrace innovation and relevant technologies in delivery of service
4. Implement cyber security program to safeguard City technology infrastructure

\* Frictionless City: A vision in which government delivers citizen services in a seamless way

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 1:

# EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

### STRATEGIC OBJECTIVE

3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.

### KEY ACTIONS / INITIATIVES:

1. Empower employees to continue to take risks and pursue innovation
  - Reduce barriers / bureaucracy
  - Clarify roles, accountabilities (including for Centres of Expertise) and authorities
2. Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)
3. Provide staff access to technologies to improve service delivery
4. Continue to invest in staff training

## GOAL 2: ENGAGED, DIVERSE, VIBRANT & THRIVING CITY

*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.*

There are 3 strategic objectives associated with Goal 2:

## GOAL 2:

# ENGAGED, DIVERSE, THRIVING & VIBRANT CITY

### STRATEGIC OBJECTIVES

1. Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.
2. Support arts, culture, recreation and sport to enrich the fabric of our communities.
3. Build Markham as the best place to live, invest, work, and experience rich diversity.

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 2:

# ENGAGED, DIVERSE, THRIVING AND VIBRANT CITY

### STRATEGIC OBJECTIVE

1. Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.

### KEY ACTIONS / INITIATIVES:

1. Implement neighbourhood partnership strategy
  - Customized to the community; neighbourhood action plans
  - “Good neighbour” handbook
2. Expand community hub concept (Currently at Aaniin CC) across the City
3. “Discover Markham”: bring Markham’s rich history to life, and continue to celebrate the diverse achievements and events
4. Create special events strategy including standardizing requirements and streamline processes
5. Plan for a major civic square

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 2:

# ENGAGED, DIVERSE, THRIVING AND VIBRANT CITY

### STRATEGIC OBJECTIVE

2. Support arts, culture, recreation and sport to enrich the fabric of our communities.

### KEY ACTIONS / INITIATIVES:

1. Implement Public Arts Master Plan
2. Continue to implement the Public Realm Strategy across all parts of the City
3. Enhance the Volunteer Program and opportunities across the City
4. Update the Diversity & Inclusion action plan
5. Evaluate the advancement of arts and culture opportunities for Markham
6. Implement Integrated Leisure Master Plan (also in 3.2.5)

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 2:

# ENGAGED, DIVERSE, THRIVING AND VIBRANT CITY

### STRATEGIC OBJECTIVE

3. Build Markham as the best place to live, invest, work, and experience rich diversity.

### KEY ACTIONS / INITIATIVES:

1. Strengthen the City's brand strategy with a strong value proposition
2. Adopt and implement the Economic Growth Strategy
  - Targeted sector attraction and expansion
  - Business expansion and retention
  - Entrepreneurship and training
  - Innovation and start-ups
3. Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas
4. Launch Destination Markham

# GOAL 3: SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

*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.*



There are 4 strategic objectives associated with Goal 3:

## GOAL 3:

# SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

### STRATEGIC OBJECTIVES

1. Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.
2. Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.
3. Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.
4. Protect and enhance our natural environment and built form.

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 3:

# SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

### STRATEGIC OBJECTIVE

1. Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.

### KEY ACTIONS / INITIATIVES:

1. Advocate for higher order transit including Yonge Subway
2. Pursue the integration of transit-oriented design in development
3. Provide incentives for growth within areas with appropriate infrastructure in place
4. Optimize local and regional roads plan
  - Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)
5. Implement active transportation master plan and first and last mile solutions (biking, walking, transit)
6. Expand road safety program

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 3:

# SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

## STRATEGIC OBJECTIVE

2. Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.

## KEY ACTIONS / INITIATIVES:

1. Implement affordable housing strategy
  - Multi-generational, including purpose built secondary suites
  - Rental housing
2. Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan
3. Prepare an employment strategy for appropriate major transit station areas and promote provincially identified employment zones (along the 400 series highway)
4. Implement Integrated Leisure Master Plan (see also 2.2.6.)
5. Establish a City-wide parking strategy

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 3:

# SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

### STRATEGIC OBJECTIVE

3. Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.

### KEY ACTIONS / INITIATIVES:

1. Develop a Citywide system to communicate directly to residents during emergency (alert system)
2. Continue to implement the Flood Control Program
3. Continue to implement strategies to address impacts of extreme weather
  - Emergency preparedness
  - Proactive infrastructure protection

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 3:

# SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

### STRATEGIC OBJECTIVE

4. **Protect and enhance our natural environment and built form.**

#### KEY ACTIONS / INITIATIVES:

1. Develop a wildlife and biodiversity strategy
2. Increase our tree canopy to mitigate climate change
3. Expand the use of renewable energy sources in communities and promote retrofits to existing buildings and homes in order to achieve our Net Zero plan
4. Update waste diversion plan
5. Create the Markham Centre Rouge National Urban Park River trail system
6. Develop an urban parks strategy to support the Official Plan's intensification strategy
7. Pursue partnership opportunities for programming in the Rouge National Urban Park

# GOAL 4:

## STEWARDSHIP OF MONEY AND RESOURCES

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

There are 3 strategic objectives associated with Goal 4:

## GOAL 4:

## STEWARDSHIP OF MONEY AND RESOURCES

### STRATEGIC OBJECTIVES

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.
2. Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.
3. Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 4:

# STEWARDSHIP OF MONEY AND RESOURCES

### STRATEGIC OBJECTIVE

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.

### KEY ACTIONS / INITIATIVES:

1. Funding strategy:
  - Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes
  - Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives
2. Revenue strategy:
  - Advocate to other levels of government for enhanced revenue tools
  - Consider alternate sources of revenue



Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 4:

# STEWARDSHIP OF MONEY AND RESOURCES

## STRATEGIC OBJECTIVE

2. Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.

## KEY ACTIONS / INITIATIVES:

1. Establish process for evaluating public and private sector partnerships and business opportunities
2. Advance detailed service planning for continuous improvement
3. Continue to implement asset management plan
4. Develop a comprehensive risk management framework
5. Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies

Each strategic objective has specific actions / initiatives (*how we will achieve our objectives and goals*).

## GOAL 4:

# STEWARDSHIP OF MONEY AND RESOURCES

### STRATEGIC OBJECTIVE

3. Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.

### KEY ACTIONS / INITIATIVES:

1. Establish public reporting aligned to BMFT, including key metrics
2. Develop and implement a plan to communicate and make key City policies available on City website

## 5.0 NEXT STEPS

# NEXT STEPS

The Council agreed to the following next steps:

Jul	Aug	Sep	Oct	Nov
<b>Plan Finalization</b>				
City staff consolidate Council feedback into summary draft plan and establish recommended metrics / targets		6 Council meets to review and finalize draft plan; General Committee validates status as draft Community Engagement Kick-Off Meeting		18 26 General Committee endorses draft Plan Council meets to review and ratify 2020 – 2023 BMFT Strategic Plan
<b>Community Engagement Plan</b>				
City staff establish approach to community engagement and book dates		Community and staff engagement plan activated		