



# BUILDING MARKHAM'S FUTURE TOGETHER

2015-2019  
STRATEGIC PLAN



# MARKHAM AT A GLANCE



Founded in the 1790s, the City of Markham is now home to more than 350,000 residents, over 400 corporate head offices and more than 1,100 high-tech and life sciences companies. It is Canada's most diverse community and is the nation's High-Tech Capital.

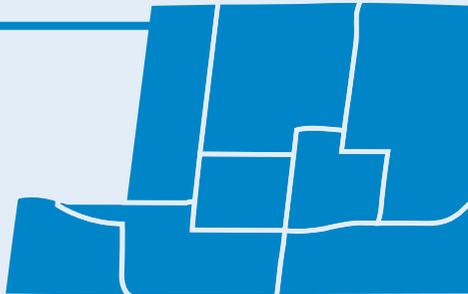


In 2015, Markham became the first municipality in Canada to receive Gold for *Organizational Quality & Healthy Workplace*® from Excellence Canada

Future home to a York University campus in Markham Centre



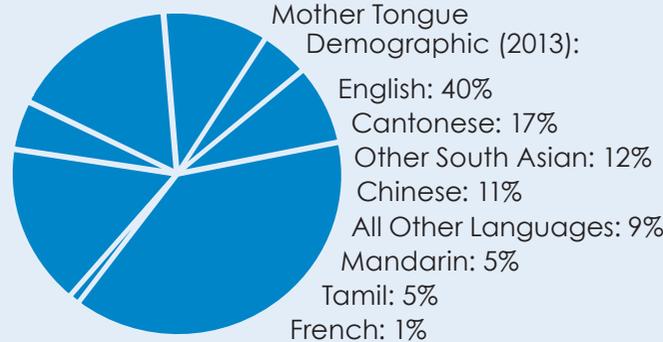
WHERE WE ARE NOW



- Eight wards
- Largest population among York Region municipalities
- 212 sq. km



Host of five sporting competitions at the 2015 Pan Am / Parapan Am Games



## What is Building Markham's Future Together: 2015-2019 Strategic Plan?

It's the blueprint for how Council and senior staff will make thoughtful decisions about the City's future to ensure its success.

### The strategic plan focuses on four goals:

- Exceptional Services by Exceptional People
- Engaged, Diverse & Thriving City
- Safe & Sustainable Community
- Stewardship of Money & Resources

### We heard you

During the community consultation process, the City of Markham set out to find out what is important to residents and members of the business community through an innovative and interactive online survey. With 2,384 surveys completed, members of the community confirmed the strategic priorities established by the City. Based on these results, Markham Council officially adopted the strategic plan that will help guide the municipality's actions through to 2019.



### Mayor & Members of Council

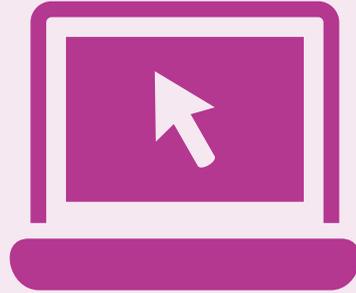
- Mayor Frank Scarpitti
- Deputy Mayor Jack Heath
- Regional Councillor Jim Jones
- Regional Councillor Joe Li
- Regional Councillor Nirmala Armstrong
- Ward 1 Councillor Valerie Burke
- Ward 2 Councillor Alan Ho
- Ward 3 Councillor Don Hamilton
- Ward 4 Councillor Karen Rea
- Ward 5 Councillor Colin Campbell
- Ward 6 Councillor Amanda Collucci
- Ward 7 Councillor Logan Kanapathi
- Ward 8 Councillor Alex Chiu

[Listen live to Council meetings at markham.ca](http://markham.ca)

MARKHAM AT A GLANCE

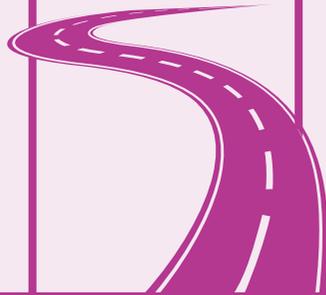
# EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

- New live chat function on website
- 70+ online services available 24/7
- 43,500 online service requests processed in 2015



Telephone services offered in 150+ languages

1,023 km of roads maintained



Customer Satisfaction Surveys:  
80.8% overall approval rating



- 4,836,593 library materials borrowed in 2015
- 133,912 theatre guests in 2015
- 79,179 municipal art gallery and museum collection items
- 62,494 recreation program registrations processed



WHERE WE ARE NOW



## Our goal

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



## How we will get there

### Improving customer service

- Implement a new Customer Experience Strategy

### Transforming services through technology and innovation

- Develop and implement the Digital Markham technology roadmap

### Strengthening organizational capacity and effectiveness

- Implement a corporate People Plan to put into place critical people-related actions to support the direction of the organization



## How we will measure our success

- Overall customer satisfaction ratings (internal and external)
- Percentage of services meeting targeted service standards
- Percentage change in the number of services available online
- Percentage change in utilization of online services
- Healthy work environment index from Staff Satisfaction Survey

EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

# ENGAGED, DIVERSE & THRIVING CITY

WHERE WE ARE NOW



Hosted and supported 295 events and cultural celebrations in 2015



- Canada's most ethnically diverse city
- Three in five residents (15 and older) have completed post-secondary education

\$3.6M invested in accessibility retrofits at City facilities



- 8.2M community centre visits in 2015
- Two seniors centres and five seniors clubs



9,900 companies and a workforce of 158,000



Markham Pan Am Centre – new home to Table Tennis Canada and York Region's only 50-metre Olympic-sized pool



## Our goals

- We will have an inclusive City where every person has a role in building a livable, 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.



## How we will get there

### Increasing community engagement

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

### Ensuring Markham is welcoming and inclusive

- Active advancement of the Diversity Action Plan – *Everyone Welcome*

### Promoting Markham as the best place in Canada to invest and locate knowledge-based industries

- Update the Economic Development Strategy
- Support the development of a York University campus in Markham Centre

- Stimulate new business formation and commercialization through increased awareness of the Markham Convergence Centre (MCC), ventureLAB and the Markham Small Business Centre (MSBC)
- Increase foreign direct investment
- Create Destination Markham



## How we will measure our success

- 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)
- Percentage of population with post-secondary education
- Jobs per working age person
- Employment growth rate in targeted sectors

ENGAGED, DIVERSE & THRIVING CITY

# SAFE & SUSTAINABLE COMMUNITY

WHERE WE ARE NOW



81% municipal waste diversion rate



25% of total housing is medium / high density – providing a range of housing options that are supported by public transit



200 km bike network (including 30 km of multi-use pathways)



Nine fire stations



1,003 km of sidewalks

- Approximately 300,000 trees planted since 2007
- 298 parks and parkettes (345.4 hectares)



## Our goal

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



## How we will get there

### Managing our transportation and road network

- Implement the Master Transportation Plan and monitor results
- 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

### Managing growth in Markham

- Implement the new Official Plan
- Undertake the Comprehensive Zoning Bylaw Project
- Create great parks and streetscapes

### Ensuring the reliability of the Corporation's services

- Advance the City's emergency preparedness by completing business continuity plans in all departments
- Proactively manage our City's infrastructure and have plans in place to reduce risks

### Protecting and respecting our built and natural environment

- Implement the Corporate Energy Management Plan
- Complete and implement the Municipal Energy Plan
- Implement the Flood Control Program
- Support and leverage the Rouge National Urban Park



## How we will measure our success

- Ratio of cycling and pedestrian paths (km) vs. roads (km)
- Percentage of medium/high density housing vs. total number of houses
- Community waste diversion rate
- Modal split (percentage of trips utilizing a certain mode of transportation)
- Corporate Greenhouse Gas Emissions per capita

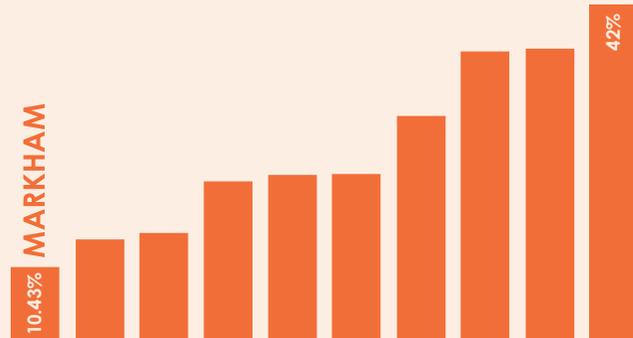
SAFE & SUSTAINABLE COMMUNITY

# STEWARDSHIP OF MONEY & RESOURCES

WHERE WE ARE NOW

Auditor General re-appointed in 2015

\$22M in savings through the E3 program (Excellence through Efficiency and Effectiveness)



Lowest eight-year tax rate increase among 27 GTHA municipalities



Investment in key projects (2015-2019):

- \$74.9M – Design and construction of 106.02 hectares of new parkland
- \$29.84M – Flood Control Program
- \$13.1M – Emerald Ash Borer Management Plan



Multi-year budgeting and annual update of lifecycle reserve studies to sustain the replacement of assets for the next 25 years



## Our goal

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



## How we will get there

### Ensuring a fiscally prudent and efficient municipality

- Deliver multi-year Operating and Capital Budgets
- Refresh E3 Strategy to increase non-tax revenues and maintain or lower operating costs in a growing Markham
- Ensure growth and non-growth-related projects are fully funded
- Ensure services are delivered efficiently

### Stewardship of the City's assets

- Identify adequate funding in the Life Cycle Replacement and Capital Reserves 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 Building Together Guide*

### Increasing transparency and accountability

- Re-appoint an Auditor General to execute an Audit Plan for the organization
- Develop transparency and accountability policy framework(s)



## How we will measure our success

- Financial position per capita
- Debt per \$100,000 of assessment
- Total property tax per capita
- Reserves as a percentage of revenues

STEWARDSHIP OF MONEY & RESOURCES

## Our Mission Statement

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

## Our Vision

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

## Our Values

- Cooperation and teamwork
- Focus on continuous improvement
- Respect for the individual
- Process-driven and prevention-based strategic planning
- Primary focus on the customer
- Responsibility to society
- Leadership through involvement
- Factual approach to decision-making
- People encouraged to make a contribution

## Key Services

- Access Markham online
- Animal services
- Building standards
- Bylaw enforcement
- Community centres
- Customer contact centre
- Economic development
- Fire and emergency
- Flato Markham Theatre
- Forestry
- Heritage and conservation
- Local roads, bridges and sidewalks
- Libraries
- Markham Museum
- Parks and pathways
- Permits and licensing
- Planning and development
- Property taxes
- Public art and public realm
- Recreation programs
- Sustainability
- Traffic management and cross guards
- Varley Art Gallery
- Waste and recycling
- Water and wastewater
- Winter maintenance

Markham Civic Centre  
101 Town Centre Boulevard  
Markham, ON L3R 9W3

**905-477-5530**

### Markham information in many languages

Information Markham en plusieurs langues

ਮਾਰਖਮ ਬਾਰੇ ਕਈ ਭਾਸ਼ਾਵਾਂ ਵਿੱਚ ਜਾਣਕਾਰੀ

Informazioni su Markham in molte lingue

萬錦市以多種語言發佈的信息

اطلاعات مارکھام بہ زبانہی مختلف

அநேக மொழிகளில் மார்க்கம் செய்தி

بہت ساری زبانوں میں مارکھم کی معلومات



[markham.ca/StrategicPlan](http://markham.ca/StrategicPlan)



Information and statistics as of April 2016