BUILDING MARKHAM'S FUTURE TOGETHER

Summary of Public Engagement & Research

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PURPOSE

This report summarizes the data collected from public consultation on Building Markham's Future Together (BMFT) 2020-2023 Strategic Plan. The purpose of this report is to outline the methods used to engage residents and to confirm the strategic areas of focus identified in Council's Strategic Plan are aligned with citizen priorities. This report summarizes data collected from more than 1,800 stakeholders between September and October 2019.

EXECTUTIVE SUMMARY

As part of the development of the BMFT 2020-2023 Strategic Plan for Markham Council, residents and stakeholders were consulted through an online survey, which gathered over 1,800 responses between September and October 2019. Through this survey, stakeholders were asked to indicate their priorities amongst 50+ strategic actions identified in the Strategic Plan. Additionally, survey respondents were able to provide detailed feedback through open-ended comments. Several themes emerged from the survey data, including the following:

- The top priority identified by survey respondents was "Develop a Neighbourhood Partnership Strategy and Implement a 'Good Neighbour' Handbook".
- The theme of community was strongly identified throughout the survey rankings and comments – of the top priorities, actions such as "Expanding the Community Hub Model", "Plan for a Civic Square" and "Develop a Community Events Strategy" ranked amongst the top ten priorities across all goals. The feedback provided by respondents reinforced these priorities indicating that residents desired more opportunities to meet and connect with other residents in their community.
- Two of the top themes between both the ranked priorities and comments were 'transit' and 'technology' – 40% of the top ten priorities included these two themes.
- Technology was frequently identified as an opportunity to enhance operations, communication and support improvements to transportation and sustainability efforts.
- When considering the future of Markham, many respondents expressed a desire for Markham to be developed as a "livable" city, indicating a desire to live and work in Markham, have access to amenities such as shopping and culture, and balance intensification and increased population growth with the protection of greenspaces.
- Comments expressing concern about environmental sustainability were common across all goals, and frequently overlapped with suggestions related to transportation, technology and development.

Based on the feedback from the survey, community priorities were closely aligned with the goals of the Strategic Plan.

METHODOLOGY

Markham is actively building its capacity to increase two-way engagement and consultation that allows all stakeholders the opportunity to be heard, builds a sense of community ownership and encourages active participation that could lead to better decision making. The objective of the BMFT consultation was to solicit feedback from a broad cross-section of residents, businesses and other stakeholders/ interested parties. To reach the largest possible audience, it was determined the consultation would leverage the City's new online community engagement platform, Your Voice Markham (YVM) as the primary tool for obtaining feedback.

To achieve this, a robust communications plan was developed, combining traditional media with new digital tactics aimed to drive participants back to Your Voice Markham to obtain feedback and valuable engagement metrics. The communications plan included: detailed content on the City's website; email blasts to all City program registrants, community lists and library patrons; paid and organic social media; print and online ads, including Chinese and Tamil translations in community newspapers; City electronic information boards and marquees across all City facilities and on one a 407 Metrolinx digital sign; a targeted Youth Engagement program; and shareable content for use by Council and staff in newsletters and on social media.

All communications were geared to drive interested parties to Markham.ca/StrategicPlan, where they were encouraged to learn more and take the Your Voice Markham survey.

Your Voice Markham is built on the Bang the Table platform, a leading community engagement platform used by private and public sector, including several municipalities across North America. The platform offers translation options and easy to use survey tools. It also provides meaningful reporting and metrics used to analyze BMFT consultation results.

Data Analysis – Approaches and Results Ranking

Respondents were asked to rank their priorities for City of Markham BMFT actions. Each question focused on one of the four strategic goals of the Strategic Plan. Each question had a predetermined set of responses to choose from. For questions two and three, survey participants could rank their first to fifth priority, whereas for questions one and four, they were asked to rank only their top three preferences. Each question also allowed respondents that option to contribute an open ended (qualitative) response. One additional open-ended question asked respondents to comment on '*What will Markham look like in 10-20 years?"* By providing feedback on this question, survey participants could indicate priorities that may not otherwise have been listed.

   a) Ranked Priorities
       In the analysis that follows in this report, in order to present the overall ranked priorities for each goal, the votes for each priority were totaled to determine the action most commonly identified as a priority for respondents. Because two of the questions included a top three selection and two questions asked survey respondents to rank their top five priorities, to identify the overall top ten ranked priorities, only the first priority for each goal was ranked.

   b) Qualitative Analysis
       In order to analyze the qualitative feedback provided for each question, the major themes of each comment was identified through a content analysis process. For the most frequently

identified themes, sub-themes were further coded. The frequency with which these themes and subthemes appeared was assessed and quantified to establish what percentages of the total feedback from survey respondents included these themes.

c) Cross-Tabulation
Survey responses were cross-tabulated by two factors: area and age. The survey allowed respondents to choose from four options (Markham, Thornhill, Milliken and Unionville). An 'other' option was also provided. A review of the data by age and area is intended to identify whether there are variations in priorities based on socio-demographic influences.

MAPPING THE BMFT STRATEGIC OBJECTIVES TO THE SURVEY OBJECTIVES

For the purposes of citizen engagement, the activities identified in the Your Voice Markham survey were not identical to how they appear in the Strategic Plan. The actions as listed in the Strategic Plan were condensed for the purposes of the survey, and in some cases, reworded for enhanced understanding. The priorities identified in the citizen survey map to the BMFT Key Actions, however. The chart below lists the mapping between the BMFT strategic objectives and action items and how these items were presented in the survey.

EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS		SURVEY ACTIONS
EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE	1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.	1.1.1	Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)	Conduct Regular Customer Surveys
		1.1.2	Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders	Leverage new technologies to interact with residents and stakeholders
		1.1.3	Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation	Develop a language translation policy
	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 (CRM, EAM, program registration, facility booking systems, and staff scheduling software)	Implement new technology to enhance City operations
		1.2.2	Streamline the development process	N/A
		1.2.3	Advance Digital Markham / "Frictionless City"	N/A
		1.2.4	Pilot test digital city technology in "living labs"	Test digital city technologies in 'living labs'
		1.2.5	Expand digital access and literacy programs	Expand digital access and literacy programs for residents

EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS		SURVEY ACTIONS
		1.2.6	Continue to embrace innovation and relevant technologies in delivery of service	Encourage City employees to seek innovative solutions
		1.2.7	Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies	N/A
		1.2.8	Implement cyber security program to safeguard City technology infrastructure	Implement cyber security program
	1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1	Empower employees to continue to take risks and pursue innovation	Encourage City employees to seek innovative solutions

[Internal Actions N/A] |
		1.3.2	Reduce barriers / bureaucracy	
		1.3.3	Clarify roles, accountabilities (including for Centres of Excellence) and authorities	
		1.3.4	Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)	
		1.3.5	Provide staff access to technologies to improve service delivery	
		1.3.6	Continue to invest in staff training	
ENGAGED, VIBRANT AND THRIVING CITY	2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1	Implement neighbourhood partnership strategy	Implement a neighbourhood partnership strategy and 'good neighbour' program
		2.1.2	Customized to the community; neighbourhood action plans	
		2.1.3	"Good neighbour" handbook	
		2.1.4	Expand community hub concept (currently at Aaniin CC) across the City	Expand community hub concept

EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS		SURVEY ACTIONS
		2.1.5	"Discover Markham," celebrate Markham's past, diverse communities and events	N/A
		2.1.6	Create special events strategy including standardizing requirements and streamlining processes	Create a community events strategy
		2.1.7	Plan for a major civic square with cultural amenities	Plan for a civic square/ community gathering place
	2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1	Implement Public Arts Master Plan	Implement the Public Art Master Plan
		2.2.2	Continue to implement the Public Realm strategy across all parts of the City	N/A
		2.2.3	Enhance the Volunteer program and opportunities across the City	Expand the Volunteer Program
		2.2.4	Update the Diversity & Inclusion action plan	Update the Diversity Action Plan
		2.2.5	Evaluate the advancement of arts and culture opportunities for Markham	Evaluate the advancement of arts and culture opportunities for Markham
	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	Strengthen the City's brand strategy
		2.3.2	Develop, adopt and implement the Economic Development Strategy	Adopt and implement an Economic Growth Strategy
		2.3.3	Targeted sector attraction and expansion	
		2.3.4	Business expansion and retention	
		2.3.5	Entrepreneurship and training	
		2.3.6	Innovation and start-ups	
		2.3.7	Investigate the creation of a development corporation to manage development and	Investigate the creation of a development corporation to manage development

EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS		SURVEY ACTIONS
			infrastructure in targeted growth areas	and infrastructure in targeted growth areas
		2.3.8	Launch Destination Markham	Launch Destination Markham to strengthen and expand Markham's tourism economy
SAFE, SUSTAINABLE AND COMPLETE COMMUNITY	3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1	Advocate for higher order transit including Yonge Street Subway	Advocate for rapid transit including the Yonge Street Subway
		3.1.2	Pursue the integration of transit-oriented design in development	N/A
		3.1.3	Provide incentives for growth within areas where appropriate infrastructure is already in place	N/A
		3.1.4	Optimize local and regional roads plan. Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)	Implement local transportation solutions
		3.1.5	Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit)	Implement the Active Transportation Master Plan
		3.1.6	Expand road safety program	Expand road safety program
	3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	3.2.1	Finalize and implement affordable housing strategy	Implement an affordable housing strategy
		3.2.2	Multi-generational, including purpose built secondary suites	
		3.2.3	Rental housing	
		3.2.4	Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan	Ensure new neighbourhood developments meet net zero emissions targets
		3.2.5	Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and	N/A

EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS		SURVEY ACTIONS
			provincially significant employment zones (along 400 series highways)	
		3.2.6	Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries	Implement Integrated Leisure Master Plan
		3.2.7	Establish a City-wide parking strategy	Establish a City-wide parking strategy
	3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	3.3.1	Develop a City-wide system to communicate directly to residents during an emergency (alert system)	Develop a Citywide system to communicate directly to residents during an emergency (alert system)
		3.3.2	Continue to implement the Flood Control Program	N/A
		3.3.3	Continue to implement strategies to address impacts of extreme weather	N/A
		3.3.4	Emergency preparedness	N/A
		3.3.5	Proactive infrastructure protection	N/A
	3.4 Protect and enhance our natural environment and built form.	3.4.1	Develop a wildlife and biodiversity strategy	Develop a wildlife and biodiversity strategy
		3.4.2	Increase our tree canopy to mitigate climate change	Increase our tree canopy to mitigate climate change
		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 Net Zero Emissions by 2050 target	N/A
		3.4.4	Update waste diversion plan (Best-of-the-Best Strategy Phase 2)	Update the waste diversion plan
		3.4.5	Create the Markham Centre Rouge River Trail System	Expand the Markham Centre Rouge Park River Trail System
		3.4.6	Develop an urban parks strategy to support the Official Plan's intensification strategy	N/A
		3.4.7	Pursue partnership opportunities for	Pursue partnership opportunities for

EXCELLENCE MARKHAM	BMFT STRATEGIC OBJECTIVE	BMFT KEY ACTIONS		SURVEY ACTIONS
			programming in the Rouge National Urban Park	programming in the Rouge National Urban Park
STEWARDSHIP OF MONEY AND RESOURCES	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	N/A
		4.1.2	Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes	Align capital and capacity planning to the Strategic Plan
		4.1.3	Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives	Identify strategy to fund resource requirements
		4.1.4	Revenue strategy	Investigate other revenue tools and sources
		4.1.5	Advocate to other levels of government for enhanced revenue tools	
		4.1.6	Consider alternate sources of revenue	
	4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	4.2.1	Establish process for evaluating public- and private-sector partnerships and business opportunities	N/A
		4.2.2	Advance detailed service planning for continuous improvement	Advance service planning for continuous improvement
		4.2.3	Continue to implement Asset Management Plan	Continue to implement Asset Management Plan
		4.2.4	Develop a comprehensive risk management framework	Develop a risk management framework
		4.2.5	Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies	Leverage "Smart City" technologies to 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	Undertake public reporting aligned to the strategic plan
		4.3.2	Develop and implement a plan to communicate and make key City policies available on City website	Develop and implement a plan to communicate and make key City policies available on City website

FINDINGS

Overall Priorities

The BMFT survey issued to the public broke 44 strategic activities/key actions into four goals: Exceptional Services by Exceptional People; Engaged, Diverse, Vibrant and Thriving City; Safe, Sustainable and Complete Community; and Stewardship of Money and Resources. Within each of these goals, survey respondents were asked to identify their top priorities for actions to be implemented. However, to illustrate the relative priority of these actions, the following table lists the top ten actions, identified as first priorities, in ranked order from across all categories.

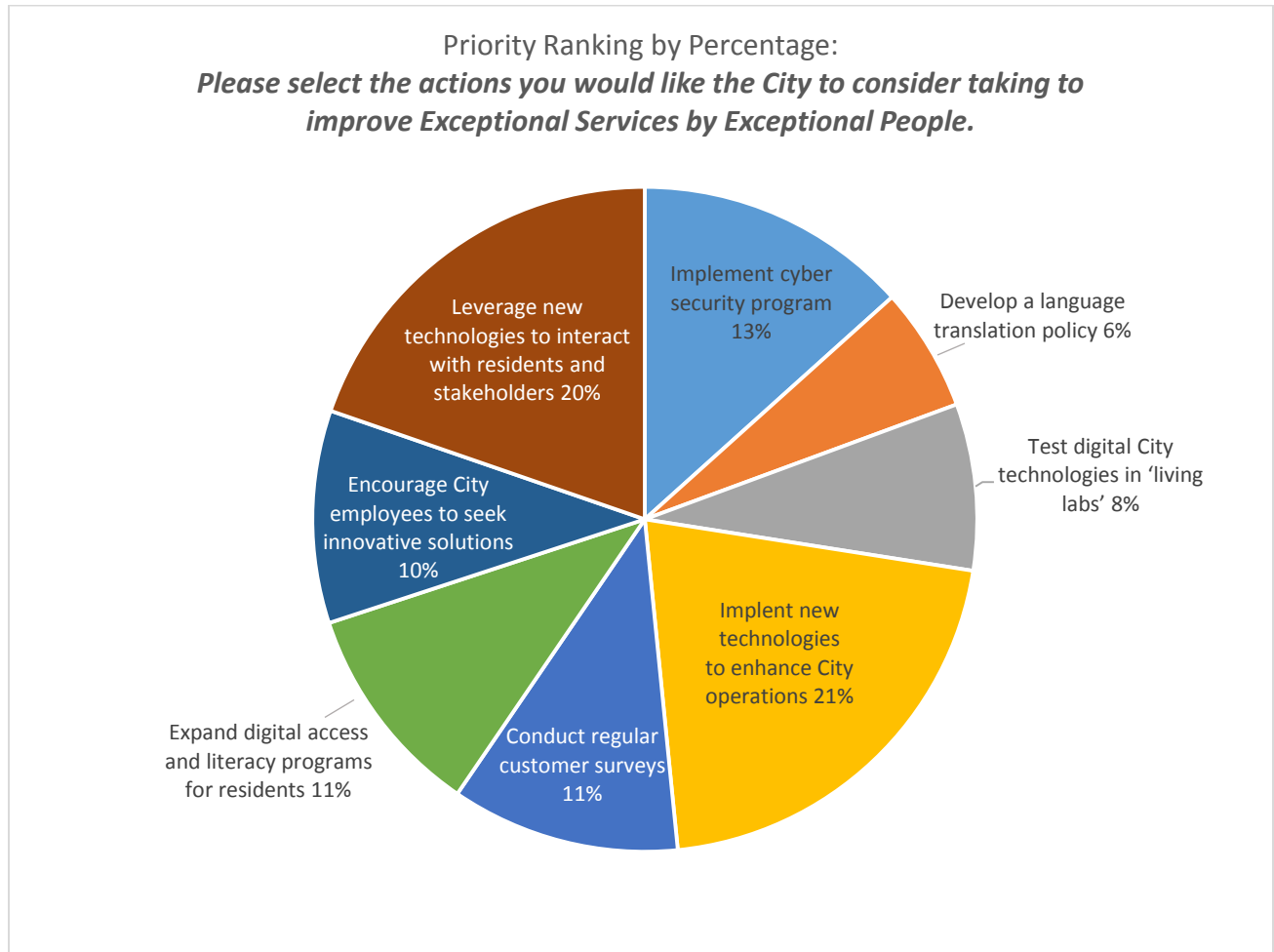| Priority Action	Total Responses
Implement a Neighbourhood Partnership strategy and "Good Neighbour" program	1208
Advocate for rapid transit, including Yonge Street subway	1182
Leverage new technologies to interact with residents and stakeholders	1088
Expand the Community Hub concept across the City	1088
Leverage 'Smart City' technologies to improve efficiencies	1049
Adopt and implement an Economic Growth Strategy	1048
Implement local transportation solutions	1036
Create a Community Events Strategy	937
Plan for a Civic Square / community gathering place	914
Identify a strategy to fund resource requirements	822

Observations:

- The qualitative feedback collected from the survey provides insights into overlap between broad themes (e.g. technology and transit are often identified together, as are sustainability and transportation, etc.).
- While not the most frequently identified priority, technology-related actions account for the largest category of priorities in this top ten ranking with almost 31%. The highest ranked individual action was to 'Implement a Neighbourhood Partnership Strategy".

Priorities by BMFT Goals

To identify the ranked priorities for each of the four goals in the Strategic Plan, survey users were asked to rank their first, second and third choices for which action they thought was most important to implement. The totals for these rankings were combined to determine which action received the most prioritization from users.

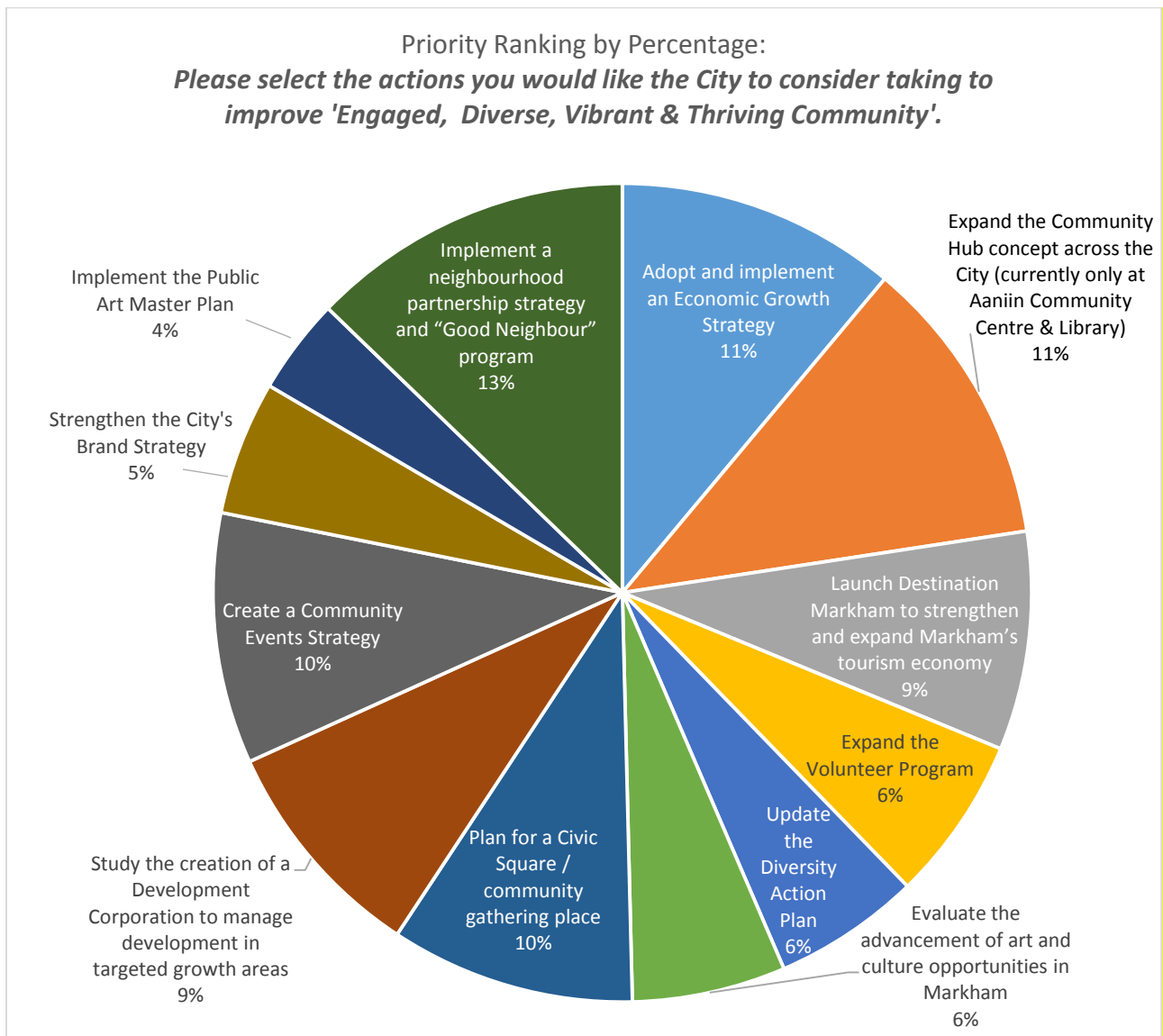**Priorities by Goal – Goal 1: Exceptional Services by Exceptional People**

Priority Ranking by Percentage:
Please select the actions you would like the City to consider taking to improve Exceptional Services by Exceptional People.

Priority Action	Total Responses
Implement new technologies to enhance City operations	**1156**
Leverage new technologies to interact with residents and stakeholders	**1088**
Implement cyber security program	**737**
Conduct regular customer surveys	614
Expand digital access and literacy programs for residents	575
Encourage City employees to seek innovative solutions	571
Test digital City technologies in 'living labs'	447
Develop a language translation policy	333

Observations:

- There was significant interest in the use of technology generally throughout the survey responses on all goals.

- With respect to the "Exceptional Services by Exceptional People" goal, the top two priorities related to the use of technology by City staff in the context of service delivery.
- These two actions together account for more than 40% of responses for this goal, and when "Smart City Technologies" is also considered in combination with these actions, approximately 50% of priorities related directly to the implementation of technology to improve service delivery.
- At the same time, respondents indicated a strong interest in improving direct communication with residents, with "Leverage New Technology to Interact with Residents and Stakeholders" and "Conduct Regular Customer Surveys" ranked second and forth respectively as priorities.

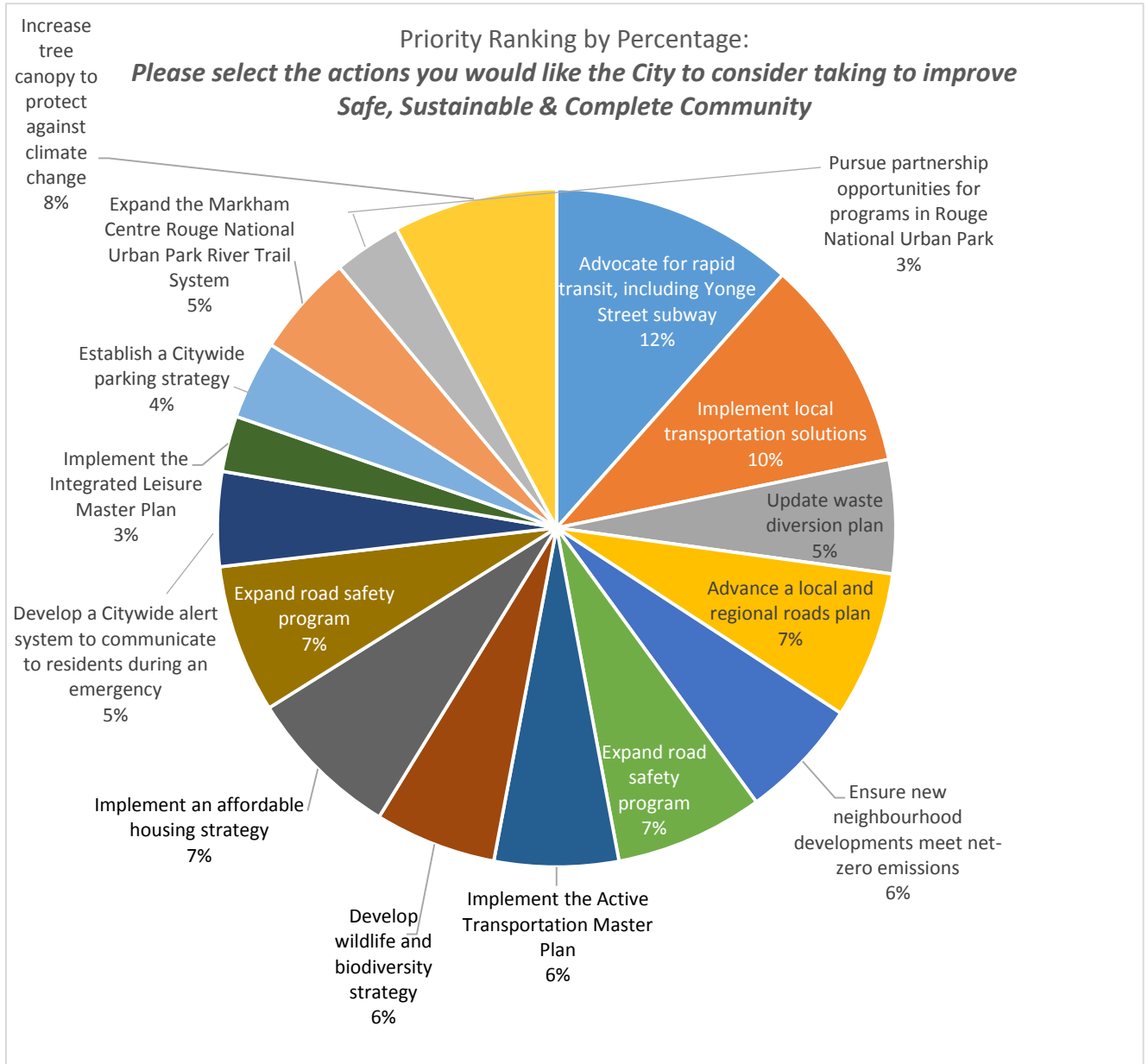**Priorities by Goal – Goal 2, Engaged, Diverse, Vibrant and Thriving City**

Priority Ranking by Percentage:
Please select the actions you would like the City to consider taking to improve 'Engaged, Diverse, Vibrant & Thriving Community'.

Priority Actions	Total Responses
Implement a neighbourhood partnership strategy and "Good Neighbour" program	**1208**
Expand the Community Hub concept across the City	**1088**
Adopt and implement an Economic Growth Strategy	**1048**
Create a Community Events Strategy	937
Plan for a Civic Square / community gathering place	914
Study the creation of a Development Corporation to manage development	847
Launch Destination Markham to strengthen and expand Markham's tourism economy	817
Expand the Volunteer Program	615
Evaluate the advancement of art and culture opportunities in Markham	574
Update the Diversity Action Plan	549
Strengthen the City's Brand Strategy	501
Implement the Public Art Master Plan	358

Observations:

- The highest ranked action in this goal and in the overall survey with 1208 responses was "Implement a Neighbourhood Partnership Strategy and Good Neighbour Program". There appears to be an interest in neighborhood-focused and place-based approaches to service, and a desire for activities that foster good neighbours and social inclusion.
- Getting to know your neighbors through neighbourhood improvement activities and having a community hub in their own neighbourhood were noted as strategies to increase community cohesion.
- Community cohesion and pride in cultural diversity were frequently referenced as valued opportunities.
- Community/neighbourhood festivals and events were seen as a vehicle to foster and celebrate cultural cohesion and understanding.
- The ranked priorities for the Engaged, Diverse, Vibrant & Thriving Community goal are complemented by the qualitative data which focused on the need to increase opportunities for community cohesion while managing growth, and ensuring there are sufficient community amenities (including libraries, arts & culture amenities, community centres and parks and greenspace) in the context of increased urbanization.

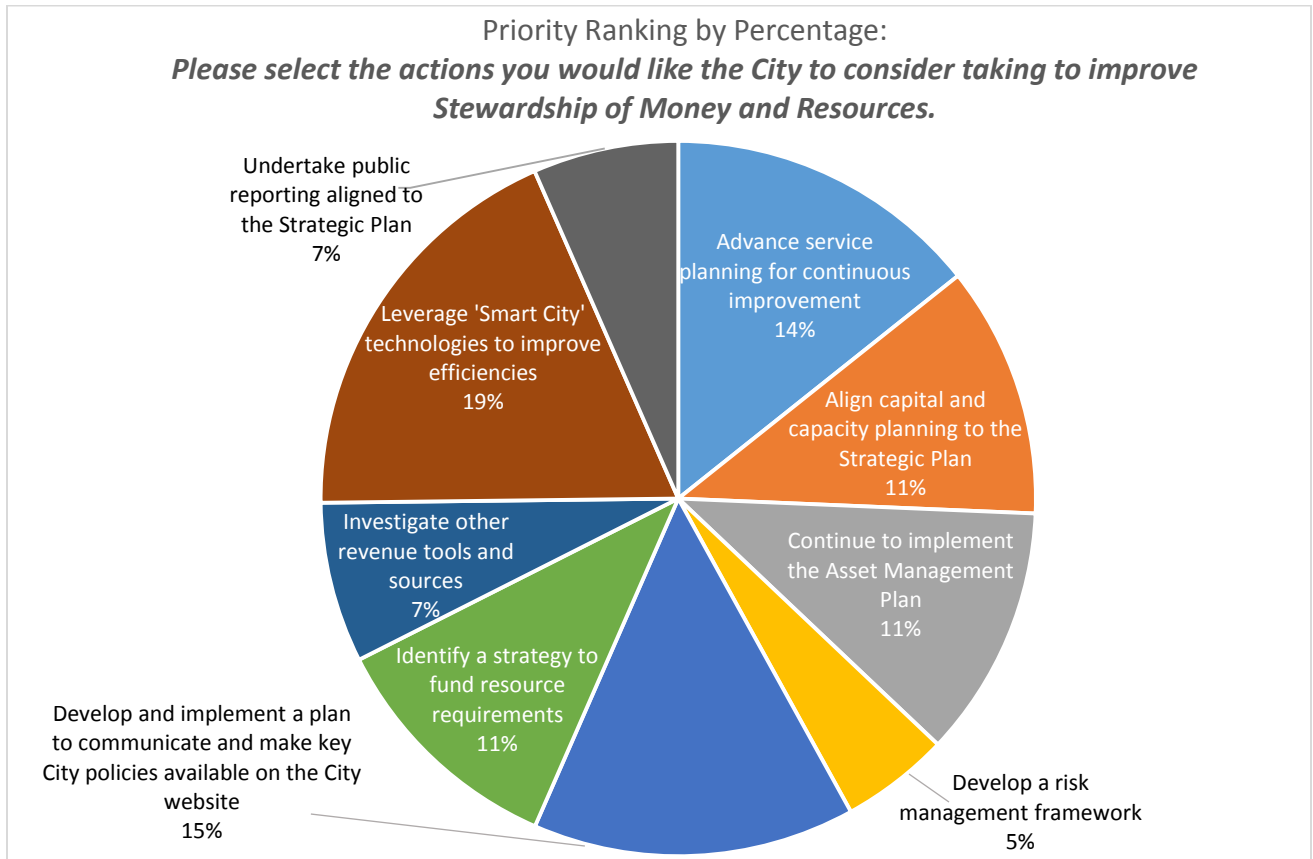**Priorities by Goal – Goal 3: Safe, Sustainable and Complete Community**

Priority Ranking by Percentage:
Please select the actions you would like the City to consider taking to improve Safe, Sustainable & Complete Community

- Increase tree canopy to protect against climate change — 8%
- Expand the Markham Centre Rouge National Urban Park River Trail System — 5%
- Establish a Citywide parking strategy — 4%
- Implement the Integrated Leisure Master Plan — 3%
- Develop a Citywide alert system to communicate to residents during an emergency — 5%
- Implement an affordable housing strategy — 7%
- Develop wildlife and biodiversity strategy — 6%
- Implement the Active Transportation Master Plan — 6%
- Expand road safety program — 7%
- Ensure new neighbourhood developments meet net-zero emissions — 6%
- Advance a local and regional roads plan — 7%
- Update waste diversion plan — 5%
- Implement local transportation solutions — 10%
- Advocate for rapid transit, including Yonge Street subway — 12%
- Pursue partnership opportunities for programs in Rouge National Urban Park — 3%

Ranked Priorities	Total Responses
Advocate for rapid transit, including Yonge Street subway	**1182**
Implement local transportation solutions	**1036**
Increase tree canopy to protect against climate change	**798**
Implement an affordable housing strategy	747
Expand road safety program	721
Advance a local and regional roads plan	716
Implement the Active Transportation Master Plan	603
Develop wildlife and biodiversity strategy	591
Ensure new neighbourhood developments meet net-zero emissions	589
Update waste diversion plan	552

Ranked Priorities	Total Responses
Expand the Markham Centre Rouge National Urban Park River Trail System	496
Develop a Citywide alert system to communicate to residents during an emergency	459
Establish a Citywide parking strategy	382
Pursue partnership opportunities for programs in Rouge National Urban Park	329
Implement the Integrated Leisure Master Plan	271

Observations:

- The first two priorities both relate to transportation; there is a gap between these actions and the third ranked priority, which relates to sustainability.
- Traffic improvement and transit are clear priorities, with both actions listed in the Top 10 overall ranked actions across all goals.
- The qualitative data reinforced the ranking with many comments related to the need to expand transit options and road optimization for vehicles.
- Increasing road safety was also noted as an action related to transportation.
- Community safety and safe streets were identified in relation to increased police and bylaw enforcement, including the use of technology such as cameras to support enforcement.
- Neighbourhood-based programs such as Neighbourhood Watch were also identified as an action to increase safety.

Priorities by Goal: Goal 4 – Stewardship of Money and Resources

Priority Ranking by Percentage:
Please select the actions you would like the City to consider taking to improve Stewardship of Money and Resources.

Priority Action	Total Responses
Leverage 'Smart City' technologies to improve efficiencies	**1049**
Develop and implement a plan to communicate and make key City policies available on the City website	**822**
Advance service planning for continuous improvement	**806**
Continue to implement the Asset Management Plan	643
Align capital and capacity planning to the Strategic Plan	641
Identify a strategy to fund resource requirements	620
Investigate other revenue tools and sources	409
Undertake public reporting aligned to the Strategic Plan	371
Develop a risk management framework	277

Observations:

- As in previous rankings, survey respondents identify both technology and communication as strong priorities. Whereas in Q1, Exceptional Services by Exceptional People, technology-based initiatives were identified as enabling service improvement, when asked in the context of Stewardship of Money and Resources, technologies such as "Smart City technologies" are identified as priorities for service efficiencies.
- Within this goal, communication has again been identified as important for stakeholders – in the second ranked response, the website particularly is identified as a communication channel to increase transparency of City policies.
- Closely following this priority was the need for action to advance service planning for continuous improvement.
- The margin of preference between the "Implement the Asset Management Plan", "Align Capital and Capacity Planning to the Strategic Plan", and "Funding Resource Requirements" are narrow (i.e. only vary by 23 votes between the fourth and sixth listed priority), whereas there is a relatively large gap between the "Smart City Technologies" and "City Website" priorities (i.e. 227 votes) suggesting the preference for the "Smart City Technologies" action is quite strong.
- The two actions identified that relate to funding tools, while ranking sixth and seventh priorities respectively, taken together would rank second by a narrow margin. This indicates that funding the City's strategic actions is a consideration for survey respondents.

QUALITATIVE DATA: THEMES PER GOAL

In addition to ranking priority actions, survey respondents were given the opportunity to provide feedback on each of the strategy goals, as well as the question "what will Markham look like in 10-20 years?" These open comments allowed stakeholders to provide additional input and suggested actions; by analyzing the themes of the comment, additional insights into community priorities emerged.

The following themes were identified using content analysis or the freeform comments. The comments were coded according to broad themes and assigned additional sub-themes where appropriate. The following percentages are based on the frequency with which particular themes emerged in stakeholder comments.

Goal 1: Exceptional Service by Exceptional People – Common Themes

Under this goal, the most frequently cited themes included:

1. *Technology* – the most commonly identified theme under this goal was technology (24% of categorized comments included this theme). Many comments related to the theme of technology were broad and related to the use of technology to enhance service delivery to the community. The most common subtheme related to technology was 'Smart City' (8% of Technology comments) which included concepts such as autonomous vehicles, Internet of Things, 5G and other related technology.
2. *Operations* – the second major theme identified was 'Improved City Operations'. This included comments about staffing and staff-delivered services (23.5%) - topics included delivering

excellent service, well-trained staff, staffing levels, were all included under this theme. Within the theme of operations, however, technology again was a significant subtheme (33% of operational concepts included a focus on technology). This includes comments related to the use of technology for managing City operations (i.e. improved systems) and upgraded equipment and/or software to support service delivery.

3. *Community Services* - The third broad theme under this goal included suggestions such as increased activities such as programs and events (50% of service comments), more libraries or library service hours (22%) and more/renovated community centres (8%).

Observations:

- There was significant overlap between goals with transportation, technology, sustainability, and community engagement being common themes across all comments.
- The qualitative feedback provided under this goal was aligned with the ranking of priorities for strategic actons, particularly with respect to the use of technology to enhance service delievery and operations.
- There were common patterns with respect to which themes and subthemes appeared in the same comment. Some of these patterns include the following:
  - Technology as an Efficiency – many comments related to technology identified opportunities to enhance service delivery timelines, provide faster service, and increase self-service options for community members.
  - Technology and Communication – one of the top ranked priority actions was 'leverage new technology to interact with residents and stakeholders and this was echoed in the comments. This included communications related to events happening in the City, service schedules (e.g. waste pick-up) and bylaw information.
  - Traffic Management – comments related to transportation were frequently listed under each goal. More than 39% of comments related to transportation under 'Exceptional Services by Exceptional People' related to the use of traffic management technologies, specifically synchronization of traffic lights.
  - Inclusion – numerous comments indentifiedd a theme of inclusion (it was the fourth most frequent common theme). Topics related to Inclusion referred to the multicultural nature of Markham (Multicultural Diversity accounted for 54% of comments related to Inclusion), Accessibility (24%) and Age (38%) which included specifically older adults and to a lesser extent teens and children. There were many comments about providing events and opportunities to support diversity and encourage cultural exchange.

Goal 2: Engaged, Diverse, Vibrant and Thriving City

Under this goal, the most frequently cited themes included:

1. Community Engagement – comments categorized under this theme included suggestions that the City provide more 'Opportunities for Involvement' such as festivals, events, community organizations and volunteer opportunities (19.5%) and 'Communication' to residents (74%).
2. Community Services – as with Goal 1, services such as community events (73%), increased library services (7%) and more community centres (5%) were all cited as opportunities for

increased service to residents. While the specific percentages of comments related to each subtheme differs, the same top three subthemes were identified for 'community services' in both Goal 1 and Goal 2, indicating that community events, libraries and community centres are significant services that achieve multiple strategic outcomes.

3. Sustainability – the third most common theme under Goal 2 was 'sustainability'. This theme was cited in combination with a number of other concepts including technology, transportation and service delivery and appeared in the comments for all four goals. Under Goal 2, however, the most common subtheme related to sustainability was 'greenspace' (44% of comments related to sustainability included this subtheme). This included parks, trees and the tree canopy, references to the Rouge National Urban Park and generally land protected from development.

Observations:

- Almost half of the categorized comments under this goal were related to the themes 'Community Engagement' and 'Community Services'. Community services such as events were identified frequently as opprotunitites to bring community members together.

- There were a number of comments that referenced a feeling of friendliness or neighbourly behaviour – this was often ambiguous, but in many cases related to a sense of community cohesion. In some cases, comments referenced adhere to bylaws and being a good neighbour as a priority. This is reflected in the top ranked priority action, "Implement a Neighbourhood Partnership Strategy and 'Good Neighbour' program".

- As with Goal 1, Inclusion was the fourth most common theme, and again the most frequently identified subthemes included cultural diversity (57% of inclusion themes), Age (29%) and Accessibility. Under this goal comments related to Age frequently cited children or "family friendly" development or services.

- The fourth and fith top priorities for this goal were "Launch Destination Markham" and "Create a Community Events Strategy". There were numerous comments about community events that referenced tourism, which suggests an overlap of these themes.

- Some pattern of themes include:
  - Community Centres, Libraries, Parks were often all named in the same comment. These were sometimes generally refered to as 'Amenities'. From the context of the way the comments were written, this combination of themes indicated a desire to have community amenitites throughout the City to service residents at a neighbourhood level.
  - Communications and Events – many of the comments identifying the need for enhanced communication to residents focused on events happening in the City.

Goal 3: Safe, Sustainable and Complete Community

Under this goal, the most frequently cited themes included:

1. Transportation – comments categorized under this theme included traffic improvements (36% - i.e more/wider roads, better driving) and 'transit' (44% - which included comments about improved reliability, affordability, and most frequently regionally-connected transit).

2. Sustainability – this broad theme included topics related to 'greenspace' (21% which included general comments as well as more specifically comments about the tree canopy); waste management and recycling (21%) and 'reduced emissions' (11% which included net-zero carbon emissions for developments, reduced carbon emissions generally).

3. Safety – there were a number of general statements about 'safe streets' and 'safe communities' as well as specific references in increased police/law enforcement (22%), installationof security cameras throughout the city (12%, including facial recognition technology and 'surveillance') and the introduction of 'neighbourhood watch' programs (9%).

Observations:

- Of the four goals, Goal 3 had the most uniform themes present in the comments – the vast majority of comments fell into one of these top three categories (transit, sustainability and safety).

- A significant number of suggestions made related to this theme focus on services that are not within municipal scope (i.e. policing, TTC access).

- The frequency of comments, as well as the ranking of priority action, demonstrated a focus on transit and the need to expand transit options in relation to both transportation and sustainability; however, there were still a significant number of comments suggesting improvements to roads in order to accommodate more single-driver vehicles.

- Common patterns of themes included:
  o Sustainability and Transportation – unsurprisingly, there was crossover with these two themes. Many comments indicated the need to green transportation solutions. These comments were generally vague (i.e. "environmentally friendly transit options") with specific solutions such as 'autonomous vehicles' and 'electric buses' mentioned infrequently.
  o Safety and Transportation – many comments about safety were general; however, there were a number of comments related to road safety, and 'Expand Road Safety Programs' was ranked as the fifth priority in this goal.
  o Affordability and Safety – 'Implement an affordable Housing Strategy' was ranked seventh as a priority action (out of fifteen actions listed under this goal). Affordability was mentioned in several comments, particularly under the question "what will Markham look like in 10 to 20 years" and reference 'unaffordability' as a barrier to living in Markham; however, there were a number of comments related to safety that expressed concerns that increased affordability (specifically of housing) would decrease safety.

Goal 4: Stewardship of Money and Resources – Common Themes

Under this goal, the most frequently cited themes included:

1. Transparency and Accountability – the most frequent theme identified in this goal included subthemes of 'transparency' (38%), 'risk management' (7%), 'audit' (6%) and 'value for money' (19%). More than25% of all comments related to this theme included one of these concepts or generally indicated the need for 'better transparency'.

2. Financial Management – comments indicating suggestions for 'increased spending' (16%) and 'reduced spending' (17%) on services were included in this theme.
3. New Revenue Sources – under this theme, suggestions related to revenue tools were categorized. This included subthemes such as 'private sector investment/sponsorship' (13%), fundraising (8.5%), 'service charges (including Tolls)' (8.5%), 'foreign investment' (4%) and 'bylaw enforcement' (4%).
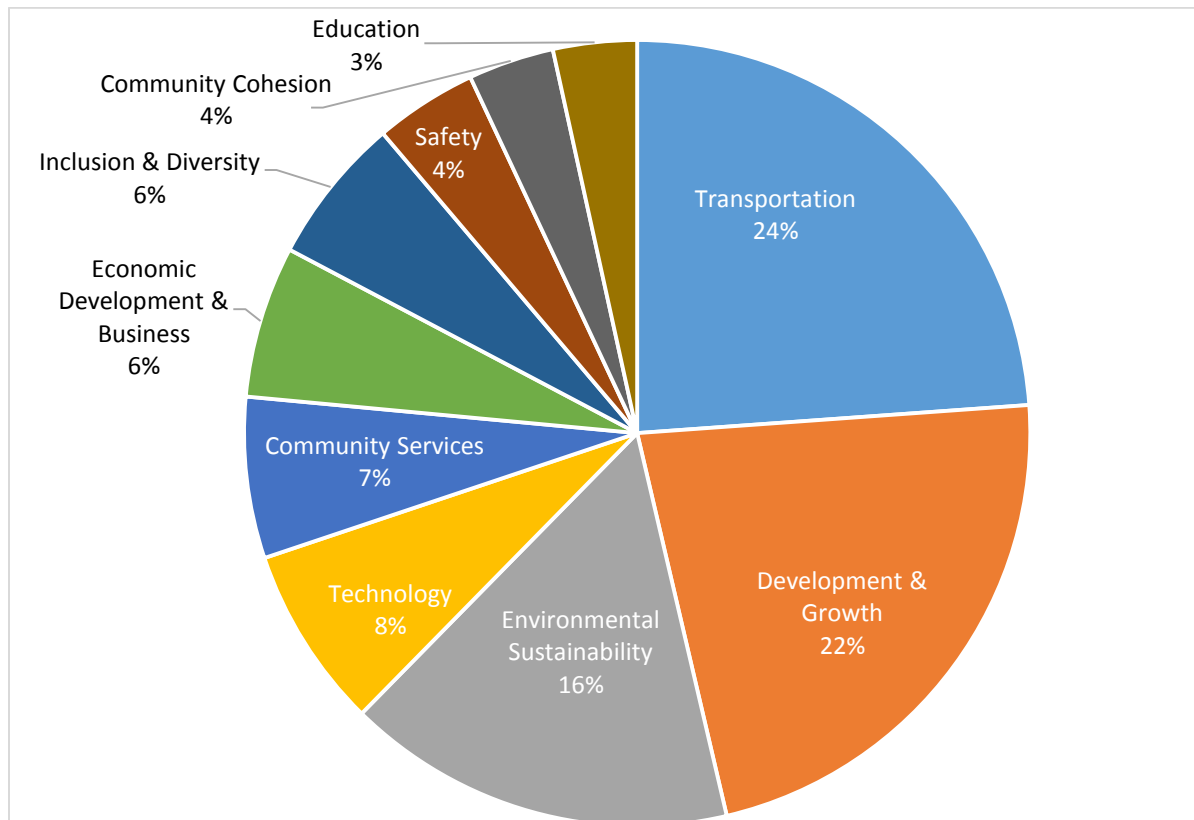
Observations:

- There was no concensus on whether the municipality should increase spending versus reduce spending as these comments occurred with relatively equal frequency.
- Taxes were not mentioned with frequency under Goal 4, though in the comments related to the question "What will Markham look like in 10-20 years", 'high taxes' were mentioned with some frequency.
- By far the most common comments included the theme 'transparency' and included specific suggestions such as reducing the number of in-camera council meetings to ensuring policies were searchable on the City website. Most often, however, transparency was mentioned in the context of ensuring residents understood how the City was making decisions and/or spending tax dollars.
- Some patterns of themes included:
  o Value for Money and Spending: in the comments for this goal as well as other comments, there appeared to be a willingness to increase spending, and in some cases even to pay increased taxes, to invest in improved service. This pattern was often found in the context of technology investments to improve service and to invest in technology that could yield cost savings in the longer term.
  o Communication and Transparency – 'communication' while not a significant subtheme in this goal was mentioned most frequently in the context of improved reporting and increased transparency; this is reflected in the ranked priorities which included 'public reporting aligned to strategic plan', 'communicate and make key City policies available on the City website' as top actions to be prioritized.
  o Technology and Economic Development – the top ranked priority action was to 'Leverage Smart City Technology to Improve Efficiency'. In the comments, the most common subtheme related to 'technology' was 'Smart City' (8%) which was cited as an opportunity to invest in technological solutions to improve operations at a cost savings. Technology was also implicated in comments related to 'Economic Development', of which 7% of subthemes related to the 'Technology Sector' as an area of economic growth. This was only the second most common subtheme of 'Economic Development' however, of 22% of comments under the theme related to 'Tourism'.

Qualitative Data – Themes for Markham 2020-2030

The question "what will Markham look like in 10-20 years?" was posed as an open-ended question. Responses identified areas for consideration and attention in the City's planning. The most commonly occuring themes included:

THEME	SUBTHEME	% of COMMENTS ON THEME
1. TRANSPORTATION		
	TRANSIT	54%
	IMPROVED TRAFFIC/ROADS	25%
	CYCLING	9%
2. GROWTH/DEVELOPMENT		
	DOWNTOWN MARKHAM	18.5%
	MIXED USE DEVELOPMENT	10.5%
	INCREASED RESIDENTIAL	12.6%
	HIGH DENSITY	9%
3. ENVIRONMENTAL SUSTAINABILITY		
	GREENSPACE & PARKS	28%
4. TECHNOLOGY		
	SMART CITY	20%
5. COMMUNITY SERVICES		
	MULTIPLE AMENITIES	39%
	LIBRARIES	12%
	COMMUNITY CENTRES	12%

Diagram: Common Themes for 'What Will Markham Look Like in 10-20 Years" by Percentage of Categorized Comments

Observations:

- Several of the top themes for this question were consistent themes across all goals, including: transportation, technology and sustainability.
- Common patterns of themes included:
  - Technology and Transportation – usually refering to traffic light synchronization and traffic management through smart technologies.
  - Sustainability and Technology – including energy efficiency, renewable energy sources and low-carbon transportation technologies.
  - Planning and Transportation – planning themes emerged in relation to growth generally and in particular with cycling and the development of walkable communities.
  - Development and Sustainability – these themes appeared concurrently in a few different ways. First, there were some comments focused on 'sustainable development' from an ecological perspective (i.e net-zero carbon buildings). Second, many comments indicated that as Markham intensifies and there is more high-density development, there is an increased need for protected greenspaces as well as managed parks.
- There were a strong number of comments that focused on 'livibility'; from context, this concept would include the opportunity for residents to work in Markham rather than needing to commute to other cities for work.
- Comments about transit referenced regional intergration (GTA) with a very high frequency – this most often included York Region as well as the TTC. This included the need for a single fare across the system.
- With respect to comments related to 'Growth' there were some polarized sentiment. There were approximately equal numbers of comments indicating a preference for high-density development and low-density development. However, many comments referencing low-density development had a negative connotation (e.g 'suburban sprawl'). In general there seemed to be a theme of increased density with a concern about traffic congestion. Many comments included themes of both development and transit.
- Comments indicated that residents expect that community amenities will keep pace with growth, including parks, libraries and community centres. These amenities were seen to offset increased density.
- Inclusion was a significant theme across this questions as well as Goal 1 and Goal 2. Many comments noted Markham's cultural diversity in particular. Most of these comments had a positive connotation. However, there were several comments suggesting opportunities for more cultural and racial integration would benefit the community.
- There were a number of comments in this quesiton as well as Goal 1 and Goal 2 about neighbourhood and community events, indicating that opportunities for commuity members to come together at events improves community cohesion and a sense of belonging. Several comments described this as a 'neighbourhood feel' or 'small town quality' that they hoped Markham would retain while developing into an urban centre with the associated amenities and opportunities.

PRIORITY ACTIONS BY AGE

Survey participants were asked to identify their age category (see Demographic Data for breakdown of responses). The overall ranked priorities were assessed based on age categories to determine if there were consistent priorities across age ranges. First, the top five priority actions across all goals were identified for each age category.
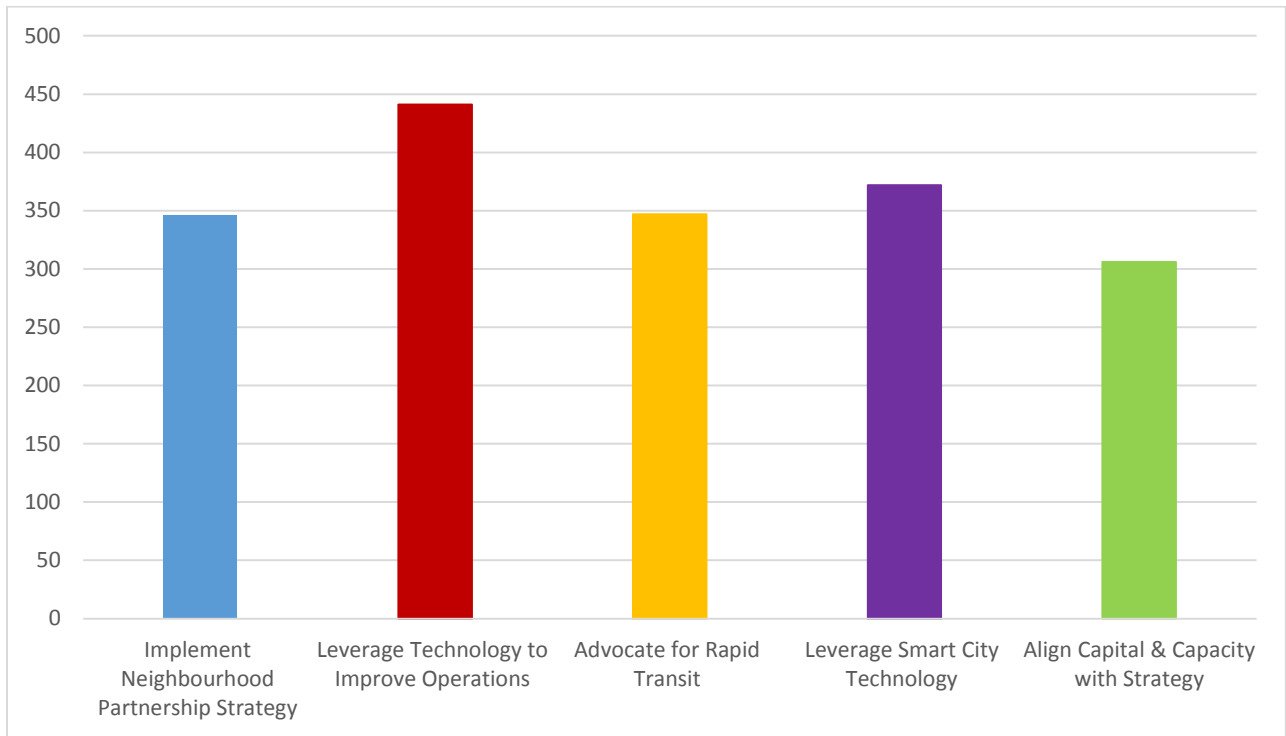
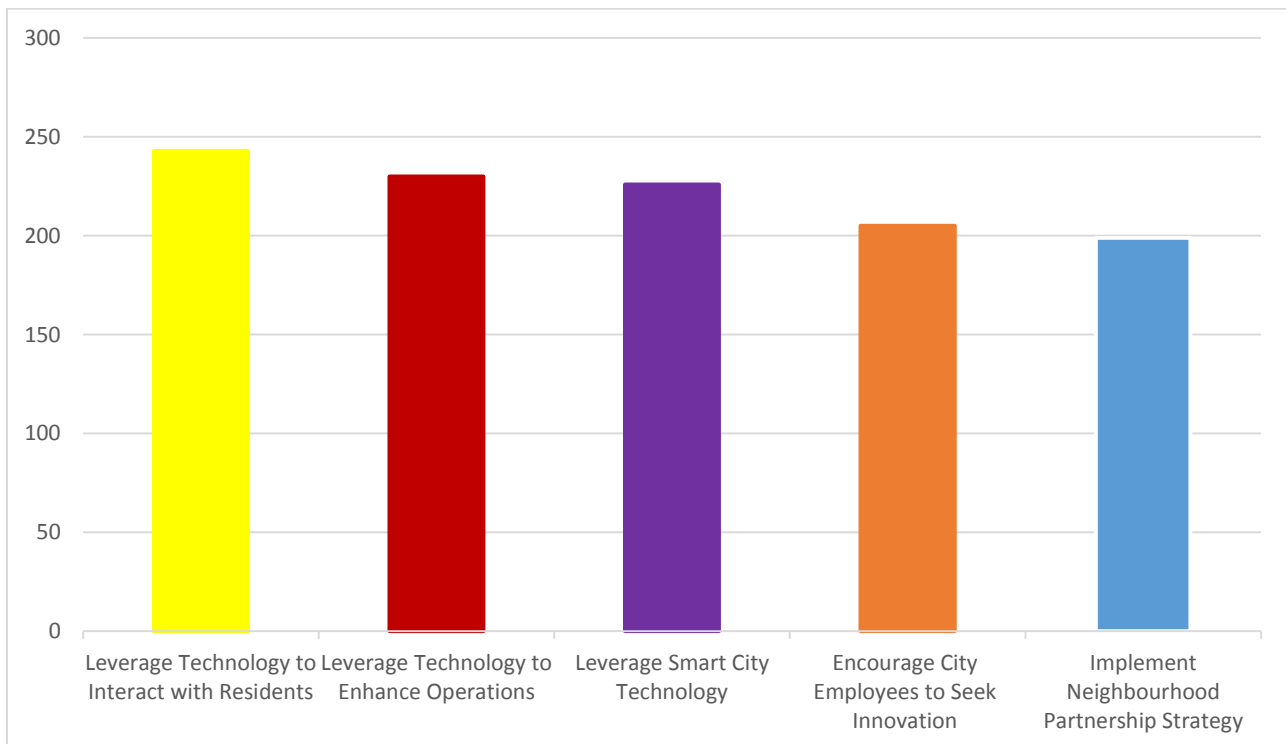**Top 5 Priority Actions across all Goals: Ages 14-17 (159 Responses)**

Top 5 Priority Actions across all Goals: Ages 18-34 (436 Responses)
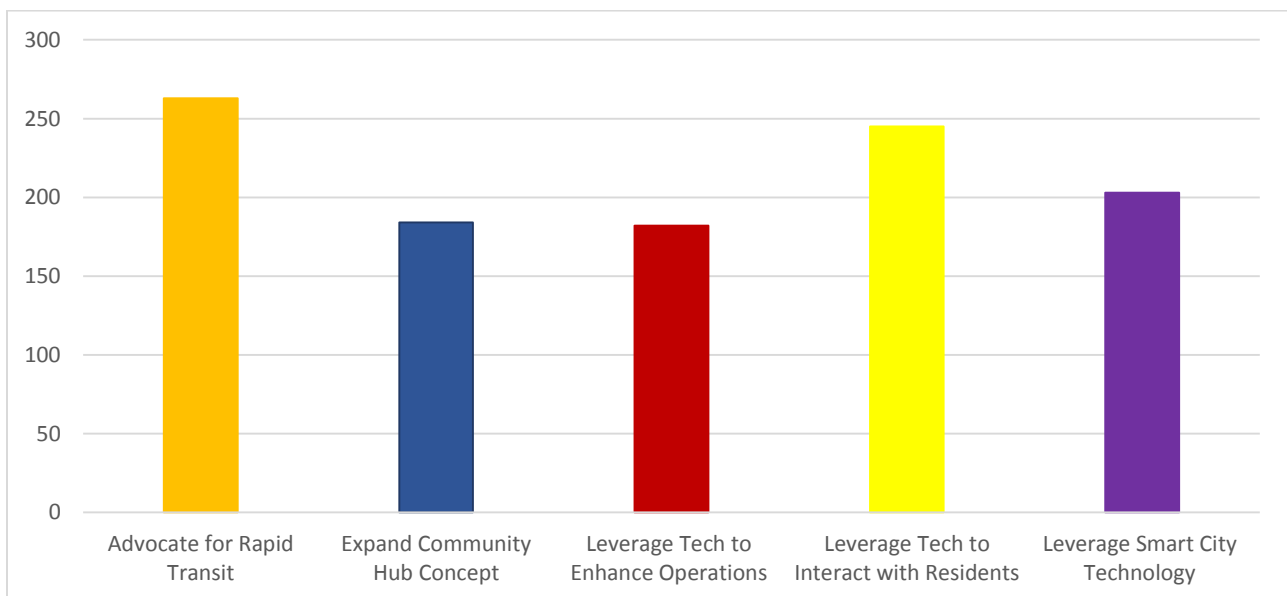
Top 5 Priority Areas across all Goals: Ages 35-50 (676 Responses)

Top 5 Priority Areas across all Goals: Ages 51-65 (399 Responses)

Top 5 Priority Areas across all Goals: Ages 66+ (211 Responses)
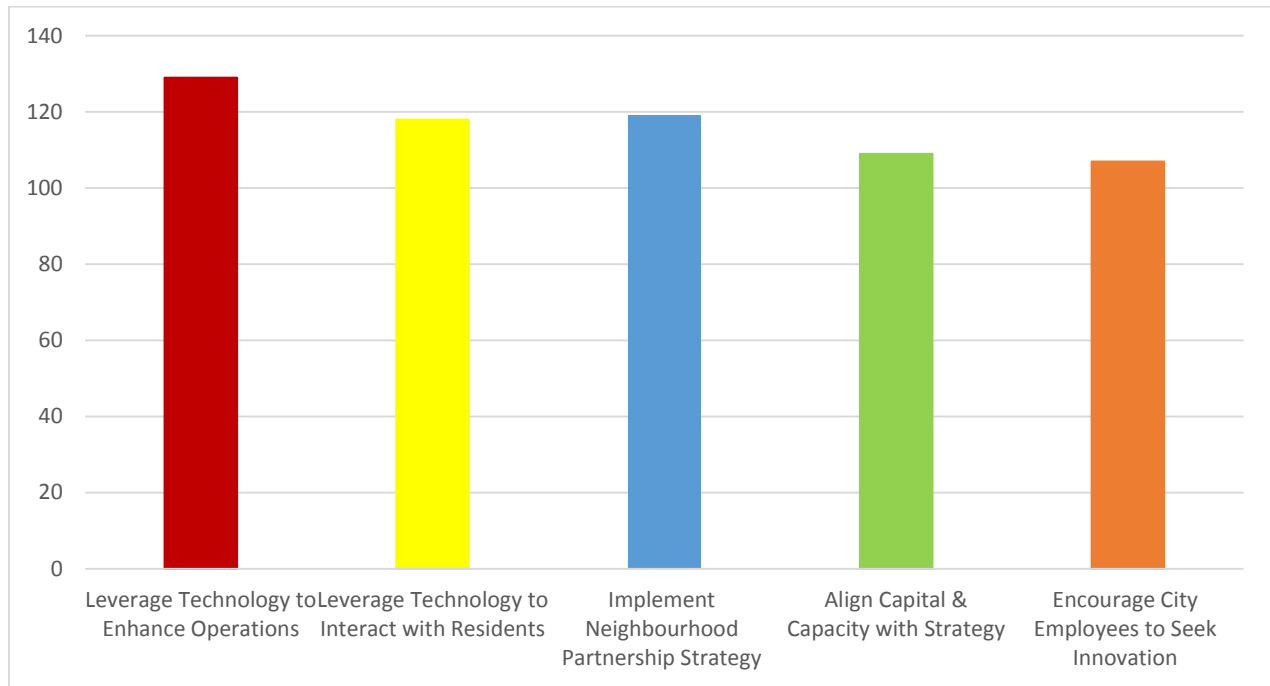
Observations:

- There was agreement across age groups on priority actions related to the use of technology to improve operations and/or communications, as well as the use of Smart City technology to create efficiencies; at least two of these actions were identified in each age group.
- 'Aligning Capital and Capacity Planning with Strategy', while not identified as a priority for each age category, this priority was identified by the youngest, oldest and middle group of age categories suggesting some relevance across the age categories.
- The action to implement the 'Neighbourhood Partnership Strategy' ranked in the top five for the three oldest age categories, possibly, because these age groups are more likely to own homes than individuals under 30 years.
- The priority to 'Advocate for Rapid Transit' was ranked in the top five priorities for ages categories under 50 years, which could correlate with commuter patterns and influenced by those attending higher education in other municipalities.

PRIORITIES BY AREA

Survey respondents were asked to identify which neighbourhood best described their residence in Markham. Respondents identified one of four neighbourhoods: Unionville, Milliken, Markham Village and Thornhill. While Unionville in particular was overrepresented in the survey responses (see Demographic data for analysis), it was possible to cross-tabulate ranked priorities with neighbourhood. The following lists the top three ranked priority actions by area:

AREA	PRIORITY #1	PRIORTY #2	PRIORITY #3
Markham Village	Advocate for rapid transit including Yonge Street Subway	Leverage Smart City Technologies to improve efficiencies	Encourage city employees to seek innovative solutions
Milliken	Advocate for rapid transit including Yonge Street Subway	Leverage Smart City Technologies to improve efficiencies	Implement local transportation solutions
Thornhill	Advocate for rapid transit including Yonge Street Subway	Leverage Smart City Technologies to improve efficiencies	Leverage new technologies to interact with residents and stakeholders
Unionville	Advocate for rapid transit including Yonge Street Subway	Implement a neighbourhood partnership strategy and 'good neighbour' program.	Implement local transportation solutions

Observations:

- There is significant consensus across all geographic areas with respect to the first priority action (i.e. Advocate for Rapid Transit).
- It is notable that for all areas, regardless of geographic position, the top priority was to advocate for a rapid transit solution that would include the Yonge Street subway corridor. In reviewing the qualitative data related to transportation, a significant number of comments indicated that regionally integrated transit is a priority for residents. This action ranked higher in all analyses than local transit solutions indicating potentially the preference for commuter transit.
- There is broad agreement on the second ranked priority action – 'Leverage Smart City Technology to Improve Efficiency' was ranked second by Markham Village, Milliken and Thornhill respondents. Yet when cross-tabulated with results from Unionville, this action did not rank in the top three.
- 'Leverage Smart City Technology' failed to rank in the top three priorities for Unionville; given the percentage of overall responses from Unionville residents, it is possible that this priority would have ranked higher had there been equal representation from the other geographic areas.
- Similarly, Unionville residents ranked 'Implement a Neighbourhood Partnership Strategy' as the second highest priority. This was the top ranked priority overall in part due to the structure of the survey, and in part on the basis of the high ranking received amongst Unionville residents.
- Both Milliken and Unionville ranked 'Implement Local Transportation Solutions' third. These neighbourhoods both share the McCowan Road and Kennedy Road Corridors and north-south arteries into Toronto, which could be a correlative factor in the ranking of this goal.

DEMOGRAPHIC DATA

Age

Survey responses were gathered from each age range representing a cross-section of generations in Markham. The majority of responses were from adults, aged 36-50, with approximately equal representation from 18-34 and 51-65 year olds.

The percentage of total responses by age category are as follows:

- 8.5% are 14-17 years old
- 23.3% are 18-35 years old
- 35.8% are 36-50 years old
- 21.3% are 51-64 years old
- 11.1% are 65 + years old

What is your age?

Language(s) spoken at home? Please select all that apply to you.
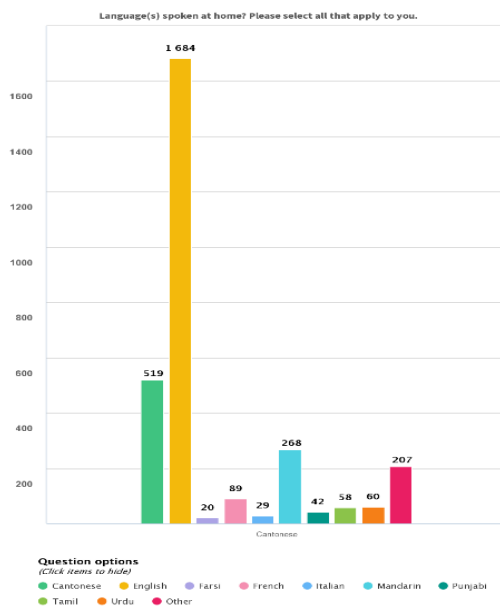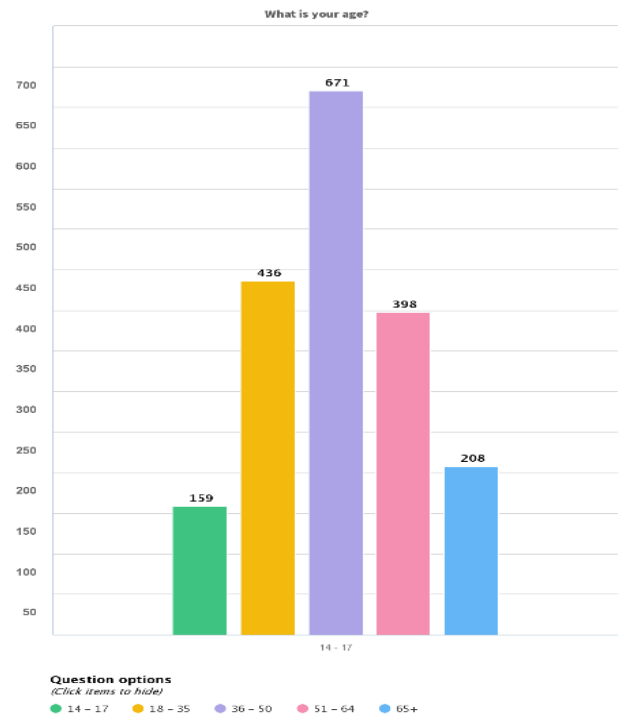
### Languages Spoken at Home

When asked the language spoken at home, more than 90% of respondents indicated that they speak English. This is consistent with census data. It does not indicate if other languages are also spoken, or first language.

By percentage of responses, the top three languages spoken at home by survey respondents are:

- 90% of the respondents speak English at home.
- 27% of the respondents speak Cantonese at home.
- 14% of the respondents speak Mandarin at home.
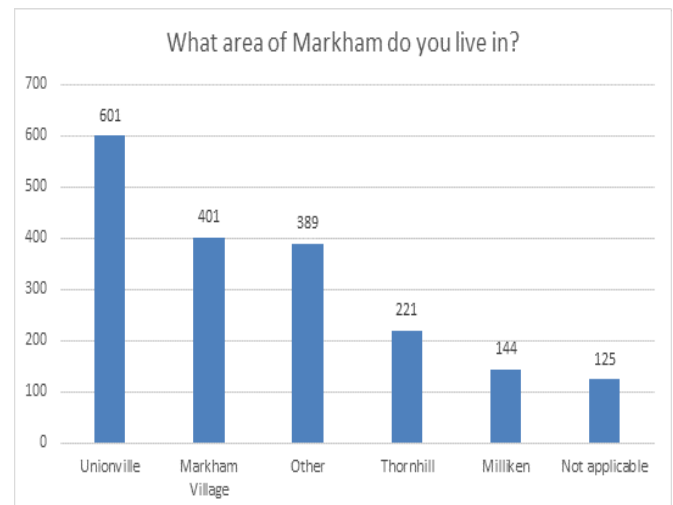
Survey Responses by Area

Staff collected more than 1,800 responses throughout the duration of the survey. Of the responses, 92% of respondents reported living in Markham.
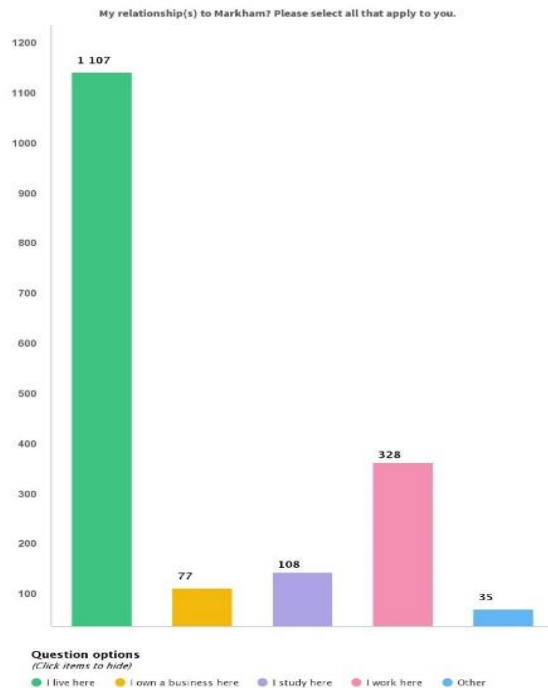
When asked to identify the area in which they lived, almost 32% of respondents report residing in Unionville.

The terms 'area' was used rather than 'ward' to increase understanding for survey users; however, the results are less specific than indicating residence by ward, and could account for the high proportion of 'other' as a response.

When compared to other areas, Unionville is overrepresented amongst survey responses, and when compared to the population distribution for Markham.

Responses by Ward

Postal codes were not collected on the survey; however, individuals responding online who created accounts with *Your Voice Markham* register using their postal codes. Through this data, the postal codes of **approximately 47% of respondents** were analyzed to determine the representation by
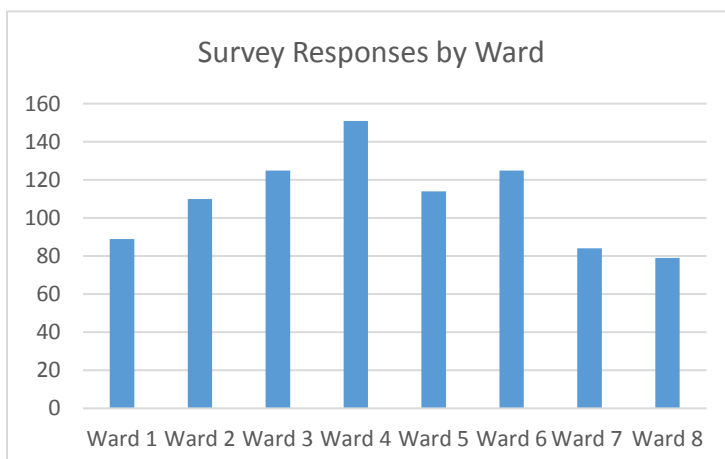
residents by Ward. While this view presents a more balanced representation of Markham residents by area, it accounts for only half the total responses.