



Report to: General Committee

Meeting Date: January 20, 2020

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**SUBJECT:** Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan  
**PREPARED BY:** Meg West, extension 3792  
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**RECOMMENDATION:**

1. That the presentation entitled "Building Markham's Future Together (BMFT) 2020 - 2023 Strategic Plan" be received; and,
2. That the report entitled "Building Markham's Future Together (BMFT) 2020 - 2023 Strategic Plan" be received; and,
3. That the "Building Markham's Future Together 2020 – 2023 Strategic Plan" attached as Appendix A, be adopted by the City; and,
4. That the summary of the Community Engagement program outlined in Appendix B be received; and,
5. That Staff report annually on the status of "Building Markham's Future Together 2020 - 2023 Strategic Plan"; and further,
6. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

**EXECUTIVE SUMMARY:**

- In 2019, Council and Senior Staff, through a series of training and education sessions open to the public, refreshed the City's Strategic Plan - Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan.
- The Community Engagement Program and the City's new community engagement platform Your Voice Markham (YVM) fostered citizen participation and received 6,600 visits to YVM.
- More than 1,800 residents, business owners and other stakeholders responded to the survey which confirmed that the refreshed Goals, Goal Statements, Objectives and Key Actions identified are consistent with what residents, business owners and other stakeholders believe is important for the City over the next four years.
- As part of the Community Engagement Program, the City undertook a youth engagement to drive youth to register on YVM and complete the survey.
- Findings from the BMFT survey showed that neighbourhood partnership strategy, advocating for rapid transit and leveraging new technologies were key priorities.
- Metrics have been identified for the four BMFT Goal Areas and will be reported out on a regular basis to show achievements and progress towards each Goal.

**PURPOSE:**

The purpose of this report is to present the recommended Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan for Council for adoption and to report on the findings of the public engagement program that was undertaken to inform this plan.

**BACKGROUND:**

All public and private sector organizations use strategic plans as blueprints for priority actions to guide decision makers to achieve the desired outcomes identified by their stakeholders.

BMFT is the blueprint which informs Council decisions and departmental business plans to assure the future success of the City. At the start of each new Council term, municipal Councils and Staff revisit the strategic plan to confirm City goals and objectives, and identify key priorities for the term.

In 2007, Mayor Scarpitti's first Council term, Council and Senior Staff developed Building Markham's Future Together Strategic Plan (BMFT). The Plan has been reviewed at the beginning of each new term of Council, and a major update was undertaken in 2015. The Plan has served the City well to guide both strategic initiatives and service priorities.

In April, May, July, September, and November 2019 Markham Council and Senior Staff participated in a number of training and education workshops, working together to refresh and re-focus the priorities of the City's Strategic Plan.

The sessions provided Council with an opportunity to discuss and refine the Goals and Goal Statements, Strategic Objectives, Key Actions and Initiatives, and identify measure of success for each Goal.

On September 16, 2019, General Committee received the consolidated summary of the training and education sessions work and endorsed the proposed approach to engage the community and obtain feedback on the refreshed strategic plan.

**OPTIONS/ DISCUSSION:**

Based on the results of the Council and Senior Staff training and education workshops and feedback from the community engagement program, the revised goals and goal statements are as follows:

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

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

**Goal 2: Engaged, Diverse, Thriving and Vibrant City**

**Goal Statement:** *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

*We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

**Goal 3: Safe, Sustainable and Complete Community**

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

**Goal 4: Stewardship of Money and Resources**

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

A number of Key Actions are proposed under each Goal Statement (See Appendix A). These Key Actions formed the basis of the survey used to solicit stakeholder feedback as part of the Community Engagement Program.

**Community Engagement Program – Going to Where the People Are and a new community engagement platform fostered citizen participation**

The September 16<sup>th</sup> General Committee decision included a direction to Staff to provide engagement opportunities across the City commencing with a kick-off event on September 23<sup>rd</sup> and concluding the engagement on November 1<sup>st</sup>. The Program's goal was to solicit feedback from a broad cross-section of residents, businesses and other stakeholders/ interested parties. The community engagement program was developed to inform, educate and provide opportunities for input on Building Markham's Future Together 2020 – 2023 Strategic Plan.

Public feedback was obtained through a leading community engagement platform (Bang the Table) used by many municipalities and government agencies across Canada and the United States. The City launched Your Voice Markham (YVM) in March 2019 and at the commencement of the BMFT engagement the City had more than 900 subscribers and 9,300 visitors to the platform. At the conclusion of the engagement, these numbers had risen to 1,838 and 20,500 respectively. The platform, which provides a translation option asked visitors to prioritize key actions that will guide the work of the City from 2020 – 2023.

A robust communications plan was developed to drive all interested parties to Your Voice Markham. The aim of the communications plan was to expand awareness of the Strategic Plan across all our diverse communities. The communications plan included: detailed content on the City's website; email blasts to all recreation and culture program registrants, community/business organizations 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 facilities and on one Metrolinx digital billboard on Highway 407; and shareable content for use by Council and Staff in newsletters and on social media.

A contest was also used to encourage visitors to sign up for the Your Voice Markham platform, and to complete the survey. The intent was to increase the number of subscribers to Your Voice Markham in order to expand our reach for future engagement initiatives, and to update survey participants with the BMFT consultation results.

Community engagement meetings were held between September 23<sup>rd</sup> and November 1<sup>st</sup>, 2019. These included:

- Open House at the Markham Civic Centre - September 23<sup>rd</sup>
- Applefest and Markham 225 Celebration - September 28th
- Seniors' Advisory Committee Health Fair - October 17th
- Twitter Town Hall - October 24th

- Markville Mall and First Markham Place - October 26th
- Councillor Community meetings were held in the following wards:
  - Ward 3 October 7th
  - Ward 4 October 23rd
  - Ward 6 October 10th
  - Ward 7 October 30th

**A Youth Engagement Initiative was undertaken to drive youth to register on YVM and complete the survey**

The City retained Urban Minds to conduct targeted outreach to youth to ensure the voices of youth were represented through the completion of the survey on the City's strategic plan (refer to Appendix C for detailed report). The objective was to educate youth on the proposed strategic plan, to collect feedback from youth on the four goals and promote long-term retention of youth participants on YVM.

A number of pop-up events directed to engage youth were held including the September 23<sup>rd</sup> launch, a collage event at the Angus Glen Community Centre and Library and at Markville Mall. The team talked to more than 150 high school students and young families.

**The Community Engagement Program received 6,600 visits to YVM and more than 1,800 people completed the survey**

It is important to note the key actions set out in the survey (Appendix B) were not identical to the refreshed BMFT 2020 – 2023 Strategic Plan. Rather, the key actions were condensed to be more understandable to the public. Further, the survey conducted was a convenience survey that is a non-probability sampling, which does not include random sampling of residents.

Your Voice Markham received 6,600 visits related to BMFT, with more than 1,800 completed surveys representing more than 30% of all visits to the site, which is exceptional.

Social Media:	<ul style="list-style-type: none"> <li>• 200,000+ Impressions</li> <li>• 2,500+ Engagements</li> </ul>
Facebook Livestream of Kick-Off Event:	<ul style="list-style-type: none"> <li>• 640 people reached</li> <li>• 274 views</li> <li>• 38 engagements</li> </ul>
Twitter Town Hall:	<ul style="list-style-type: none"> <li>• 36 social messages used to promote the Town Hall, with 50,000+ plus impressions</li> <li>• 340 engagements and 390 link clicks prior to Town Hall</li> <li>• 85+ online questions</li> <li>• 200+ uses of #AskScarpitti</li> <li>• 4 Twitter Polls launched before and during Twitter Town Hall</li> </ul>
Email blasts:	<ul style="list-style-type: none"> <li>• 3 Email Campaigns               <ul style="list-style-type: none"> <li>○ 3,300+ recipients each</li> <li>○ 1,000+ combined clicks</li> <li>○ 4,300+ combined opens</li> </ul> </li> </ul>
Your Voice Markham analysis showed the following data:	<ul style="list-style-type: none"> <li>• 23% heard of the survey through Social media</li> <li>• 17% heard of the survey through eNews</li> <li>• 14% heard of the survey through Markham.ca</li> </ul>

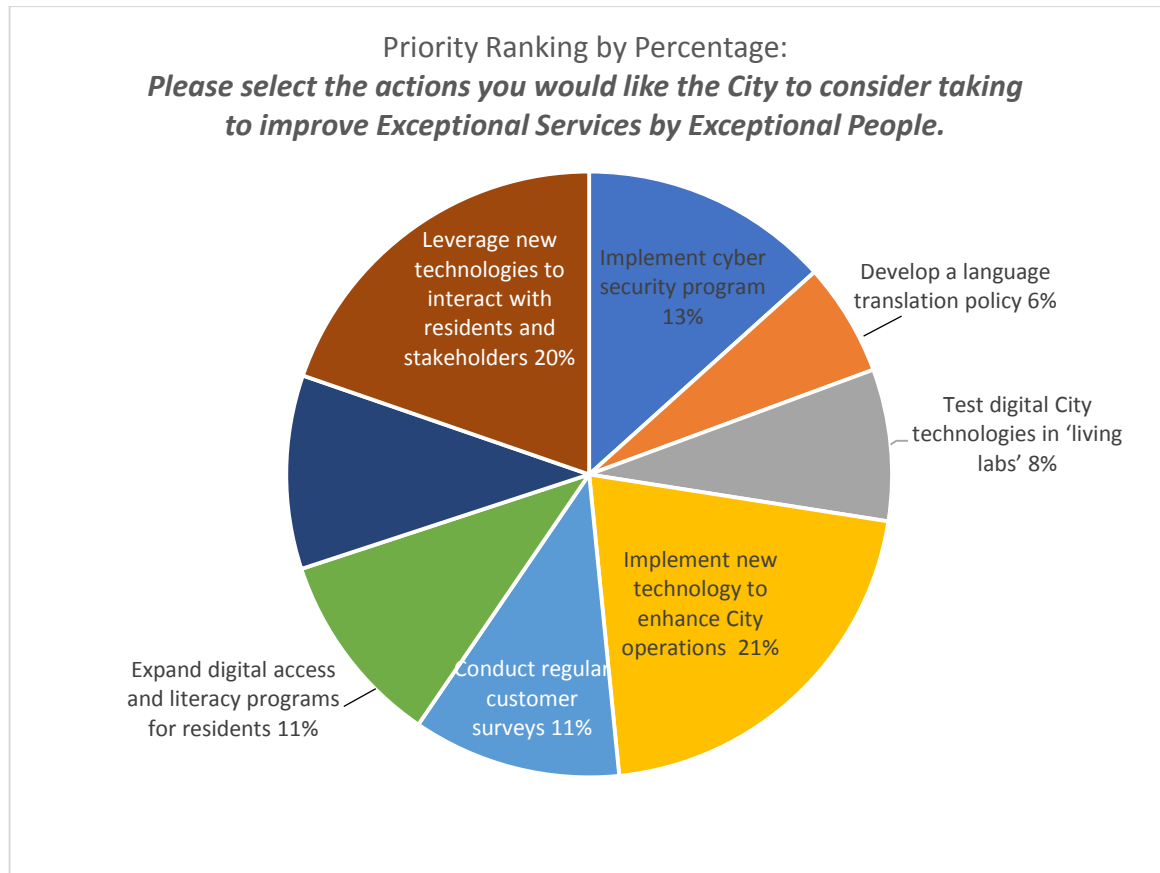
	<ul style="list-style-type: none"> <li>46% heard of the survey through other means such as Mayor &amp; Council Newsletters, Town Halls, Newspaper ads, Billboards &amp; Road signage, word of mouth and festivals.</li> </ul>
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**Key priorities for respondents were the neighbourhood partnership strategy, advocating for rapid transit and leveraging new technologies**

The BMFT survey highlighted the four goals with 44 related strategic activities/key actions by goal area. Within each of these goals, survey respondents were asked to identify their top priorities among the actions listed. 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.

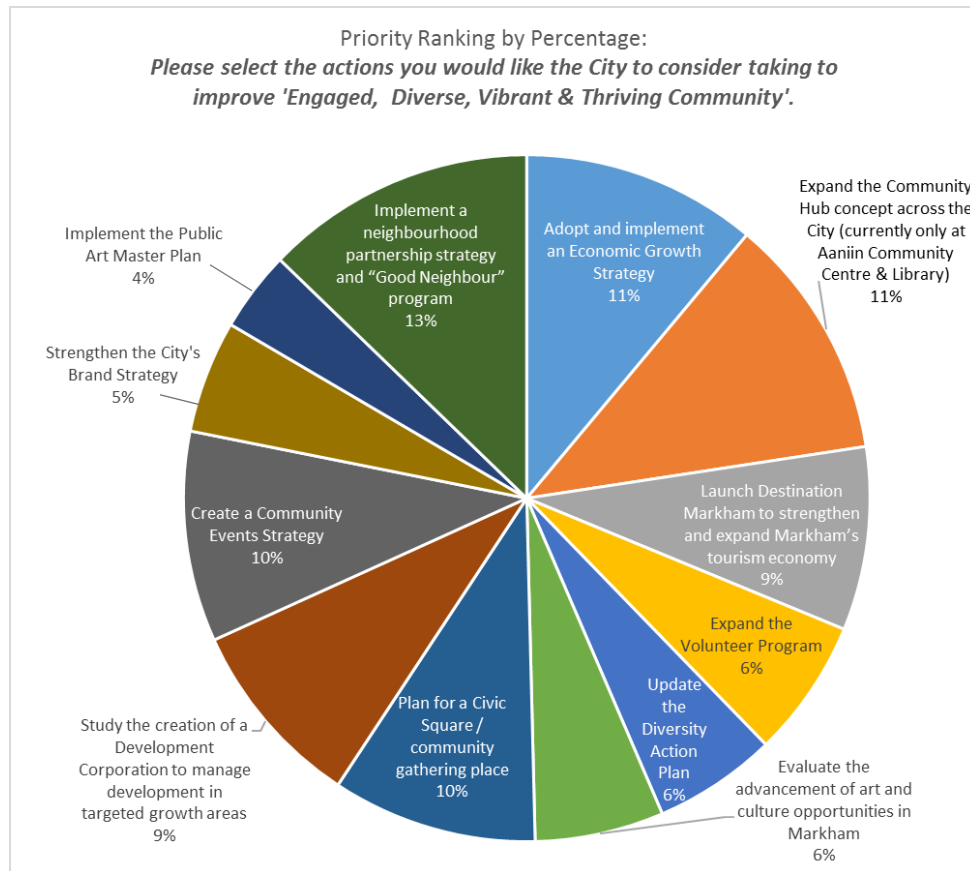
**Ranked Order of Priorities for all Goals:**

<b>Priority Action</b>	<b>Total Responses</b>
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

**Priorities by Goal – Goal 1: Exceptional Services by Exceptional People****There was significant interest in leveraging new technologies to interact with residents and implementing new technologies to enhance City operations**

- There was noteworthy support in the use of technology generally throughout the survey responses on all goals.
- With respect to this 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 the “Smart City Technologies” action 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 fourth respectively, as priorities.

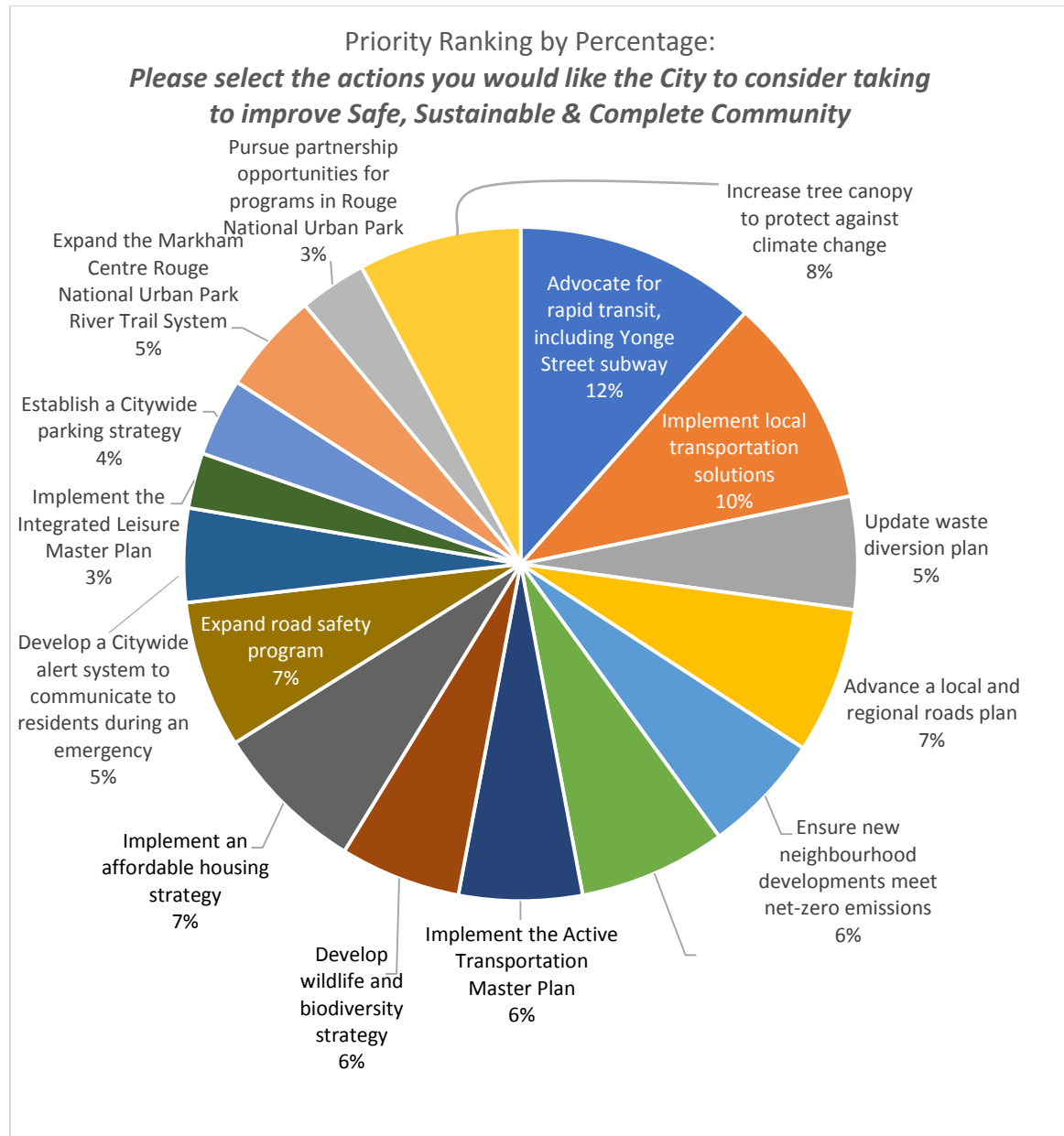
## Priorities by Goal – Goal 2, Engaged, Diverse, Vibrant and Thriving City



### Respondents supported implementing a neighbourhood strategy, adopting and implementing an Economic Growth Strategy and expanding the Community Hub Concept across the City

- The highest ranked action in this goal and in the overall survey with 1208 responses was "Implement a Neighbourhood Partnership Strategy and a Good Neighbour program". There appears to be an interest in neighbourhood-focused or place-based approaches and activities to foster good neighbours and social inclusion.
- Getting to know your neighbours through neighbourhood improvement activities and having a community hub in their own neighbourhood were noted.
- Community cohesion and pride in cultural diversity were frequently referenced and valued. Community/neighbourhood festivals and events were seen as a vehicle to foster and celebrate cultural cohesion and understanding.
- The ranked priorities for this goal are complemented by the qualitative data collected from respondents to augment their responses under this question which focuses heavily on managing growth and ensuring community amenities such as libraries, arts & culture amenities, community centres and parks/green spaces are key components of the community, especially as the city urbanizes.

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

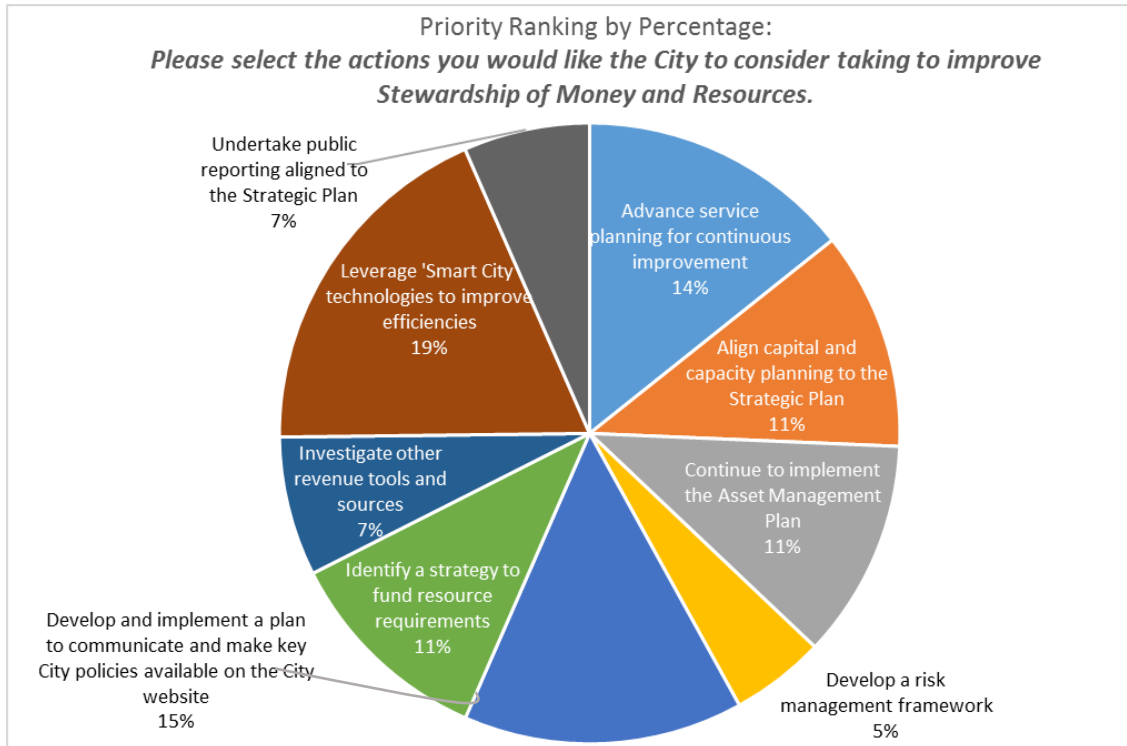


**The highest ranked preferences are: advocate for rapid transit; implement local transportation solutions; and increase the City's tree canopy**

- The first two priorities both related to traffic and transportation, and the third priority related to increasing tree canopy.
- Traffic and transportation are clearly priorities with both actions listed in the top 10 priorities of the survey overall.
- 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 programs for pedestrians was also noted.

- Community Safety and safe streets were referenced in relation to increased police/enforcement and technology such as cameras to support enforcement. Neighbourhood based programs were also identified such as Neighbourhood Watch.

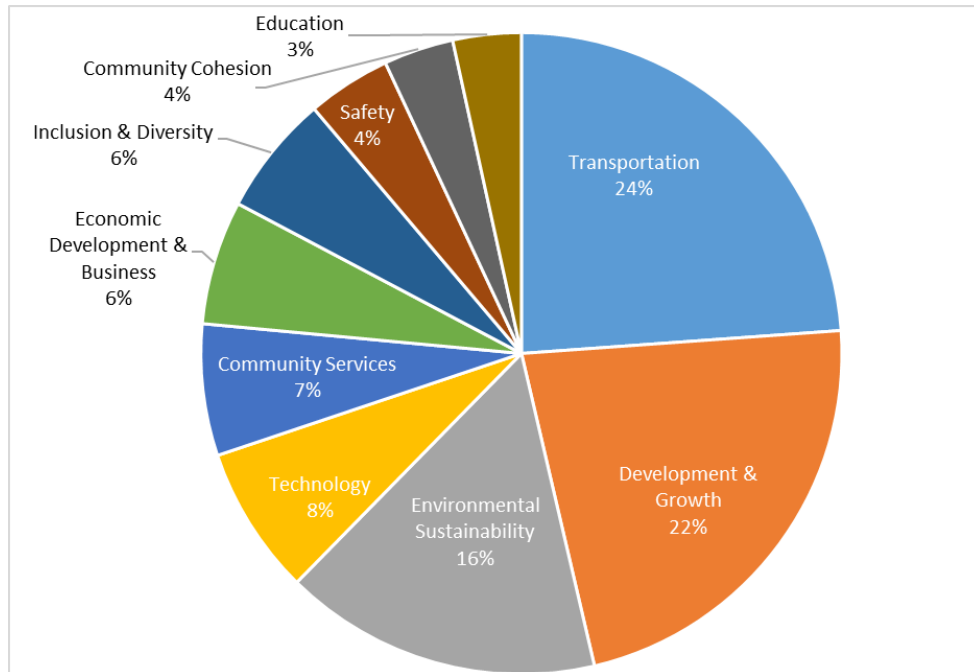
#### Priorities by Goal: Goal 4 – Stewardship of Money and Resources



#### 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, transparency of City policies by ensuring they are accessible on the City website has been identified as important for stakeholders – in the second ranked response.
- Closely following transparency of City policies was the action to advance service planning for continuous improvement.
- 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.

### Common Themes for ‘What Will Markham Look Like in 10-20 Years’ by Percentage of Categorized Comments



**While the question was posed asking “What will Markham look like in 10 to 20 years”, the responses were less about the future state and more about areas to consider for attention.**

Areas of focus from resident comments in order of frequency: *Transportation, Development & Growth, Environmental Sustainability, Technology, Community Services, Economic Development & Business, Inclusion & Diversity, Safety, Community Cohesion and Education.*

- There was a strong number of comments that focused on ‘livability’; including the opportunity for residents to live and work in Markham instead of having to commute to other cities for their job.
- Comments about transit referenced cross regional integration (GTA) with a greater frequency – this most often included York Region as well as the TTC, including single fares across the system.
- With respect to comments related to ‘Growth’ there were some polarized sentiments. 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’).
- Growth Management and ensuring community amenities keep up with growth such as parks, community centres, libraries and meeting places was noted.
- Inclusion was a significant theme across this question as well as Goal 1 and Goal 2. Many noted Markham’s cultural diversity in a positive context. Further, there were

several comments suggesting opportunities for more cultural and racial integration would benefit the community.

- There were a number of comments in this question as well as Goal 1 and Goal 2 about neighbourhood/community events, indicating that opportunities for community member to come together at events improves community cohesion and a sense of belonging.

Common patterns among the areas of focus :

- Technology and Transportation – usually referring to traffic light synchronization and traffic management through smart technologies.
- Sustainability and Technology – energy efficiency, renewable energy sources and low-carbon transportation technologies.
- Planning and Transportation – managing growth generally, and in particular cycling improvements and the development of walkable communities.
- Development and Sustainability – ‘sustainable development’ from an ecological perspective (i.e. net-zero carbon buildings). Many comments indicated that as Markham intensifies, with more high-density development, there is an increased need for protected parks/green space and people places.

**Several of the top themes for this question were consistent themes across all goals, including: transportation, technology and sustainability.**

**Priority Actions by Age - the top 5 Priority Actions are consistent across age groups with a focus on technology, advocating for rapid transit and neighbourhood programs**

Survey participants were asked to identify their age category (see Appendix B 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.

Age Range	Top 5 Priority Actions across all Goals:
<b>Ages 14-17</b> <b>159 respondents</b>	Implement Smart City Solutions
	Align Capital & Capacity Planning with Strategy
	Leverage Tech to Enhance Operations
	Advocate for Rapid Transit
	Leverage Technology to Interact with Residents
<b>Ages 18-34</b> <b>436 respondents</b>	Advocate for Rapid Transit
	Leverage Technology to Interact with Residents
	Leverage Smart City Technology
	Leverage Tech to Enhance Operations
	Expand Community Hub Concept
<b>Ages 35-50</b> <b>616 respondents</b>	Leverage Tech to Enhance Operations
	Leverage Smart City Technology
	Implement Neighbourhood Partnership Strategy
	Advocate for Rapid Transit
	Align Capital & Capacity Planning with Strategy
<b>Ages 51-65</b> <b>399 respondents</b>	Leverage Technology to Interact with Residents
	Leverage Tech to Enhance Operations

<b>Ages 66+ 211 respondents</b>	Leverage Smart City Technology
	Encourage Employees to Seek Innovation
	Implement Neighbourhood Partnership Strategy
	Leverage Tech to Enhance Operations
	Implement Neighbourhood Partnership Strategy
	Leverage Technology to Interact with Residents
	Align Capital & Capacity Planning with Strategy
	Encourage Employees to Seek Innovation

### **Engaging our Customers – Customer Feedback & Evaluation outlining how residents, stakeholders and community members are engaged as part of our commitment to exceptional services**

The City of Markham is known as a municipal leader in providing high quality service. Exceptional Service is a core value for staff and at the heart of the work we do within our own departments for the community. Markham's quest for organizational excellence formally began in the late 1990's to ensure service excellence across the organization. Using the National Quality Institute's (now Excellence Canada's) framework as a guide, a strong focus on customer/client satisfaction has been the cornerstone of our efforts and success to date. (Please see Appendix D for detailed report).

### **Engagement & Evaluation Tools used by City Staff to interact and gather feedback from customers**

- **Annual Customer Satisfaction Surveys:** every year each department identifies services to measure using the corporate survey process (see page 4 in Appendix D).
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** City Departments use survey tools such as *EnviroNics* to gain a better understanding of community trends and residents interests. Research, benchmarking trends and other data are used to inform decisions on program offerings and service planning.
- **Surveys & Polls:** surveys are used throughout the City to collect data about resident experiences, preferences, needs and opinions. *e.g., - in-person survey conducted onsite at recycling depots; survey of counter customer in*
- **Interviews:** individual, intensive, structured - designed to probe deeply into stakeholder needs and opinions. *e.g., - Aaniin Library Post- Occupancy Evaluation to determine how customers are using library space.*
- **Focus Groups & Consultations:** facilitated discussion to collect data from a group of individuals on a specific topic *e.g., Waste Management testing of residents acceptance of new programs such as clear bags and textile recycling. Smart City Focus Groups to collect input on community issues that could be addressed through Artificial Intelligence - enabled technology.*
- **Community Conversations:** used at Markham Public Library as part of its unique Community Development Framework, these facilitated discussions focus on understanding the broad goals and challenges of the community.

- **Online Engagement:** the City of Markham maintains online engagement tools to provide residents with a platform for ongoing input into issues that matter. *E.g., Your Voice, used for Markham Centre Planning and Council's Strategic Plan.*

### **Plan Finalization – Recommended Goals, Objectives and Key Actions supported by the Public Engagement Program**

Based on the feedback received through the Public Engagement Program, Staff is recommending adoption of the Building Markham's Future Together 2020 – 2023 Strategic Plan (Appendix A) which sets out the four Goals, Goal Statements, thirteen Strategic Objectives, fifty-six Key Actions and high-level Metrics to be achieved by the City over the next four years, as follows:

#### **Goal 1: Exceptional Services by Exceptional People**

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

<b>Strategic Objective:</b>	<b>Key Actions:</b>
1.1. Deepen our understanding of what our community and stakeholder's 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) 1.1.2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders 1.1.3. Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation
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) 1.2.2 Streamline the development process 1.2.3 Advance Digital Markham / "Frictionless City" <ul style="list-style-type: none"> <li>• Pilot test digital city technology in "living labs"</li> <li>• Expand digital access and literacy programs</li> <li>• Continue to embrace innovation and relevant technologies in delivery of service</li> <li>• Leverage "Smart City" technologies to enhance and extend infrastructure lifecycle and improve efficiencies</li> </ul> 1.2.4 Implement cyber security program to safeguard City technology infrastructure
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 <ul style="list-style-type: none"> <li>• Reduce barriers / bureaucracy</li> <li>• Clarify roles, accountabilities (including for Centres of Expertise) and authorities</li> </ul> 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) 1.3.3 Provide Staff access to technologies to improve service delivery

	1.3.4 Continue to invest in Staff training
<b>Metrics:</b>	<ul style="list-style-type: none"> <li>• Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (Citizen Survey every 2 years)</li> <li>• % of transactional services that are available and fully conducted on-line</li> <li>• Overall customer satisfaction (Internal and External Services) from Department Surveys completed each year (annual)</li> <li>• Employee satisfaction with the organization based on Staff Satisfaction Surveys (conducted every two years)</li> </ul>

## Goal 2: Engaged, Diverse, Thriving and Vibrant City

**Goal Statement:** *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*

*We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objectives:	Key Actions:
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 <ul style="list-style-type: none"> <li>• Customized to the community; neighbourhood action plans</li> <li>• “Good neighbour” handbook</li> </ul> 2.1.2 Expand community hub concept (currently at Aaniin CC) across the City 2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events 2.1.4 Create special events strategy including standardizing requirements and streamline processes 2.1.5 Plan for a major civic square with cultural amenities
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	2.2.1 Implement Public Arts Master Plan 2.2.2 Continue to implement the Public Realm strategy across all parts of the City 2.2.3 Enhance the Volunteer program and opportunities across the City 2.2.4 Update the Diversity & Inclusion action plan 2.2.5 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 2.3.2 Develop, adopt and implement the Economic Development Strategy <ul style="list-style-type: none"> <li>• Targeted sector attraction and expansion</li> <li>• Business expansion and retention</li> <li>• Entrepreneurship and training</li> <li>• Innovation and start-ups</li> </ul> 2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas 2.3.4 Launch Destination Markham

<b>Metrics:</b>	<ul style="list-style-type: none"> <li>• Overall quality of life in Markham (Citizen Survey every 2 years)</li> <li>• # of visits to our municipal arts, recreation, library, sporting venues</li> <li>• Gross sq. ft. of office space constructed in Centres, Corridors and Business Parks (annual)</li> <li>• Total Employment in Markham (once every two years)</li> </ul>
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### **Goal 3: Safe, Sustainable and Complete Community**

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

<b>Strategic Objective:</b>	<b>Key Actions:</b>
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 Subway 3.1.2 Pursue the integration of transit-oriented design in development 3.1.3 Provide incentives for growth within areas where appropriate infrastructure already in place 3.1.4 Optimize local and regional roads plan <ul style="list-style-type: none"> <li>• Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)</li> </ul> 3.1.5 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit) 3.1.6 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 <ul style="list-style-type: none"> <li>• Multi-generational, including purpose built secondary suites</li> <li>• Rental housing</li> </ul> 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (along 400 series highways) 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries 3.2.5 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 Citywide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program 3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> <li>• Emergency preparedness</li> <li>• Proactive infrastructure protection</li> </ul>
3.4 Protect and enhance our natural environment and built form.	3.4.1 Develop a wildlife and biodiversity strategy 3.4.2 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 renewable energy sources in order to achieve our Net Zero Emissions by 2050 target 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Create the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy 3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park

Metrics	<ul style="list-style-type: none"> <li>• Maintain or Increase % of residents that rate Markham as a safe place to live (Citizen Survey every 2 years)</li> <li>• % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years)</li> <li>• Waste Diversion Rate (curbside and depots) (annual)</li> <li>• Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)</li> <li>• % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years)</li> </ul>
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#### Goal 4: Stewardship of Money and Resources

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

Strategic Objective:	Key Actions:
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.	<p>4.1.1 Funding strategy:</p> <ul style="list-style-type: none"> <li>• Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes</li> <li>• Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives</li> </ul> <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> <li>• Advocate to other levels of government for enhanced revenue tools</li> <li>• Consider alternate sources of revenue</li> </ul>
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	<p>4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities</p> <p>4.2.2 Advance detailed service planning for continuous improvement</p> <p>4.2.3 Continue to implement Asset Management Plan</p> <p>4.2.4 Develop a comprehensive risk management framework</p> <p>4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</p>
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics</p> <p>4.3.2 Develop and implement a plan to communicate and make key City policies available on City website</p>
<b>Metrics:</b>	<ul style="list-style-type: none"> <li>• % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (Citizen Survey every 2 years)</li> <li>• Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)</li> <li>• Net City of Markham Operating Cost per Household (annual)</li> <li>• Non-Residential Property taxes (as a % of total property taxes levied)</li> </ul>

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**CONCLUSION:**

1870 residents, business owners and other stakeholders responded to the survey which confirmed that the refreshed Goals, Goal Statements, Objectives and Key Actions identified are consistent with what residents, business owners and other stakeholders believe is important for the City over the next four years.

**Next Steps:**

Once Council approves Building Markham's Future Together 2020 – 2023 Strategic Plan (Appendix A), Staff will develop a communication plan to promote the newly approved plan to the public.

**Metrics identified for the four BMFT Goal Areas will be reported out on a regular basis to show achievements and progress towards each Goal**

As part of the training and education session with Council and Senior Staff, high-level strategic metrics were discussed and identified for each of the four Goal areas (Appendix A). The metrics will be reported out annually where information is available and Staff will continue to review and refine metrics as data becomes readily available.

Further, it is recommended that in order to gather measureable data related to the strategic plan, the City undertake a Citizen Satisfaction Survey every two years to gather input from residents on quality of life, delivery of City services, and use of tax dollars.

**FINANCIAL CONSIDERATIONS**

Building Markham's Future Together 2020 – 2023 Strategic Plan document preparation and facilitation by Joanne Berry, Berry Management Consulting: \$46,000.00.

Building Markham's Future Together 2020 - 2023 Communications Campaign: \$6,000.00.

Building Markham's Future Together 2020 – 2023 Youth Engagement: \$2,500.00.

Funding for Building Markham's Future Together 2020 – 2023 Strategic Plan priorities will be identified and approved as part of the annual budget process and Staff will monitor and report back to Council annually on the status of Building Markham's Future Together 2020 – 2023 Strategic Plan.

**HUMAN RESOURCES CONSIDERATIONS**

Not applicable

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

Building Markham's Future Together 2020 – 2023 Strategic Plan will set the direction for the next four years.

**BUSINESS UNITS CONSULTED AND AFFECTED:**

All four Commissions have contributed to the development of Building Markham's Future Together 2020 – 2023 Strategic Plan.

**RECOMMENDED BY:**

Andy E. Taylor  
Chief Administrative Officer

Trinela Cane  
Commissioner, Corporate Services

Brenda Librecz  
Commissioner, Community and Fire  
Services

Arvin Prasad  
Commissioner, Development  
Services

Claudia Storto  
City Solicitor and Director of Human Resources

**ATTACHMENTS:**

- |            |   |
|------------|---|
| Appendix A | Building Markham's Future Together 2020-2023 Strategic Plan |
| Appendix B | Summary of the BMFT Public Engagement Program               |
| Appendix C | Results of the Youth Engagement Program                     |
| Appendix D | Engaging Our Customers – Customer Feedback & Evaluation     |