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GENERAL COMMITTEE UPDATE

APRIL 26, 2021



Background

- Spring 2019 - Council and Senior Staff initiated refresh of Markham's Strategic Plan
- Fall 2019 - undertook community engagement, including surveys, focused youth component and community meetings. Used City's new platform, Your Voice Markham, to survey residents & stakeholders – received 6,600 visits to the project site
- January 2021 - Council approved Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan
- COVID-19 pandemic had a significant impact on the community and the City in 2020
- In spite of the pandemic, City prioritized its commitments to maintain momentum in 2020 on a number of the key BMFT actions
- Some BMFT actions that were planned to commence in 2020 were delayed to later in the year or deferred to 2021/2022 to make room for COVID-related work.



BUILDING MARKHAM'S FUTURE TOGETHER: GOALS

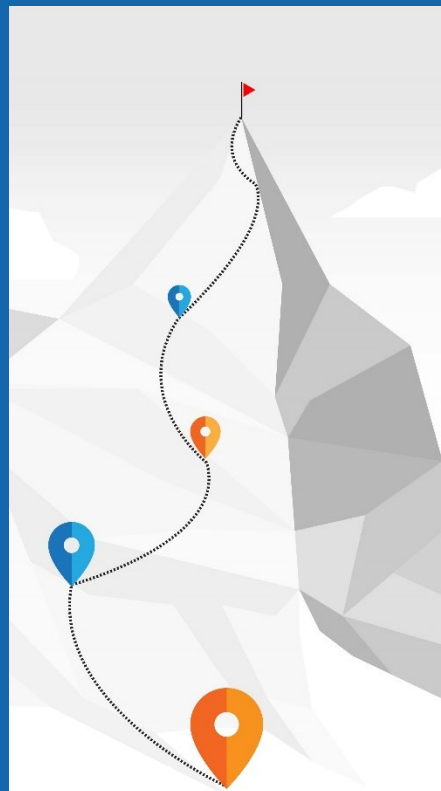


GOAL 1: Exceptional Services by Exceptional People

GOAL 2: Engaged, Diverse, Thriving & Vibrant City

GOAL 3: Safe, Sustainable and Complete Community

GOAL 4: Stewardship of Money and Resources





GOAL 1: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

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

STRATEGIC OBJECTIVES

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



METRICS

- Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)
- % of transactional services that are provided and received online
- Employee satisfaction with the organization from Current Staff Satisfaction Survey (every even year)
- Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)



Goal 1: Exceptional Services By Exceptional People

2020 Accomplishments

- Completed 10 customer surveys with an overall satisfaction rating of 76.3%
- Council reviewed Winter Maintenance service levels - satisfaction survey showed 79% of residents are satisfied with the service level
- YourVoice Markham has 30+ projects completed, active or in the development stage
- Nimble launch of IBM Watson Virtual Assistant for Citizens
- Developed COVID-19 public website and Staff Hub to keep internal and external audiences informed & connected
- Completion of renovation and opening of Morgan Pool
- Mobile GIS/ACR Forestry Field Application implemented
- Electronic Plan Review (ePlan) implemented





Goal 1: Exceptional Services By Exceptional People 2020 Accomplishments

- City bid for Top Intelligent Community of 2020 - Markham ranked in Top 7
- ePropertyTax - 18.9% property tax accounts enrolled
- AODA (Accessibility for Ontarians with Disabilities Act) compliance on City website
- MPL Digital literacy & inclusion program implemented
- MS365 pilot infrastructure preparation completed
- Continued implementation of Cyber Security Program
- Implemented Well-Being Program for staff
- Harvard ManageMentor Program rolled out for staff
- New tools to support business process modernization & service delivery
- Moved to live virtual and e-learning training - cyber security and anti-Black racism training





GOAL 2: ENGAGED, DIVERSE, THRIVING & VIBRANT CITY

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

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

STRATEGIC OBJECTIVES

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



METRICS

- Overall quality of life in Markham (every 4 years)
- # of visits to our municipal arts, recreation, library, sporting venues.
- Gross sq.ft. of office space constructed in Centres and Corridors (annual)



Goal 2: Engaged, Diverse, Thriving and Vibrant City

2020 Accomplishments

- 20+ virtual events held
- Approved Celebrate Markham Grant Program 2020-21 funding cycle
- Commenced Markham Centre Secondary Plan process
- Public Art installations
- Anti-Black Racism training for the corporation
- Received 400 pieces of art work
- Held Virtual Public Art Summit
- Partnered with MBT, Association of Chinese Canadian Entrepreneurs, Global Affairs Canada, York University & ventureLab
- Supported World Hakka convention planning
- Established the Destination Markham Corporation (DMC) Board





GOAL 3: SAFE, SUSTAINABLE AND COMPLETE COMMUNITY

We strive to achieve complete communities with an excellent quality of life.

We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.

STRATEGIC OBJECTIVES

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



METRICS

- Maintain or Increase % of residents that rate Markham as a safe place to live (every 4 years)
- % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years)
- Waste Diversion Rate (curbside and depots) (annual)
- Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)
- % reduction of Citywide GHG emissions (goal net zero by 2050) (every 2 -4 years)



Goal 3: Safe, Sustainable and Complete Community 2020 Accomplishments

- Whistle Cessation implementation on 13 crossings
- Main Street Unionville Summer Traffic Calming
- Road Safety Audit completed
- Draft Affordable and Rental Housing Strategy including inclusionary zoning framework presented
- Mayor's Markham Housing Summit held
- Markham Road-Mount Joy Design Charrette and Draft Development Concept
- Continued the Flood Control Program by completing West Thornhill Phase 3A
- Managed seven major winter storm events
- Metrolinx Forest Compensation Plantings undertaken





Goal 3: Safe, Sustainable and Complete Community 2020 Accomplishments

- #greenMarkham campaign and HERO (Home Efficiency Retrofit Orientation) program
- Mattamy's Springwater development with Geo-exchange by Enwave
- Two pilot projects to bring City facilities in line with the City and Federal Governments goal of Net Zero Emissions by 2050
- Best of Best #2 Waste Diversion Strategy and Single-use Plastic Reduction Strategy
- Styrofoam packaging ban from curbside collection
- Construction of 5 parks totaling 18.8 ha
- Cornell Rouge National Urban Park (RNUP) Gateway Study completed
- Rouge Valley Trail – Phase 4A Construction
- Secured funding to develop a preliminary natural asset inventory





GOAL 4: STEWARDSHIP OF MONEY AND RESOURCES

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

STRATEGIC OBJECTIVES

- Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.
- Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.
- Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.



METRICS

- % residents rating overall programs and services received as Very Good/Good value for tax dollar paid (every 2- 4 years)
- Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)
- Net City of Markham Operating Cost per Household (annual)
- Non-Residential Property taxes (as a % of total property taxes levied)



Goal 4: Stewardship of Money and Resources

2020 Accomplishments

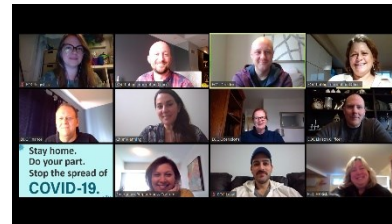
- Approved 2021 budget, with a zero % tax rate increase
- E3 opportunities - Achieved \$1.7 million of E3 savings as part of the 2020 budget
- City's Waste Management Collection Contract awarded
- Block Pruning Project - completed all 7 City blocks to its entirety before year-end
- ePlan reporting dashboard implemented
- Achieved World Council on City Data (WCCD) Platinum Level with ISO and ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life
- Asset Management Plan Progress Update Report approved
- 4 Auditor General reports completed
- Costs savings achieved for facilities due to reduced utility consumption





Service Excellence During COVID 19 Pandemic

- Activated the Emergency Operations Centre
- Enhanced digital engagement through the introduction and facilitation of fully functional virtual Council/Committee meetings
- Strategy and by-law for COVID 19 related temporary patios – 50+ patios
- Enterprise Blvd Road Closure on Sundays and Public Holidays
- Outreach program to connect with over 4,500 local seniors
- Introduced the Park Ambassador Program
- Initiated Live Chat service through the library to support online public access
- Provided interpretation & advice related to Provincial legislation





Service Excellence During COVID 19 Pandemic

- Developed & implemented training, guidelines and communications, conducted Work From Home Survey
- Redeployed and trained staff to support COVID response
- Markham Creates Community Challenge
- Virtual Recreation Programs and Fitness Programs
- 6-week Pop-Up Park program
- Virtual library programming and camps
- Applied to the Audit & Accountability Fund: Intake 2; and the COVID-19 Resilience Infrastructure Stream: Local Government - Markham eligible to access \$7,381,614 in grants
- DMC Board-led marketing strategy promoting a 'buy local, shop local and stay local' campaign





MEASURES OF SUCCESS

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*

Measure of Success	Success
<ul style="list-style-type: none">• Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)	**N/A
<ul style="list-style-type: none">• Overall customer satisfaction (Internal and External Services) from department surveys completed this year (annual)	76.3%
<ul style="list-style-type: none">• % of transactional services that are provided and received online	85+
<ul style="list-style-type: none">• Employee satisfaction with the organization from current Staff Satisfaction Survey (every even year) Survey not conducted in 2020 due to COVID 19; scheduled for Spring 2021	Not available

NOTE: ** N/A Due to COVID 19 Citizen Satisfaction Survey was deferred in 2020

GOAL 2:

Engaged, Diverse, Thriving & 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.*

Measure of Success	Success
• Overall quality of life in Markham (every 2 years)	**N/A
• # of visits to our municipal arts, recreation, library & sporting venues	1,455,803
• Gross sq. ft. of office space constructed in: - Centres and Corridors	1,227.09 sq. ft.
- Business Parks (annual)	18,675.38 sq. ft.
• Total Employment in Markham (biennial)	179,610

NOTE: ** N/A Due to COVID 19 Citizen Satisfaction Survey was deferred in 2020

GOAL 3:

Safe, Sustainable & 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.*

Measure of Success	Success
<ul style="list-style-type: none">% of trips by mode of transportation for morning peak period to and from Markham:<ul style="list-style-type: none">- Transit- Auto- Walk and cycle- Other(every 5 years last available data 2016)Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years)Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)Waste Diversion Rate (curbside and depots) (annual)% reduction of Citywide Greenhouse Gas emissions (goal net zero by 2050) (2-4 years) (biennial)	<p>Not available</p> <p>**N/A</p> <p>5%</p> <p>79%</p> <p>32.9</p>

NOTE: ** N/A Due to COVID 19 Citizen Satisfaction Survey was deferred in 2020

GOAL 4:

Safe, Sustainable and Complete Community



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

Measure of Success	Success
<ul style="list-style-type: none">• Net City of Markham operating cost per household (annual)• Non-residential property taxes (as a % of total property taxes levied)• Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/replacement needs (annual)• % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)	<p>\$1,307</p> <p>17.13%</p> <p>25 years</p> <p>**N/A</p>

NOTE: ** N/A Due to COVID 19 Citizen Satisfaction Survey was deferred in 2020



Recommendations:

1. THAT the report entitled Building Markham's Future Together (BMFT) Strategic Plan 2020 – 2023 be received; and
2. THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.