



Report to: General Committee

Meeting Date: April 4, 2022

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<b>SUBJECT:</b>	Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan Update
<b>PREPARED BY:</b>	Bryan Frois ext. 3792

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**RECOMMENDATION:**

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

**PURPOSE:**

The purpose of this report is to provide the 2021 progress update on Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan.

**BACKGROUND:**

Public and private sector organizations regularly use a strategic plan to serve as a blueprint for priority actions to guide decision makers in achieving desired outcomes as identified by their stakeholders.

At the start of each new Council term, Markham Council and Staff revisit the strategic plan to confirm the City's goals and objectives and identify key priorities for the term.

BMFT establishes the City's vision, mission and values as the framework for both Council decision-making and day-to-day employee focus and ensures that resources are allocated to support the strategies and initiatives that help the City achieve its desired outcomes.

On January 28, 2020, Council approved its 2020—2023 Council Strategic Plan (Appendix A). The following four goals are contained in the strategic plan to guide decision-making for this term of Council:

- Goal 1 – Exceptional Services by Exceptional People
- Goal 2 - Engaged, Diverse, Thriving and Vibrant City
- Goal 3 – Safe, Sustainable and Complete Community
- Goal 4 – Stewardship of Money and Resources

## OPTIONS/ DISCUSSION:

On March 17, 2020, the Province of Ontario declared a state of emergency due to the COVID-19 pandemic. The City closed all of its facilities and staff that could work from home did so. While essential services continued, a number of programs and services were put on hold or were modified to be conducted online in response to the pandemic.

Markham was one of the first municipalities in Ontario to move to virtual Council and Committee meetings, with the first virtual meeting of Council being held on March 27<sup>th</sup>. The City has quickly transitioned to remote service provision, with in-person services by appointment, while continuing to follow public health mandates.

In spite of the pandemic, the City prioritized its commitments in 2021 to maintain momentum on a number of the key actions identified under Council's four goal areas. Some BMFT actions that were planned to commence in 2020 and 2021 were delayed to later in the year or deferred to 2021/2022 to prioritize COVID-related work. It is important to note that the items below are a list of 2021 accomplishments and that the City of Markham continued to provide regular routine services that are not reflected on this list. As well, in spite of the pandemic, Markham pivoted to continue providing exceptional services through online means, as well as accommodate special requests for in-person appointment services.

Staff have prepared a detailed summary of the 2021 accomplishments, which includes the additional COVID-19-related activities (attached as Appendix B).

### 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.*

Strategic Objective:	Key Actions:	2021 Accomplishments
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	<ul style="list-style-type: none"> <li>• Undertook five (5) Customer Service surveys, completed a Staff Satisfaction Survey and launched Staff Satisfaction Improvement Plan process.</li> <li>• YourVoice Markham, a public facing interactive platform continues to be updated and provides information on over 30 active and completed City projects.</li> <li>• Expansion of IBM Watson Artificial Intelligence Virtual Assistant to include more than 50 new general topics that address frequent inquiries to the Contact Centre.</li> <li>• Introduced Closed Captioning for all Council and standing committee meetings .</li> <li>• Regularly updated COVID-19 public website and Staff Hub to keep internal</li> </ul>

		and external audiences informed and connected.
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	<p>1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and Staff scheduling software)</p> <p>1.2.2 Streamline the development process</p> <p>1.2.3 Advance Digital Markham / “Frictionless City”</p> <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> <p>1.2.4 Implement cyber security program to safeguard City technology infrastructure</p>	<ul style="list-style-type: none"> <li>• Early enhancement of the ePLAN system to include all development applications</li> <li>• Reviewed and implemented changes to streamline Planning and Engineering processes related to development review</li> <li>• Completed improvements to the Building Permit review and inspection processes to achieve efficiencies</li> <li>• Completed 9 of the recommendations from KPMG’s assessment of the Development Review Process that included standardized commenting, workflow process, recirculation processes through ePLAN; formalizing project review meetings to resolve application issues; and staff report tracking and updating processes</li> <li>• Launched the Simpletrack active screening platform for staff, contractors and visitors to all City facilities</li> <li>• Established Hybrid Works a pilot program to determine how best to facilitate Staff return to the workplace</li> <li>• Increased the number of property tax accounts enrolled in ePropertyTax to 22.8%, exceeding the 2021 target of 22.0%.</li> <li>• Community Services implemented Smart Technology pilots to enhance operational efficiencies and effectiveness such as monitoring pressure and transient ?? in the water system and textile collection bin sensors.</li> <li>• Creation of new daily operational ACR interactive dashboard to visualize case statistics, details and locations.</li> <li>• Continued implementation of Phase II of GIS Strategic Plan.</li> <li>• Creation of Urban Forestry workflow process integrating ACR case with mobile workforce, dashboard and dispatch abilities using GIS technology</li> <li>• Integrated Service Request Dashboard application using ACR and GIS to enhance business workflows and ability to compare cases.</li> <li>• Automated Vehicle Location (AVL) enhancements with replacement of 2G devices to enhance logistics, planning and fleet management.</li> <li>• Launched and completed Microsoft 365 Pilot as approved by Council.</li> <li>• Completed business case for expansion of the Administrative Monetary</li> </ul>

		<p>Penalties System to a broader range of infractions</p> <ul style="list-style-type: none"> <li>• New Corporate Telephony System rollout including softphone implementation.</li> <li>• Continued updating of the City's website to ensure AODA (Accessibility for Ontarians with Disabilities Act) compliance.</li> <li>• Continued implementation of the cyber security program.</li> <li>• Sustainability and Asset Management successfully migrated to new Utility Management Software.</li> </ul>
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	<p>1.3.1 Empower employees to continue to take risks and pursue innovation</p> <ul style="list-style-type: none"> <li>• Reduce barriers / bureaucracy</li> <li>• Clarify roles, accountabilities (including for Centres of Expertise) and authorities</li> </ul> <p>1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)</p> <p>1.3.3 Provide Staff access to technologies to improve service delivery</p> <p>1.3.4 Continue to invest in Staff training</p>	<ul style="list-style-type: none"> <li>• Markham named top city employer in Canada by Forbes.</li> <li>• Implemented the Advanced Well-Being Program for staff, conducted the Total Well-Being Index, and established a Total Well-Being Team.</li> <li>• Markham Fire &amp; Emergency Services entered into a unique agreement aimed at enhancing inclusion while reducing participation barriers for Black, Indigenous, and Racialized Markham students who wish to build a career in firefighting.</li> <li>• Continued leadership education and development strategy, commencing with introduction of the virtual Harvard Manage Mentor program in support of leadership growth and strengthening of management capabilities.</li> <li>• Developed and implemented a variety of redeployment and recovery strategies to support the community and staff during COVID-19.</li> <li>• Re-alignment of Municipal Inspections Group under Dev. Eng. Group to achieve process efficiencies and improve issues management as well as customer service Developed and implemented a COVID-19 Vaccination Policy, introduced various COVID benefits, programs and tracking systems to ensure staff and community safety.</li> <li>• Continued project work for implementation of new systems to support business process modernization and service delivery such as CRM, EAM, ePlan, program registration system, and eTicketing system</li> <li>• Adjusted in-person training to live virtual and e-learning training while leveraging Markham Learn Centre.</li> </ul>

		<p>Included cyber security and Unconscious Bias, among others.</p> <ul style="list-style-type: none"> <li>• Implemented various staff engagement strategies including the roll out of Perkopolis to all staff.</li> </ul>
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### **Additional 2021 accomplishments:**

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

- In response to the COVID-19 Pandemic, the City of Markham supported the rollout and operation of Mass Vaccination Clinics. Markham Recreation Services staff were responsible for the operation of non-clinical roles at Aaniin Community Centre, in partnership with the Region of York. City of Markham also supported Oak Valley Health and South East Local Health Integration Network (LHIN) Mass Vaccination Clinic non-clinical services at Cornell Community Centre.
- Markham Bylaw Officers supported re-opening efforts by educating the public and local businesses about COVID compliance requirements and undertaking enforcement activities were required, in conjunction with regional and provincial partners.
- Created a COVID-19 Safety Video to support fall reopening of facilities to help Markham residents understand the safety measures in place.
- Worked with seniors groups to relaunch Senior Services in the fall, which included a significant review of our services and processes to ensure seniors have a safe space to participate in recreation and social activities.
- Collaborated with sports organizations to develop and implement return-to-play strategies that incorporated COVID-19-safety protocols.
- Developed alternative compliance path for small tents attached to restaurants and cafes to assist businesses during COVID-19.
- Received 11 awards, most notably two awards for Markham's ban on Styrofoam (CAMA Environment Award, AMO P.J. Marshall Innovation Award) and three awards for the F.O.G. Clogs – Protect your Pipes! Campaign (IABC/Toronto OVATION Award of Excellence, IABC/Toronto OVATION Award of Merit, IABC Canada Silver Leaf Award of Merit).
- Achieved two award recognitions, including the John Niedra Better Practices Competition / Award and the IDC Smart Cities North America Award in piloting AI pothole detection (ROVER).
- Hosted the Markham Design Excellence Awards, which recognize and promote excellence in building design and place making.
- Successfully established an in-house animal services program, increased sale of animal licenses, completed over 2000 animal related investigations, facilitated 99 cat adoptions, reunited 75% of lost dogs with owners and rehabilitated 152 wild animals.
- Development Services Commission reviewed a record setting construction value of \$3.4 Billion dollars in building permit applications.
- Provided in excess of 600 hours of zoning review in support of development applications.
- Economic Growth, Culture, and Entrepreneurship facilitated My Main Street grant applications from Business Improvement Areas and Destination Markham resulting in grants totalling over \$120,000 to support business recovery projects.
- Economic Growth, Culture, and Entrepreneurship hosted 66 virtual seminars with over 4012 registrants.
- Sustainability and Asset Management organized and hosted citywide virtual Earth Month event celebrating youth achievement in partnership with Markham Environmental Advisory Committee.
- Completed design of 12 park projects and completed construction of 5 municipal parks including Box Grove Community Park
- Completed construction and obtained occupancy for the new East Markham Works Yard.
- Completed rehabilitation of the Cornell Parking Garage,

- Markham By-Law led and executed annual City of Markham holiday food drive in support of the Markham Food Bank.
- Corporate Communications launched the Digital Analytics Program to better inform budget spends across social and digital channels.
- Significant increase in pro-active diversity, equity and inclusion-focused messaging and initiatives across the Corporation.
- Finalized a Records Management 101 e-Learning module for implementation in Q1 2022.
- Presented recommendations to Council regarding transition from Licensing Committee to Hearing Officers to administer appeals for Mobile & Stationary Business License appeals, Tree Permit Denial Appeals, and Dog Muzzle Orders.
- Initiated preparations for 2022 Municipal Election with the completion of the Election RFP for an online vendor and tabulators.
- Developed and obtained approval to launch the 2022-2025 Business Planning Process corporate-wide.
- Completed a review of the Infill Residential Service Connections Program with a focus on customer service.
- Launched the Library Workforce Recovery Strategy and achieved 1,700 training hours on topics such as teambuilding, diversity, equity and inclusion, and COVID-19 health and safety.
- Markham Public Library advanced efficiency of data management through transitioning of all data reporting to DataStudio dashboards.
- Recreation Services launched a new rental inquiry inbox and online form process where clients can connect and request information in a centralized manner to increase efficiencies and enhance customer service.

## 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:	2021 Accomplishments
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 (2021 start)	<ul style="list-style-type: none"> <li>• More than 20 virtual events held to maintain community engagement in key City initiatives, dates of significance, and strategic mandates.</li> <li>• For Celebrate Markham Grant Program 2021-2022 funding cycle, Council approved funding for 35 applicants, totaling \$48,575 for virtual programming/events out of \$256,000 available, as well as \$30,000 to the Markham Arts Council.</li> <li>• Continued work on Markham Centre Secondary Plan including planning of a major civic square.</li> </ul>
	2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events (2021 start)	
	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	

		<ul style="list-style-type: none"> <li>Initiated Markham Museum gardens project.</li> </ul>
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	<ul style="list-style-type: none"> <li>Launched the community engagement process for the Pan Am Centre Public Art Commission.</li> <li>Completion of technical feasibility study for a digital public art program for future rail underpasses.</li> <li>Introduced volunteer and staff opportunities at Mass Vaccination Clinics to support ongoing COVID-19 pandemic efforts.</li> <li>Hired and trained over 100 staff to support York Region's mass immunization clinic.</li> <li>Developed and installed banners celebrating people and places that have contributed to Markham's growth as part of the Corporations 50<sup>th</sup> anniversary.</li> <li>Launched research, internal discovery and community input process of Diversity Action Plan alongside partner Ryerson University Diversity Institute, including Mayors launch of Anti Black Racism consultations, 10 targeted DAP community consultations and a community survey that had over 1100 respondents.</li> <li>Recruitment and Launch of the Mayor's Black Youth Liaison Committee, a commitment in the 2020 Council approved plan to combat anti-Black racism.</li> <li>Eliminated overdue library fines for all children and teens to lower barriers to library use for marginalized and lower-income customers.</li> </ul>
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 (2022 start) 2.3.2 Develop, adopt and implement the Economic Development Strategy (2022 start)	<ul style="list-style-type: none"> <li>Advanced consulting work on the MiX to examine and provide recommendations on a servicing strategy, market readiness study and governance/development model. Obtained Council</li> </ul>

	<p>2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas</p> <p>2.3.4 Launch Destination Markham</p>	<p>endorsement of vision and approval to proceed with next steps to advance the MiX.</p> <ul style="list-style-type: none"> <li>• Facilitated grant applications for Destination Markham resulting in grants totalling over \$120,000 to support Markham business recovery projects during COVID-19.</li> <li>• Destination Markham launched robust marketing strategy, including web, digital loyalty programs, social media and CRM activation. DMC had highest number of “safe travel stamps” in Ontario, demonstrating high rate of adoption of safety protocols among businesses in Markham.</li> <li>• Economic Growth, Culture, and Entrepreneurship collaborated with Toronto Global on the successful recruitment to Markham of an international-based innovation company.</li> <li>• Development Services Commission, led by Economic growth, Culture, and Entrepreneurship facilitated the locating to Markham of one of the world's largest automotive makers, further strengthening the city's automotive innovation cluster.</li> <li>• Supported York University Lassonde School Trailblazer Program connecting Markham businesses with Lassonde to co-create an innovative full-work integrated program around digital technologies.</li> <li>• Supported planning for the World Hakka Convention.</li> <li>• Continued to advance partnerships with Markham Board of Trade, VentureLAB, York University and other local business associations.</li> </ul>
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		<ul style="list-style-type: none"> <li>• Supported three (3) virtual international business missions.</li> <li>• Markham Fire &amp; Emergency Services entered into a unique agreement aimed at enhancing inclusion while reducing participation barriers for Black, Indigenous, and Racialized Markham students who wish to build a career in firefighting. This agreement creates a complete package of scholarships, equipment, supports for training and certification, summer job placements and mentorship to prime students for success. Humber will offer eight scholarships, two each for four school terms, for students to study for a two-year Fire Services diploma followed by a one-year Pre-Service Firefighter Education and Training program.</li> </ul>
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### **Additional 2021 accomplishments:**

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

- Expanded opportunities for outdoor activity with the addition of five new public skating rinks and by expanding the Pathway Maintenance Program from 8 to 95 pathways.
- Completion of Box Grove Community Park, one of the largest public parks in Markham at a size of 23.5 acres.
- Completed and opened five (5) new municipal parks totaling approximately 30 acres and completed design of 12 parks projects.
- Special Development Services Committee workshop convened to discuss making Markham a more age-friendly city. Workshop included responding to recommendations from the community as well as a study currently being undertaken to devise age-friendly design guidelines.
- Live and connected virtual performance series launched, as well as virtual cultural summer camps.
- Economic Growth, Culture, and Entrepreneurship jointly hosted three (3) internally virtual business events centered around entrepreneurship, financial technology, hard technology, and AI exchange.
- Economic Growth, Culture, and Entrepreneurship partnered with the Region of York on Region Supply Chain Study.
- Economic Growth, Culture, and Entrepreneurship processed 42 starter company grant applications and processed 139 summer company applications.
- Economic Growth, Culture and Entrepreneurship staff also facilitated a new investment by a financial services company – this was a result of their expansion and relocation from another municipality in York Region.
- Re-opened select community centres and library branches in a challenging operating landscape, based on provincial COVID recovery plans and effective municipal COVID-related safety protocols to safeguard public health.

- Launched remedial remote children learning opportunities for Grades 1 to 5 on the Library's children's webpage and provided curriculum-focused resources and activities on high-needs areas to support online education during school closures.
- Launched library "eCards" to enable home access to the Library's digital resources (eBooks, research databases, streaming music and movies, magazines and newspapers, etc.), and support needs of homebound seniors and other residents during the pandemic.
- Expanded digital library content, which included new products such as Kanopy, an online streaming service, and the Morningstar Investment Research Centre.
- Promoted the benefits of reading to mitigate social isolation and support community mental health through content promotion and reading programs, such as virtual book clubs and the Bibliotherapy / Book Healing initiative.
- Transitioned askMPL chat service to Business As Usual information service following reopening of branches.
- Celebrated the Corporation of the City of Markham's 50<sup>th</sup> Anniversary since incorporation with an online exhibit detailing historical moments, people and places. Launched decorative banners on main streets across the city to celebrate people and places that put Markham on the map.
- Hosted hometown hero celebrations for Stanley Cup winner Steven Stamkos in Crosby Park.
- Collaborated with York Catholic District School Board for a hometown hero celebration for Olympic gold medalist Andre De Grasse.
- Provided high quality programs and services throughout 2021, even though Covid-19 affected our ability to support the community in person. Shifted to virtual programs and fitness, outdoor programs at Chimo, and the Pop-Up Park program with a much reduced staff group. We reopened our community centres to in person services with a full complement of staff in the Fall.
- Corporate Communications Supported Diversity Action Plan with comprehensive communications strategy, including 12 unique sets of graphics, message development, a strategic paid digital strategy, and paid multilingual advertising.
- Launched a revised Land Acknowledgment in consultation with Indigenous communities and partners.
- In response to findings of unmarked graves at Canadian residential school sites, Markham held moments of silence, lowered flags, lit candles outside the Civic Centre, communicated our support to First Nations communities and reinforced support to the Calls to Action in the Truth and Reconciliation Report.
- Hosted a robust program for National Truth and Reconciliation /Orange Shirt Day.
- Advocacy to senior levels of government on behalf of partner community Eabametoong First Nation.
- Facilitated community partnerships and cooperation between Markham and Eabametoong First Nation. Markham senior staff, led by CAOs office participating in a grant application for arena renovation and new multiplex construction for Eabametoong First Nation.
- Continued partnership and collaboration with Huron Wendat First Nation, including introductory meetings with new Grand Chief. Markham continues to explore partnership opportunities with Huron Wendat to celebrate and honour their contributions and history in Markham.
- In celebration of the future opening of the York University Markham Centre Campus, the City hosted a street dedication ceremony to formally rename a street in Markham Centre as "University Boulevard."
- Partnered with York University to host two community open houses to discuss the new campus in Markham Centre.
- Hosted a post-Olympic and Paralympic recognition event to celebrate the achievements of athletes from Markham or with a special connection to Markham.
- Celebrated and highlighted Markham and Markham-trained athletes competing in the Tokyo 2020 Olympic and Paralympic Games.

### **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.*

Strategic Objective:	Key Actions:	2021 Accomplishments
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<p>3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.</p>	<p>3.1.2 Advocate for higher order transit including Yonge Subway</p> <p>3.1.3 Pursue the integration of transit-oriented design in development</p> <p>3.1.4 Provide incentives for growth within areas where appropriate infrastructure already in place (2021 start)</p> <p>3.1.5 Optimize local and regional roads plan</p> <p>3.1.6 Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design)</p> <p>3.1.7 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit)</p> <p>3.1.8 Expand road safety program</p>	<ul style="list-style-type: none"> <li>Secured federal funding commitment for Yonge North Subway Extension, Markham and York Region's number one transit infrastructure priority. Collaborated with York Region, Metrolinx and Province of Ontario on planning and design of the subway extension.</li> <li>Contributed and provided feedback to government and agency partners on development of a Transit Oriented Community development at Langstaff.</li> <li>Pursued transit orientated design through various secondary plan processes</li> <li>Whistle Cessation implementation on additional two (rural) crossings in the City – Elgin Mills and 19<sup>th</sup> Avenue.</li> <li>Worked with the Region to support intensification through its official plan review</li> <li>Continued work on secondary plans for Markham Centre and Markham Rd/Mount Joy including components related to transit-orientated development.</li> <li>Advanced Active Transportation Master Plan (ATMP).</li> <li>Completed Winter Pathway Maintenance pilot and survey, including Council approval of increased park pathway winter maintenance at 95 locations (29.5KM) citywide.</li> <li>To address speeding and pedestrian safety concerns, implemented reconfiguration of Copper Creek Drive and pedestrian cross over (PXO).</li> </ul>
<p>3.2 Build complete communities that offer a range of housing and employment</p>	<p>3.2.1 Finalize and implement affordable housing strategy</p> <ul style="list-style-type: none"> <li>Multi-generational, including purpose built secondary suites</li> </ul>	<ul style="list-style-type: none"> <li>Council approval of Housing Choices: Markham's Affordable and Rental Housing Strategy in July 2021.</li> </ul>

<p>opportunities, transportation options and outstanding community amenities.</p>	<ul style="list-style-type: none"> <li>• Rental housing</li> </ul> <p>3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan</p> <p>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)(2021 start)</p> <p>3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries</p> <p>3.2.5 Establish a City-wide parking strategy (2021 start)</p>	<ul style="list-style-type: none"> <li>• Encouraged purpose built secondary suites and seniors accommodations such as ground floor bedrooms with on suite washrooms through the development process.</li> <li>• City acquired properties in support of the Markham Innovation Exchange and Multi-Use Pathways.</li> <li>• Launched ground breaking collaboration with Mattamy Homes and Enwave to research and design a pilot neighbourhood of approximately 300 homes, serviced by a community-scale distributed geothermal energy system for heating, cooling, and domestic hot water.</li> <li>• Planned and completed phase 1 of the Parks GIS Update to improve accuracy of parkland and park facility inventories.</li> <li>• Place emphasis on need for tableland in the development application process to meet the recreational needs of the Integrated Leisure Master Plan (ILMP) for residents</li> <li>• Obtained approval of Park Planning team capable of tracking the planned vs. actual recreational needs identified in the ILMP</li> <li>• Many of the ILMP's goals were advanced such as obtaining Council approval to design and construct an international standard cricket pitch in Southeast Markham at Celebration Park &amp; another off-leash dog area constructed and opened to the public at Box Grove Community Park Advanced Alectra at Work Pilot and installation of 18 additional electric vehicle (EV) charging stations at various City facilities.</li> <li>• Initiated a terms of reference for the City-wide parking strategy</li> </ul>
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<p>3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.</p>	<p>3.3.1 Develop a Citywide system to communicate directly to residents during emergency (alert system)</p> <p>3.3.2 Continue to implement the Flood Control Program</p> <p>3.3.3 Continue to implement strategies to address impacts of extreme weather</p> <ul style="list-style-type: none"> <li>• Emergency preparedness</li> <li>• Proactive infrastructure protection</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented the Flood Control Program by completing West Thornhill Phase 3A and 3B for a total of \$11.9 million, bringing total investment in storm water projects completed to date to \$71.0 million.</li> <li>• Completion of three (3) Building Automation System projects at Angus Glen Community Centre, Rouge River Community Centre and FLATO Markham Theatre.</li> <li>• Completed facility safety upgrades to City facilities, including installation of touchless fixtures.</li> </ul>
<p>3.4 Protect and enhance our natural environment and built form.</p>	<p>3.4.1 Develop a wildlife and biodiversity strategy (2021 start)</p> <p>3.4.2 Increase our tree canopy to mitigate climate change</p> <p>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</p> <p>3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2)</p> <p>3.4.5 Create the Markham Centre Rouge River trail system</p> <p>3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy</p> <p>3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park</p>	<ul style="list-style-type: none"> <li>• Completed a Natural Heritage Inventory and Assessment Study, including vegetation surveys and identification of biodiversity 'hotspots' on City-owned land.</li> <li>• Completed a Natural Heritage Inventory and Assessment Study.</li> <li>• Implemented Swan Lake chemical treatment successfully to improve water quality.</li> <li>• Advanced successful Waste Diversion Strategy and Single-use Plastic Reduction Strategy. Styrofoam packaging ban from curbside collection received prestigious CAMA Environment Award and AMO P.J. Marshall Innovation Awards.</li> <li>• Restoration projects undertaken in partnership with TRCA including planting of 10,500 trees and shrubs to create 3.7 hectares of forest and 0.5 hectares of wetland.</li> <li>• Completed and opened five (5) new municipal parks totalling approximately 30 acres, including the completion of Box Grove Community Park, one of the</li> </ul>

		<p>largest public parks in Markham.</p> <ul style="list-style-type: none"> <li>Completed the construction of the first phase of Markham Centre Trails Project from Warden Avenue to Birchmount Road.</li> </ul>
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### **Additional 2021 accomplishments:**

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

- Processed 41 development applications through the planning process including official plan amendments, rezoning's, site plans
- Managed 226 committee of adjustment applications
- Markham Fire and Emergency Services installed the first SCBA decontamination washing machines in Ontario.
- Markham Fire and Emergency Services developed a new tactical fire playbook and established a squad/heavy rescue program with oversight committee
- Development Services Commission monitored growth by producing annual reports of performance indicators that measure and track the progress of the Official Plan's policy objectives.
- Provided comments to York Region on their proposed Growth Forecast to 2051.
- Official Plan Amendment to implement the Victoria Glen Secondary Plan consisting of 62 hectares of land.
- Planning and Urban Design introduced changes to development application public notices.
- City of Markham awarded the Bicycle Friendly Community Silver Designation. Award recognized the City's continued investments in cycling and trails Master Plans.
- To support active transportation and take advantage of reduced vehicular traffic during pandemic, Middlefield Road, between Highglen Avenue and Denison Street, was closed to vehicular traffic on Sundays and statutory holidays in the summer months as part of Open Streets Markham program.
- Open Streets Markham hosted yoga sessions, bike rentals and bicycle tune-ups. Average number of participants per day ranged in 300-500 cyclist and 500-800 pedestrians.
- Provided comments on the draft of the next Ontario Building Code aimed at harmonization with the national model codes and provided comments on the draft Provincial guidelines to laneway housing.
- Reviewed and secured 120,000m<sup>3</sup>+ of storage for stormwater management controls through a combination of stormwater ponds and on-site detention facilities for development sites across the City to mitigate the impacts of urbanization on the natural environment and existing communities. 120,000m<sup>3</sup>+ of stormwater storage is equivalent to 48 Olympic size swimming pools (1 pool =2500m<sup>3</sup>).
- Developed eight (8) outward facing additional builder tips to assist the development community in understanding complex code compliance issues.
- Proactive inspections to follow up and review inactive issued permits. This reduces the department liability associated with carrying inactive permits and increases public safety in the built environment. Closed 2131 dormant inactive permits.
- Building Standards department received a record number permit applications (record high for the last 16 years) and maintained all regulated timeframes for building code review.
- Sustainability and Asset Management collaborated with Youth Challenge International on the Adventures of the 905 Green Team: Exploring Markham's Energy book launch at Markham Public Library.
- Completed City's first net-zero retrofit study and road mapping exercise. Study of how to retrofit fire stations to net-zero nearly complete.
- Completed enhancements of the Corporate Security Control Centre within the Civic Centre.

- Commissioned Combined Heat and Power (CHP) at Angus Glen Community Centre and the commissioning of Solar Photo Voltaic array at Aaniin Community Centre.
- Completed rehabilitation of the Cornell Parking Garage.
- Achieved public engagement by delivering 173 “Get to Know H2O” virtual school education sessions to over 3,000 students and sold over 880 products at the rain barrel sale to promote water conservation and raise \$5,724 for The Frontline Fund.
- Enhanced city website to provide LDD Moth updates, including DIY video and resources, and hired 6 additional staff in October to remove egg masses and initiated assembly of burlap banding kits for distribution to Markham residents.
- Completed the 2021 Road Rehabilitation program (valued at approximately \$6.8 million) and the bi-annual laser condition assessment of 2,250 km of roads.

#### 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:	2021 Accomplishments
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>	<ul style="list-style-type: none"> <li>• Obtained Council approval of the 2022 budget, a 1.95% property tax rate increase. The Budget preserved current service-levels, continued investments in Council approved priorities, as well as ensuring sufficient funds in the Life Cycle Reserve for the next 25 years, based on known inflows and outflows. The City of Markham had the lowest 16-year property tax rate in the GTA.</li> <li>• Achieved \$3.7 million of E3 savings as part of the 2022 budget. Since 2009 over \$34.7M in savings have been achieved which equates to a tax rate increase avoidance of 27.6%.</li> <li>• Markham Fire &amp; Emergency Services Station 95 renovation and partnership with York Region Paramedic Services resulting in revenue generation for City of Markham.</li> <li>• Successfully advocated alongside municipal partners for second Municipal Safe Restart Grant from Provincial and Federal governments. Continued advocacy for third round of funding.</li> <li>• Successfully obtained funding for up to \$1 million from the Provincial Streamline Development Approval Fund to get development approved faster</li> <li>• Successfully obtained funding for up to \$365,000 from the Provincial Audit and Accountability Fund Intake 3 to undertake third party reviews to find service delivery efficiencies – By-law</li> </ul>

		<p>and Regulatory Services Review, Community Planning Permit System, Infill Development Strategy.</p> <ul style="list-style-type: none"> <li>• Disposition of surplus lands acquired by City through tax sale process.</li> <li>• Completed the first draft of the Citywide Hard DC infrastructure related to development infrastructure works. The proposed DCBS program includes major infrastructures required for growth, to 2031, in the amount of \$1.735B.</li> <li>• Approved 2022 Budget included targeted opportunity assessment to improve community safety, serve the community better and smarter, support the City's sustainability goals and diversifying revenue sources. Included was expansion of AMPS, digital signage opportunities print and mail reduction plan, optimizing new technology tools, improved infill construction management and after hours live operator dispatch for critical services.</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 (2021 start)</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 (2021 start)</p> <p>4.2.5 Leverage "smart city" technologies to enhance and extend infrastructure lifecycle and improve efficiencies –part of Goal 1 – Digital Strategy</p>	<ul style="list-style-type: none"> <li>• Achieved World Council on City Data (WCCD) Platinum Level Certification for second consecutive year with ISO and ISO 37120 Sustainable Development of Communities: Indicators for City Services and Quality of Life.</li> <li>• 2021 Asset Management Plan completed and endorsed by Council ahead of Province's mandated deadline.</li> <li>• Implemented Smart Technology pilots to enhance operational efficiencies and effectiveness, including AI-enabled pot-hole monitoring on City roads and Virtual Assistant to answer resident inquiries, textile collection bin sensors, and tools to monitor pressure and transient in the water system. Advanced efficiency of data management through transitioning of all data reporting to DataStudio dashboards.</li> <li>• Achieved targeted operating cost savings in Sustainability &amp; Asset Management operated facilities through reduced utility consumption.</li> </ul>
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</p>	<ul style="list-style-type: none"> <li>• 2 Auditor General Reports completed and presented to Council: Compliance Review – Accessibility for Ontarians With Disabilities Act (AODA), East Markham Operations Yard Project Review.</li> </ul>



	make key City policies available on City website	<ul style="list-style-type: none"> <li>• In addition, MNP conducted an education session and an interactive workshop with Directors to identify potential Value for Money audit priorities for the 2022 &amp; 2023 audit schedule.</li> <li>• Prepared and delivered annual progress report update on BMFT for General Committee, reporting on progress on BMFT goals, objectives and key actions.</li> </ul>
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### **Additional 2021 accomplishments:**

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

- Markham staff provided four COVID-19 Fiscal Update presentations to Council, including presentations on business continuity that enabled Council decision making to support relief measures for residents and businesses and strategies to mitigate financial and resource impacts of COVID-19 on the City.
- Participated in the Compliance Audit of the City's obligations with respect to the Accessibility for Ontarians with Disabilities Act (AODA).
- Successfully bargained updated Collective Agreements with CUPE and implemented all changes coming out of collective bargaining as well as updating non-union compensation as a result of collective bargaining and legislative updates.
- Acquisition of strategic lands to support City initiatives, incl. 55 and 85 Torbay, 28 Franklin Street, and 2743 19th Avenue (Fletcher's Field).
- Acquisition of hydro lands and Funding Agreement with developer to facilitate Berczy Glen Subdivision.
- Updated the City's development fees by-laws to ensure sustainability in the fees collected as per Council policy
- Land Exchange with York Region District School Board to facilitate EJ Sands School development.
- Repaired and replaced over 1,650 stopped water meters, in collaboration with Alectra Utilities and Neptune Technology Group, to reduce the amount of estimated water billings.
- Implemented process improvements in the wide area mower weekly maintenance schedule to reduce breakdowns of the wide area mower fleet.
- Increased the number of property tax accounts enrolled in ePropertyTax to 22.8% exceeding the 2021 target of 22.0%.
- Developed an electronic invoice approval sign-off form that reduced paper, streamlined process and ensured adequate controls.
- Overhauled and streamlined Appointment By-Law gaining efficiencies and eliminating the reliance council reports and approvals for routine for staffing changes.
- E-ticketing and Payment Replacement Program for parking.
- The Government Finance Officers Association (GFOA) recognized Markham with two prestigious awards – the Distinguished Budget Presentation Award, for the 20<sup>th</sup> consecutive year, and the Canadian Award for Financial Reporting, for the 19<sup>th</sup> consecutive year.

### **Metrics identified for the four BMFT Goal Areas to show achievements towards goal area**

High-level strategic metrics were identified for each of the four Goal areas. Please see Appendix B for detailed measures of success. Given this is the first update on BMFT

since it was approved in January 2020, ongoing analysis on metrics will be included in future reports.

In order to gather measureable data for the strategic plan the City planned to undertake a Citizen Satisfaction Survey in 2020 to gather input from residents on quality of life, delivery of City services, and use of tax dollars. Due to the pandemic, the City delayed the survey and we are evaluating options to undertake a citizen satisfaction survey in 2023.

### **Engaging our Customers**

The City of Markham is known as a municipal leader in providing high quality services. Service is a core value for staff and at the heart of the work we do within our own departments and 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) excellence framework as a guide, a strong focus on customer/client satisfaction has been the cornerstone of our efforts and success to date.

### **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 measuring using the corporate survey process. In 2020, the overall satisfaction rate for the services surveyed was 76.3% (this includes internal and external surveys).
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** Library and Recreation use tools such as *Environics* to gain a better understanding of market data about the Markham community. Research, benchmarking trends and other data is used to inform decision making and strategy development.
- **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.*
- **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. Smart City Focus Groups to collect input on community issues that could be addressed through AI-enabled technology.*
- **Community Conversations:** used at MPL as part of their unique Community Development framework, this facilitated discussion focuses 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 Markham, used for service planning.*

### **FINANCIAL CONSIDERATIONS**

Funding for Building Markham's Future Together 2020 – 2023 Strategic Plan priorities are identified and approved as part of the annual budget process.

### **HUMAN RESOURCES CONSIDERATIONS**

Many of the Building Markham's Future Together 2020 – 2023 Strategic Plan priorities focus on supporting our staff and recognizing their contributions as detailed in this report.

### **ALIGNMENT WITH STRATEGIC PRIORITIES:**

Building Markham's Future Together 2020 – 2023 Strategic Plan sets the direction for the Council term.

### **BUSINESS UNITS CONSULTED AND AFFECTED:**

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

### **RECOMMENDED BY:**

Andy E. Taylor  
Chief Administrative Officer

Trinela Cane  
Commissioner, Corporate 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	Building Markham's Future Together 2020-2023 Strategic Plan – Measures of Success

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Appendix C

Building Markham's Future Together – 2021 Highlights