



Report to: General Committee

Meeting Date: April 25, 2023

SUBJECT: Building Markham's Future Together (BMFT) 2020 – 2023
Strategic Plan Update and Extension Request

PREPARED BY: Bryan Frois ext. 3792

RECOMMENDATION:

1. THAT the report entitled Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan Update be received;
2. THAT Markham Council endorse a three-year extension of the current Building Markham's Future Together (BMFT) 2020-2023 Strategic Plan;
3. THAT the current strategic plan be renamed Building Markham's Future Together (BMFT) 2020-2026;
4. THAT staff undertake a consultation process with Members of Council and community to review current priorities and propose potential goals and actions to be added to the strategic plan pending council endorsement;
5. THAT communications go out to the public regarding the extension of the current strategic plan; and
6. THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

The City of Markham is currently in the final year of its strategic plan. Substantial efforts have been made to accomplish goals and objectives outlined in the current strategic plan, while also introducing new programs and services related to the pandemic response. This document is intended to provide information about the accomplishments in calendar year 2022, while aligning those accomplishments within the current strategic plan. The update provided in this report is reflective of the third year (four-year cycle) of the current strategic plan.

Despite the many challenges of the Covid-19 pandemic, the City has made significant headway on a number of actions identified in the 2020-2023 strategic plan, while also advancing important city building projects including the planning and development of the Yonge North Subway Extension, construction of the York University Markham Campus and the delivery of the 2022 Municipal Election. The City has innovated and introduced new service offerings that are not reflected in the current BMFT Strategic Plan such as the Virtual Assistant that came about during the Covid-19 pandemic

Through the efforts of staff and Members of Council, the City of Markham is well underway in accomplishing the majority of its goals and actions in the current strategic plan. A recent status review of the current strategic plan indicates the current strategic plan being over 60% complete with one year remaining on its lifespan. In addition, the City of Markham introduced two substantial policy documents in the Diversity Action Plan, and Eliminating Anti-Black Racism Action Plan. Both documents align with the

framework of Building Markham's Future Together and include substantial recommendations and actions that staff are currently working to implement. It is recommended that the two new policy documents have a scheduled completion timeline in and around the same time as the new expiry date for the current strategic plan. The Diversity Action Plan and Eliminating Anti-Black Racism Action Plan expire in 2027.

In recent months, the Provincial Government has announced significant municipal legislative and governance changes, particularly in relation to finance, planning and development. Moreover, the Province has announced that a regional facilitator will be assigned to York Region to further review the role of local and regional government.

Markham staff is recommending that the current strategic plan be extended by three years owing to an unexpected pandemic response that shifted council and staff priorities in 2020-2022, addition of new BMFT-aligned policy documents, as well as uncertainty in relation to provincial decisions on local and regional governance. The extension of the Plan will expire at the end of the current term of Council. It is recommended that workshops with both Members of Council and community stakeholders be launched in the coming year to identify any additional priorities for potential inclusion in the strategic plan. This extension is intended to be a refresh of the current plan and ensure that important feedback from Members of Council and community is included in the revised and extended current strategic plan. Following the consultation period, recommended additions to the strategic plan will be brought before council for approval.

PURPOSE:

The purpose of this report is to provide the 2022 progress update on Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan and to seek council endorsement of a 3-year extension of the current strategic plan until end of year 2026.

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.

It is customary at the start of each new Council term for Markham Council and Staff to 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:

The City of Markham made good progress in 2022 by accomplishing objectives and key actions outlined in its 2020-2023 Building Markham's Future Together strategic plan. The City is well underway to completing its strategic plan and an extension is warranted owing to a disturbance caused by a global pandemic that shifted priorities for a period of two-years. The previous year, 2022, represented a return to normal, or "new-normal" for the City of Markham. Cultural and Recreation facilities returned to normal operations and signature events were hosted after a two-year hiatus. Markham Civic Centre welcomed a return to in-person council and committee meetings, and new initiatives were launched aimed at building back better from the pandemic. The City of Markham also launched two policy documents, the Diversity Action Plan and the Eliminating Anti-Black Racism Action Plan. A citizen satisfaction survey was conducted in the latter months of 2022 and related metric are included in Appendix B.

Listed below are the four BMFT goals. Accomplishments from the year 2022 are indicated within their respective BMFT goal. Additional accomplishments are listed in Appendix B. The list is developed with input from all commissions at the City of Markham.

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:	2022 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"> • Undertook eight (8) Customer Service surveys. • Conducted a Citizen Satisfaction Survey. • YourVoice Markham, a public facing interactive platform received design upgrade and continues to be updated. 87 Surveys, 11 Polls, 22 Q&As and 12 New Projects on YourVoiceMarkham. • Expansion of IBM Watson Artificial Intelligence Virtual Assistant to include additional topics. Virtual Assistant utilized for 2022 Municipal Election for voters to get reliable, timely and accurate election information. • Successful implementation of Contact Centre After Hours Critical Service Dispatch.
1.2. Leverage leading technologies to enable city building and evolution /	1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking	<ul style="list-style-type: none"> • Increased the total number of properties enrolled in the ePropertyTax Online Portal from 22.8% (Dec 31, 2021) to 25.6% (Dec 31, 2022).

transformation of our services.	<p>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"> • Pilot test digital city technology in “living labs” • Expand digital access and literacy programs • Continue to embrace innovation and relevant technologies in delivery of service • Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies <p>1.2.4 Implement cyber security program to safeguard City technology infrastructure</p>	<ul style="list-style-type: none"> • Successfully transitioned Markham Fire & Emergency Services communications to Barrie Fire Dispatch. • World Council on City Data (WCCD) platinum certification for the third consecutive year. • Successfully conducted the 2022 Municipal Election with a 93% online voter turnout (+2% from 2018) and a 97% online voter satisfaction rate. • Implemented a new parking system that provides enhanced service delivery, better tracking, and greater efficiency in managing parking permits and inventory and increases in revenues. • Continued implementation of Phase III GIS Strategic Plan. • Enhancement of daily operational ACR interactive dashboard to visualize case statistics, details and locations on a daily basis. • Completed migration of Avaya Phone system to Mitel System, including City phone queue management. • Implemented Smart Technology pilots to enhance operational efficiencies effectiveness, and service deliveries, such as: 1) the acoustics scan of sewers to assess potential blockages on sewer pipes and to optimize the sewer flushing program; and 2) textile collection bin sensor to monitor each bin capacity real-time. • Completed various initiatives and tools and services to enhance Cyber Security protection.
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"> • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities <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"> • Markham recognized as one of Canada’s best employers by Forbes. • Rolled out diversity training to all staff focused on History of Indigenous Peoples. • Updated recruitment processes and trained interview panels to increase diverse representation of candidates and employees. Piloted the collection of diversity data from candidates. • Implemented a variety of outreach programs targeted at youth, students and diverse candidates. • The first 2 Humber College scholarship students started Pre-Service program as part of Markham Fire & Emergency Services’ unique agreement aimed at enhancing inclusion while reducing participation barriers for Black, Indigenous, and racialized Markham

		<p>students who wish to build a career in firefighting.</p> <ul style="list-style-type: none"> • Developed and implemented a plan to transform the Human Resources Department to a People Services Department to provide more strategic support and input to the various Commissions and to support the implementation of the BMFT. • Implemented online Exit Interviews and New Hire Surveys to improve the gathering of feedback and reporting to ensure continuous improvement and the implementation of programs and supports. • Implemented a new online platform (X-Ref) for completing new hire references resulting in a reduction in time to complete and validate references, ensuring value of reference feedback and reduction of overall costs.
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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:	2022 Accomplishments
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	<p>2.1.1 Implement neighbourhood partnership strategy</p> <ul style="list-style-type: none"> • Customized to the community; neighbourhood action plans • “Good neighbour” handbook <p>2.1.2 Expand community hub concept (currently at Aaniin CC) across the City (2021 start)</p> <p>2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities and events (2021 start)</p> <p>2.1.4 Create special events strategy including standardizing requirements and streamline processes</p> <p>2.1.5 Plan for a major civic square with cultural amenities</p>	<ul style="list-style-type: none"> • Began work on City of Markham Good Neighbour handbook to be launched in 2023. • More than 30 events held to maintain community engagement in key City initiatives, dates of significance, and strategic mandates. • Reactivated the Community Hub at Aaniin CC&L with 29 active partners exceeding pre-COVID partnerships by six (6) agencies. • Signature events attracted over 30,000 participants. • Celebrate Markham grants provided a total of \$329,150 to 66 applicants. • Completed Milliken Mills Library Renovation and re-opened with more inclusive

		<p>universal and accessible washrooms and improved self-service features for greater resident satisfaction and more efficient operations.</p> <ul style="list-style-type: none"> Continued work on Markham Centre Secondary Plan including planning of a major civic square.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	<p>2.2.1 Implement Public Arts Master Plan</p> <p>2.2.2 Continue to implement the Public Realm strategy across all parts of the City</p> <p>2.2.3 Enhance the Volunteer program and opportunities across the City</p> <p>2.2.4 Update the Diversity & Inclusion action plan</p> <p>2.2.5 Evaluate the advancement of arts and culture opportunities for Markham</p>	<ul style="list-style-type: none"> Completed Community engagement process (internal and external stakeholder interviews, workshops with staff, Heritage Committee and Community at large) focused on identifying opportunities for public art in Unionville. Final report with recommendations and next steps completed. Relaunch of Markham's Diversity Plan created in partnership with community through several consultations and surveys. Launch of Diversity Action Plan banner program along key road corridors in the city. Unveiled Civic Centre flowerbed installation with the theme of Unity. Creation of Markham's first plan addressing anti-Black racism. Created in partnership with Markham's Black community simultaneously through consultations period for the Diversity Action Plan. Launched module training which focused on Indigenous history before and after colonization and a focus on reconciliation. Revised City of Markham Land Acknowledgement. Markham Public Library advanced the Digital Markham Strategy and the development of community digital literacy through the openings of a Children's Makerspace and a Sound Recording Studio for digital music creation, and the expansion of lendable Digital

		<p>Media Lab (DML) equipment.</p> <ul style="list-style-type: none"> • To fulfil the City's Older Adult Strategy, Recreation collaborated with all community older adult clubs and developed a streamlined process to manage membership registrations. • Completion of Age-Friendly Design Guidelines intended to direct how new development in Markham can better function to serve all residents, including households with young children and those looking to age-in-place. The Age-Friendly Design Guidelines was endorsed by Council in September, 2022 provide recommendations for the design of neighbourhoods, building, site layouts, and residential units that will guide new development and support the retrofit of existing built form into safe, comfortable, and accessible places for people of all ages.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	<p>2.3.1 Strengthen the City's brand strategy with a strong value proposition (2022 start)</p> <p>2.3.2 Develop, adopt and implement the Economic Development Strategy (2022 start)</p> <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>	<ul style="list-style-type: none"> • Development of the Markham Innovation Exchange (MiX) continued in 2022 with the completion of a market readiness study that identified potential investment opportunities for the employment area, while a governance and servicing strategy were also completed and will be brought before Council in 2023 for consideration. • Economic Growth, Culture & Entrepreneurship began work on City of Markham Economic Development Strategy entitled "Markham is More". • Responded to approximately 100+ real estate/site selection and planning and development requests. • Secured \$250,000 in funding to hire four Digital Main Street staff to support small

		<p>businesses with their digital transformation.</p> <ul style="list-style-type: none"> • Facilitated four (4) My Main Street (MMS) grant applications to support business recovery projects (for Library, Varley Gallery, Unionville and First Markham Place) resulting in \$340,000 in funding for local projects. • Supported hosting of the World Hakka Convention. • Continued to advance partnerships with Markham Board of Trade, VentureLAB, York University and other local business associations. • Working with other City departments, Heritage and Engineering staff finalized the Unionville Main Street Streetscape Master Plan document and presented it to Council, which adopted a preferred streetscape design approach and a funding strategy (\$10.4 million) in March 2022. Heritage Staff continue to work with Engineering staff on the next phase - detailed design.
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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.*

Strategic Objective:	Key Actions:	2022 Accomplishments
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	<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>	<ul style="list-style-type: none"> • Secured additional Yonge North Subway Station at Royal Orchard. • Council endorsed the Yonge Corridor Land Use and Built Form Study that identified land use and built form concepts for the Steeles, Clark and Royal Orchard Station Areas along the Yonge North Subway Extension.

	<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"> • Contributed and provided feedback to government and agency partners on development of a Transit Oriented Community development at Langstaff. • Completed the 2022 Road Rehabilitation program, valued at ≈\$6.95 million, to improve the city's road and right-of-way maintenance practices to increase the long-term sustainability of roads and to ensure the safe passage of traffic on all city roads using new AI technology such as the City Rover. • Council approved the 5 and 10-Year Capital Plans as part of an overall strategy allowing the implementation of the Priority Cycling Network as defined in the Active Transportation Master Plan (ATMP). • Continued work on secondary plans for Markham Centre and Markham Rd/Mount Joy including components related to transit-orientated development. • Implemented 26 Type 'D' PXOs (pedestrian crossings) in 26 different elementary school zones to improve access and safety to those schools and the amenities associated with those schools.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	<p>3.2.1 Finalize and implement affordable housing strategy</p> <ul style="list-style-type: none"> • Multi-generational, including purpose built secondary suites • Rental housing <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>	<ul style="list-style-type: none"> • Completed the Development Charges Background Study and associated By-Laws incorporating Bill 197 requirements. The City's Parkland Dedication By-law 2022-02 was endorsed by Council in September, 2022 as a response to Bill 197. • Provided advice on significant new provincial legislation including Bill 23, the <i>More Homes Built Faster Act</i>, 2022 and Bill

	<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>	<p>109, <i>More Homes for Everyone Act</i>, 2022</p> <ul style="list-style-type: none"> • Implemented a new parking system that provides enhanced service delivery, better tracking, and greater efficiency in managing parking permits and inventory and increases in revenues.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	<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"> • Emergency preparedness • Proactive infrastructure protection 	<ul style="list-style-type: none"> • Advanced the Flood Control Program by completing West Thornhill Phase 4A and 3C (in progress) for a total of \$22.6 million, bringing the total investment in storm water projects completed to date to \$84.3 million. • Launch & testing of Alert Ready Emergency Alert System to enables emergency management organizations such as the City of Markham to warn the public about imminent or possible dangers.
3.4 Protect and enhance our natural environment and built form.	<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"> • Developed and expanded the City's net-zero project pipeline by completing six (6) additional net-zero feasibility studies detailing how to achieve net-zero by 2050 (3 community centres and 3 fire stations). • As part of ongoing City-led ecological restoration of the Greenway System, the Toronto and Region Conservation Authority was contracted to plant 10,760 trees and shrubs to create 4.7 ha of forest ecosystem. • Completed the Tree By-Law update that successfully reviewed over 15 long-standing issues and achieved greater consistency between developmental and residential reviews, and provided multiple commissions with the ability to grant tree permits that will expedite tree removals

		<p>for development sites by Development Services.</p> <ul style="list-style-type: none"> • Completed expansion of Kirkham Community Garden and opened for gardening and celebrated with end of season harvest festival. • Launched a new citywide home energy retrofit initiative “Markham Power Homes (MPH)” to educate and improve community awareness on latest home energy efficiency upgrades and incentives. • Completed the construction of MUP trail on the south side of Hwy 7/ Rouge side Promenade from Warden Ave to Birchmount Road. • Completed the construction of MUP trail on the south side of Rouge side Promenade from Birchmount Rd to Sheridan Pond. • Implemented Smart Technology pilots to enhance operational efficiencies effectiveness, and service deliveries, such as: 1) the acoustics scan of sewers to assess potential blockages on sewer pipes and to optimize the sewer flushing program; and 2) textile collection bin sensor to monitor each bin capacity real-time.
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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:	2022 Accomplishments
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to	4.1.1 Funding strategy: <ul style="list-style-type: none"> • Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other 	<ul style="list-style-type: none"> • Acquisition of strategic lands, including 7750 Bayview Avenue (Shouldice site). • Prosecution of 60 Provincial Offences Act matters, conducted 135 AMPS parking hearings, successfully defended 4 Small Claims Court actions, and

ensure the ongoing viability of the City.	<p>business environment changes</p> <ul style="list-style-type: none"> Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> Advocate to other levels of government for enhanced revenue tools Consider alternate sources of revenue 	<p>successfully recovered funds for damages to City property.</p> <ul style="list-style-type: none"> IProcurement achieved \$1.3M in negotiated savings on projects prior to contract award and \$681K in negotiated cost avoidance. Responded to queries from the Engineering Drawing Request Form on Portal - over 750 requests generating more than \$100,000. Created a successful new concession model at Flato Markham Theatre that nearly equalled 2019 revenues, in a smaller timeframe with fewer events. Implemented a new donation kiosk system to encourage debit and credit donations. Excellence Through Efficiency and Effectiveness (E3) Cumulative Savings to date of \$23.6M and Revenue enhancements of \$11.7M = Total to date \$35.3M. Total Savings and Revenue enhancements of \$35.3M – equates to tax rate increase avoidance of 27.98%
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"> 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. Implemented Smart Technology pilots to enhance operational efficiencies and effectiveness. Achieved targeted operating cost savings in Sustainability & Asset Management operated facilities through reduced utility consumption. Deployment of CISCO Application Centric Infrastructure (ACI) – Top of Rack Switches to facilitate dynamic infrastructure management. Completed various initiatives and tools and services to enhance Cyber Security protection. Repaired and replaced over 1,200 stopped water meters, in collaboration with Alectra Utilities and Neptune Technology Group, to reduce the amount of estimated water billings.
4.3 Increase transparency and accountability of our stewardship of services, policies,	4.3.1 Establish public reporting aligned to BMFT, including key metrics	<ul style="list-style-type: none"> Auditor General report completed: “Accessibility for Ontarians with Disabilities Act Accessibility Compliance Review.”

processes, money and resources.	4.3.2 Develop and implement a plan to communicate and make key City policies available on City website	<ul style="list-style-type: none"> • Partnered with a third-party consultant to conduct an operational review of By-law and Regulatory Services. The goal is to identify best industry practices, right-sizing for the Department, ensuring vehicles, resources and equipment are sufficient to provide service excellence and identify synergies and opportunities for efficiency. • Prepared and delivered annual progress report update on BMFT for General Committee, reporting on progress on BMFT goals, objectives and key actions. • Developed the ELT-approval 2023-2026 Business Planning Process.
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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 C for detailed measures of success. The City of Markham has earned platinum status from the World Council on City Data (WCCD) for three consecutive years and Appendix C includes 2022 associated metrics relating to BMFT goals and actions. Appendix C also includes additional metrics collected from the Citizen Satisfaction Survey conducted at the end of 2022.

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 Excellence Canada's 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.* Markham conducted a Citizen Satisfaction Survey of residents in 2022.
- **Public Meetings & Open Houses:** Markham hosts regular public meetings on a variety of topics from planning and development, sustainability, economic growth and entrepreneurship, public art, transportation and important capital projects such as flood protection. Open Houses are also hosted by departments to seek resident and customer feedback while also showcasing designs and concepts.
- **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 three Commissions, as well as the Office of the CAO 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 People Services

Adam Grant
Fire Chief
Markham Fire and Emergency Services

Eddy Wu
Interim Commissioner, Community
Services

ATTACHMENTS:

Appendix A	Building Markham's Future Together 2020-2023 Strategic Plan
Appendix B	Building Markham's Future Together 2020-2023 Strategic Plan – Additional 2022 Accomplishments
Appendix C	Building Markham's Future Together 2020-2023 Strategic Plan – Measures of Success
Appendix D	Building Markham's Future Together – 2022 Highlights