



Report to: General Committee

Meeting Date: April 2024

SUBJECT: Building Markham’s Future Together (BMFT) 2020 – 2023
Strategic Plan Update

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; and
2. THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

In 2023, the City of Markham made significant progress on achieving key actions identified in the 2020-2023 Strategic Plan, while also beginning the process of extending the current strategic plan by holding consultations with Members of Council, City Staff and the public. Through the efforts of staff and Members of Council, the City of Markham is well underway in accomplishing most of its key actions in the current strategic plan. This document is intended to provide a summary of the previous years accomplishments, while aligning those accomplishments within the current strategic plan. The update provided in this report is reflective of the fourth year (four-year cycle) of the current strategic plan, *Building Markham’s Future Together* (BMFT) 2020-2023.

In April 2023, Markham staff recommended 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, the addition of new BMFT-aligned policy documents, as well as uncertainty in relation to provincial decisions on local and regional governance. Members of Council endorsed an extension and staff began planning a consultation period to commence in Fall 2023. Workshops with Members of Council and City staff were conducted at the end of 2023, as well as a public information meeting and launch of a public survey. The extension of the current Plan is intended to be a refresh and ensure that important feedback from Members of Council and the community is included in the revised strategic plan. The revised Strategic Plan will be brought forward for consideration and adoption in alignment with the annual review of accomplishments.

PURPOSE:

The purpose of this report is to provide the 2023 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.

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.

Building Markham’s Future Together establishes the City’s vision, mission and values as the framework for both Council decision-making and day-to-day employee focus. It also 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 2023 by accomplishing key actions outlined in the 2020-2023 Building Markham’s Future Together strategic plan. The City ended the current cycle with substantial completion of actions identified in the 2020-2023 Plan. Members of Council approved an extension of the current plan to 2026. Related metrics are included in Appendix C.

Listed below are the four BMFT goals. Accomplishments from the year 2023 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:	2023 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	<ul style="list-style-type: none"> • Undertook seven (7) Customer Service surveys. • Launch of consultation process for Building Markham’s Future Together Strategic Plan update with council workshops, public information meeting and over 1,000 resident survey submissions. • Proactively engaged key ratepayer groups and community groups to promote awareness of bylaw services and requirements and to address specific local issues over the course of 128

	<p>ensure consistency in translation services across the Corporation</p>	<p>engagements in partnership with YRP, YRDSB, Guelph-Humber College, Seneca, and A.B.L.E.</p> <ul style="list-style-type: none"> • Launched Markham Now, a dedicated page on Portal where residents and the community can find information at-a-glance about City news, events and Council meetings. • Launch of Virtual Assistant 2.0 with capabilities to answer inquiries on more than 100 City-related topics, and connect seamlessly to a live customer service representative. • Prepared and mailed out 11,066 meeting notices per the Planning Act and 7, 213 notices for complete applications. • Development of corporate-wide language translation policy to be adopted in Q1 of 2024.
<p>1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<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"> • 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"> • World Council on City Data (WCCD) platinum certification for the fourth consecutive year. • Launch of new Recreation & Culture Program and Facility Booking Registration System. Over 101,000 accounts created. 169,082 transactions processed in Fall 2023. • Development Services conducted a Lean review of the development review process & initiated actions to streamline processes. • Upgraded ePLAN development review and commenting software to version 9.2 • Implemented updated ePLAN website application submission process • Developed a mobile inspection app for building permit inspections • Developed MappiT for the public to view development application details online • Updated and hardened key database application passwords to increase data security.
<p>1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<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 	<ul style="list-style-type: none"> • Markham recognized as one of Canada’s best employers by Forbes. • Implemented a new People Services Department Structure to provide more strategic support and input to the various Commissions and to support the implementation of BMFT. • Completed the HR and Payroll process review.

	<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"> • Amplified the Markham Wellness Strategy for staff and the community through the development of a library wellness strategy, including inclusive access to library wellness content and programs. To be implemented in 2024. • Rollout of Microsoft 365 across organization.
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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:	2023 Accomplishments
<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<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</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"> • Substantial completion of City of Markham Good Neighbour handbook with Q2 2024 Launch. • Launch of Community Food Pantry at the Aaniin Community Hub to initiate community engagement to serve local community members who are impacted by food insecurity and hunger. • Supported and delivered 201 community events in the city, including City-delivered events such as Canada Day, Applefest, Scaryfest, and the Children’s Festival. • Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached 197,828 people, growing beyond pre-pandemic attendance numbers. • Celebrate Markham 2023-2024 Annual Program awarded \$276,000 to 58 applicants.
<p>2.2 Support arts, culture, recreation and sport to enrich</p>	<p>2.2.1 Implement Public Arts Master Plan</p>	<ul style="list-style-type: none"> • YRDSB students produced participatory democracy short videos about City services for

<p>the fabric of our communities.</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>	<p>use on corporate social media.</p> <ul style="list-style-type: none"> • Created and launched an internship program with MIIPOC to enhance inclusion and reduce participation barriers for individuals from racialized communities, aspiring to gain experience in the field of planning. • Various Truth & Reconciliation Initiatives such as co-development of grant application for Eabametoong First Nation, TRC Day flag raising & concert at FLATO Markham Theatre, Orange Shirt Day. • Launched a renewed Black Heritage collection to enrich and strengthen the community through awareness of the heritage and literature of Black Canadians, resulting in borrowing of 1,897 Black Heritage items. • Developed MPL’s Inclusion, Diversity, Equity and Accessibility Plan, amplifying the DAP and EABRAP. • Park and Play program conducted 16 visits to parks and camp locations across the City of Markham during the summer months. In 2023, the program received over 750 attendees and distributed 1000+ Recreation Activity passes.
<p>2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.</p>	<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</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"> • Completed three studies focused on advancing the Markham Innovation Exchange (MiX). • Launch of City of Markham Economic Development Strategy entitled “Markham is More.” • Markham Pan Am Centre hosted 95 events over 48 weeks and welcomed 500,000 athletes and spectators to numerous international, national and provincial events.

		<ul style="list-style-type: none"> • Supported Destination Markham and the Economic Development Strategy by enhancing the trail experience and continued to expand and promote the library trail hub. • Advanced economic development at grass-roots level through affordable business, entrepreneurship and job-skill programs/events delivered by community partners. • City of Markham & Destination Markham awarded hosting of Little Native Hockey League 50th Anniversary Tournament (March 2024).
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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:	2023 Accomplishments
<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</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"> • Liaison with City of Vaughan, City of Richmond Hill and Toronto Building Standards to develop points of consistency for transit stations for Yonge North Subway Extension. • Continued work on Secondary Plans: Mount Joy, Yonge Corridor, Markham Centre, Milliken, Cornell. • Commenced construction of 404 Mid-Block Crossing. • Completed the Master Plan study which includes a trail network of about 8 km in length from Apple Creek Boulevard to Main Street Unionville. • Received Council endorsement of revised Sidewalk Network Completion Program in 2023 • The City has also undertaken other critical road safety

		<p>projects which includes the completion of the Apple Creek Blvd Operational Safety Review and Feasibility Study; and the initiation of the Traffic Calming of Main Street Markham and Carlton Road project.</p> <ul style="list-style-type: none"> • In coordination with Parks Canada and York Region, staff facilitated the design and installation of a signalized pedestrian crossing on Reesor Road north of 16th Avenue. Level 2 Type B Pedestrian Safety Crossings were installed and activated on Copper Creek Boulevard in July 2023. Finalized design for 9th Line, North of 14th Avenue, Village Parkway, South of Briarwood Road. and Provisional PXO.
<p>3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</p>	<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> <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</p>	<ul style="list-style-type: none"> • Staff provided reports and letters to the Province re City of Markham comments on new provincial legislation: Bill 97, Proposed Provincial Planning Statement, Bill 134, Bill 150, Affordable Housing Taskforce Recommendation Response. • Prepared a staff report and recommendation in response to a plan prepared by York Region to transition new planning responsibilities to the City of Markham in response to legislation in Bill 23 (More Homes, Built Faster Act). • Prepared and submitted an application to the newly announced HAF program, designed to accelerate and increase the supply of housing. The application requested \$57.1 million in funding to support the delivery of 1,900 residential units across 7 projects.

		<ul style="list-style-type: none"> • High Frequency Rail (HFR) Station Strategic Business Case was completed and endorsed by Council. Staff are now following through on the next step of presenting and engaging the HFR Project Office to further advocate for a station on the HFR within Markham.
<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"> • Emergency preparedness • Proactive infrastructure protection 	<ul style="list-style-type: none"> • Continue to implement Flood Control Remediation program in West Thornhill by completing Phase 4B construction by Q4, 2024. Complete Markham Village Flood Control Remediation Phase 1 and Don Mills Channel SWM Pond and Culverts #1 & #2 Designs by Q4, 2025. • An initiative created to tackle high priority case files/large-scale concerns involving different City departments and external enforcement agencies in order to apply a unified and focused approach to enforcing violations and obtaining compliance in accordance with relevant legislation. • Building Standards, Fire Department and By-law Department continued the Public Safety Committee.
<p>3.4 Protect and enhance our natural environment and built form.</p>	<p>3.4.1 Develop a wildlife and biodiversity strategy</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>	<ul style="list-style-type: none"> • Planted over 11,000 trees and shrubs to create 5.0 ha of forested area as part of Markham’s Trees for Tomorrow program to create new woodlots, provide new habitat and move closer to our 30% canopy goal. • Tree Preservation Services Pamphlet for all residents of the City of Markham, to educate, enhance and enforce our Tree Preservation Bylaw. This proactive approach led to over 50 Community engagements with our residents.

	<p>3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park</p>	<ul style="list-style-type: none"> • Launched pilot projects to study, develop, and test innovative low-carbon solutions through four (4) Near Net-Zero “Proof of Concept” retrofit projects • Secured external funding and executed agreements with Infrastructure Canada’s Green & Inclusive Community Buildings (GICB) program and Federation of Canadian Municipalities’ (FCM) Green Municipal Fund (GMF) program for four (4) pilot projects to achieve deep energy and GHG reductions. • Design and construction of multi-use trail that connected the existing Rouge Valley Trail system to the intersection at Kennedy Road and Austin Drive was completed in November 2023.
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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:	2023 Accomplishments
<p>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>	<p>4.1.1 Funding strategy:</p> <ul style="list-style-type: none"> • Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes • 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 	<ul style="list-style-type: none"> • Procurement achieved \$480K in negotiated savings on projects prior to contract award and \$284K in negotiated cost avoidance. • \$35.3M cumulative savings and revenue enhancements through Excellence Through Efficiency and Effectiveness (E3) with property tax avoidance of 27.98 per cent. • Increased the total number of properties enrolled in the ePropertyTax Online Portal from 22.8% (Dec 31, 2021) to 29% (Dec 31, 2023). • New Corporate Sponsorships package was shared with potential sponsors. This was a year of growth for the City’s sponsorship and advertising portfolio, seeing an increase of 33% and 36% for the City’s sponsorship and advertising portfolio respectively compared to 2022.

		<ul style="list-style-type: none"> • New digital banners enabling City communications while generating revenue. • Operationalized by-law amendments and process efficiencies resulting in a ~\$400,000 (or 72% reduction in program costs and 100% of program benefits to Markham residents and property holders. \$138,661.20 issued in rebate cheques. • Established the framework for the application of Administrative Monetary Penalties (AMPS) on all 2024 pet licensing renewals.
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.</p>	<p>4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities</p> <p>4.2.2 Advance detailed service planning for continuous improvement</p> <p>4.2.3 Continue to implement Asset Management Plan</p> <p>4.2.4 Develop a comprehensive risk management framework</p> <p>4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies –part of Goal 1 – Digital Strategy</p>	<ul style="list-style-type: none"> • Implemented Smart Technology pilots to enhance operational efficiencies and effectiveness. • Completed various initiatives and tools and services to enhance Cyber Security protection. • Repaired and replaced over 1,400 stopped water meters, in collaboration with Alectra Utilities and Neptune Technology Group, to reduce the amount of estimated water billings. • Pilot project to test the new technology for sewer assessment was successfully completed and the program will be implemented officially in 2024. Through this new technology, the City could save approx. 70% of flushing/cleaning costs of the 10-year O&M Flushing Program, or equivalent of \$30,000 per year. • Completed \$5M of retrofit for health and safety and ecessibility enhancerments to City facilities. • Continued implementation of new corporate application to track the City’s asset inventory, including work orders and preventative maintenance workflows.
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics</p> <p>4.3.2 Develop and implement a plan to communicate and make key City policies available on City website</p>	<ul style="list-style-type: none"> • Prepared and delivered annual progress report update on BMFT for General Committee, reporting on progress on BMFT goals, objectives and key actions. • Launch of consultations on the revised 2020-2026 Strategic Plan with active updates and reporting made available on City website. • Continued plan to remediate online City documents to meet accessibility requirements.

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 2023 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 1990s 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 measure using the corporate survey process. In 2023, the overall satisfaction rate for the services surveyed was 84% (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 *Envionics* 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.*

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- **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

Morgan Jones
Commissioner, Community Services

Claudia Storto
City Solicitor and Director of People 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 2023 Accomplishments
- Appendix C Building Markham's Future Together 2020-2023 Strategic Plan –
Measures of Success
- Appendix D Building Markham's Future Together – 2023 Accomplishments
Booklet