



Report to: General Committee

Meeting Date: April 16, 2024

SUBJECT: Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan

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RECOMMENDATION:

1. That the report entitled Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan be received; and,
2. That the revised Building Markham's Future Together 2020 – 2026 Strategic Plan attached as Appendix A, be adopted by the City; and,
3. That Staff report annually on the status of Building Markham's Future Together 2020 - 2026 Strategic Plan; and further,
4. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

- In early 2020, Council approved the City's Strategic Plan - Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan.
- Despite the 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.
- In April 2023, Markham 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, addition of new BMFT-aligned policy documents, as well as uncertainty in relation to provincial decisions on local and regional governance.
- An extension to the strategic plan was approved in April 2023 and tasked staff with undertaking a consultation process with Members of Council and community to review current priorities and propose potential actions to be added to the strategic plan pending council endorsement.
- The consultation period consisted of workshops with Members of Council and senior staff, as well as the launch of a public survey and public information session.
- Input from the workshops and findings from the public survey were considered in drafting the revised strategic plan.
- New metrics have been identified for the four BMFT Goal Areas and have been included as part of the annual reporting out to show achievements and progress towards each Goal.
- Results from the workshops and public survey identified how respondents prioritized strategic actions under each of the BMFT Goal Areas, as well as overall when considering the future of Markham
- The top three overall resident priorities for Markham include: Transportation (49%), Density (33%) and Greenspace (18%)
- 2024 community survey confirmed that the priorities of the current strategic plan supported through feedback from council, staff and the public remain relevant.

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- The results also support some of the work we are committed to doing to bring more housing to Markham, fight climate, improve communications and responsiveness to resident complaints.
 - The revised strategic plan will expire at the end of the 2026 calendar year.
 - Planning for the next strategic plan will coincide with the new council term.

PURPOSE:

The purpose of this report is to present the recommended revised Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan for Council for adoption and to report on the findings of the public engagement program that was undertaken to inform this plan.

BACKGROUND:

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

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

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

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

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

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

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

Goal 2: Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Goal 3: Safe, Sustainable and Complete Community

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

Goal 4: Stewardship of Money and Resources

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

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

Each year since the approval of the current strategic plan, staff have provided a status update on Building Markham's Future Together, including a list of accomplishments from the previous year.

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, 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 was recommended that workshops with both Members of Council and community stakeholders be launched in 2023 to identify any additional priorities for potential inclusion in the strategic plan.

The 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 in April 2024.

Community Engagement Program

Subsequently after Markham Council approved an extension to the strategic plan, the City notified the public through the use of digital media communications channels. The public was informed that a consultation period was to be launched in the Fall of 2023. During the summer months of 2023, Markham staff developed a project plan for the strategic plan update. The engagement program consisted of 3 phases. The first was to consult Markham staff and Members of Council on what actions in the current strategic plan needed to be updated or added. A series of workshops held during General Committee and open to the public were held at Heintzman House and FLATO Markham Theatre. As well, guest speakers on a range of topics provided insights for consideration.

Guest speakers at Markham's Strategic Plan Workshops included Economist and housing expert Dr. Michael Moffatt, Senior Director at Smart Prosperity Institute and Associate Professor at University of Western Ontario. An Intergovernmental scan was provided by Sabine Matheson, Managing Principal at Strategic Corp. Finally, an economic outlook was provided by Rishi Sondhi, Economist at TD Bank Financial Group.

Members of Council and Staff reviewed the current strategic plan in a series of workshops and provided comments on the relevance of key actions. The program was facilitated by Consultant Meg West and Bryan Frois. Recommendations for either deletion or re-wording key actions were presented. Members of Council and Staff completed a fulsome review of all key actions and staff were tasked with developing a community survey based on the themes discussed.

The second phase of the engagement program consisted of inviting the public to a public information meeting held on Wednesday November 22 at Markham Civic Centre. The strategic plan community survey was also developed in the weeks prior to the public information meeting, taking into account the comments from Members of Council and staff.

The community meeting was attended by approximately 100 community members, members of Markham Council and City Staff. Mayor Scarpitti provided a high level summary of corporate accomplishments from the last three years of the Strategic Plan. Following the mayor's presentation, CAO Andy Taylor discussed next steps in the evolution of the revised strategic plan. Members of the public were when invited to ask questions of Markham representatives.

The following were suggestions shared by members of the public: Importance of transparent data reporting and regular progress updates on the City's digital platforms, Improving City communications with the public, managing growth in relation to new development, building more transit, tackling congestion, job creation and economic prosperity, and environmental sustainability and stewardship.

Following the public meeting, the online strategic plan survey was launched. Members of the public in attendance were provided a flyer assisting them in completing their survey. A large and robust communications campaign was to begin the following day involving the City's eNewsletter, mobile signage along the roadways, social media paid advertising, messaging in community centres and City facilities. Messaging requested the community to have a say in the future of their city by completing the Markham Strategic Plan survey. Members of Council were also provided content to include in their constituent communications.

Communications Tactic	Result
Social media organic advertising	22,500 impressions (Facebook, Instagram, X)
Digital media paid advertising	448,000 impressions (Facebook, Instagram, X)
Digital Signage (Railway & 407)	815,000 impressions (407, Rail Banners)
MarkhamNOW eNewsletter	2,709 recipients in December 2023
Website Visits (Markham Strategy)	5,510

*Does not include listener/viewer metrics of Contact Centre messaging and print signage in City facilities including libraries and community centres which would like amount to thousands of impressions.

Public Survey Findings

Process

- The public survey was available from November 22, 2023, to January 10, 2024.
- Over 900 residents completed the survey
- These results were reviewed by two individuals separately analyzed the data to ensure the analysis was independent and objective
- The analysts conducted a sentiment analysis to code individual responses into broader categories
- Based on frequency, categories of responses were further organized into themes to determine resident priorities
- These results were digitally validated twice to ensure accuracy and consistency of qualitative analysis

Results for Question 1: 'What Will Markham Look Like in 10-20 Years'

Summary of Responses

Number of Responses	597
Response Rate for Question	64%
Individual Sentiments	1,517
Breakdown of Sentiment	
Positive (i.e. hope/belief that Markham's future will be positive)	64%
Negative (i.e. Critical of Markham/Pessimistic of future of the city)	29%
Neutral (i.e. no discernable sentiment)	6%

Ranking of All Sentiments

Sentiment Categories	Frequency
Transportation	298
Development –Density	197
Parks/Greenspace	111
Population Growth	84
Diversity & Inclusion	84
Community Services	70
Sustainability	66
Economic Development	66
Development - Planning	65
Neighbourhoods – Walkable	60
Affordable Housing	50
General	43
Safety	42

Municipal Processes	31
Technology & Innovation	28
Vibrant	28
Entertainment	27
Education	24
Healthcare	23
Clean	18
Nostalgia for the past	14
Historic Preseveration	13
Community	12
Family Friendly/Family Orientation	12
Ageing in Place	10
Duplicate Response	10
Cost of Living	10
Crime	10
Busy	7
Food Security	3
Homelessness	1
Grand Total	1,517

Summary of Top Responses

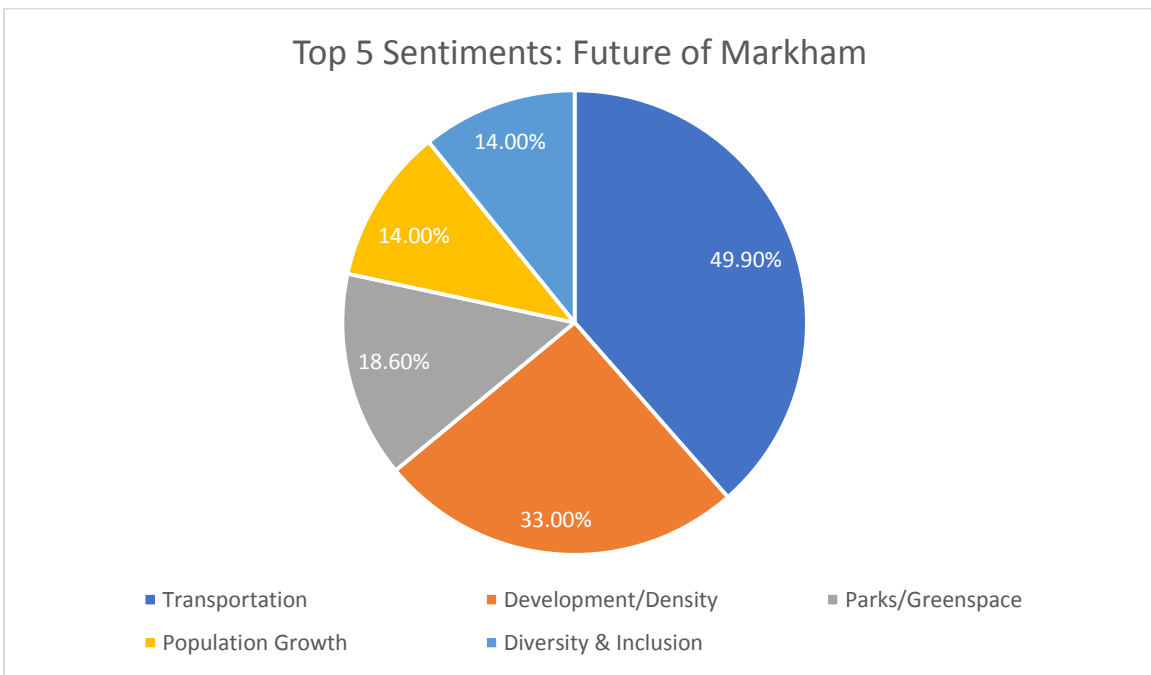


Fig.1 Top 5 Responses to the Question “What will Markham be Like in 10-20 Years”, by Frequency.

Overall, growth is a major issue for Markham, according to survey respondents. Many residents are concerned about the city’s ability to provide appropriate infrastructure and resources as the city densifies and urbanizes, particularly in the area of transportation.

Amenities such as parks, trails, greenspace in general and community services are all

sought after and considered necessary for the future of Markham. Diversity and inclusion, particularly the multicultural aspect of the city, is considered a strength.

Transportation

- Nearly 50% of the respondents focused on some aspect of transportation in their answer.
 - Of these, 43% emphasized the importance of improved public transit or other non-car options like cycling or walking.
 - 39% of the responses mentioned the issue of traffic congestion and fears for the future if development continues without additional planning for traffic control or alternatives.
 - Transit and non-car options were equally important to all age groups, but more important to those 39 years of age and younger.
 - Many comments expressed the preference to travel within Markham to meet their lifestyle needs (e.g. shopping, theatre, errands)
 - A specific preference expressed was to avoid travelling to Toronto or to have improved public transit to access Toronto

Ranking of Transportation-Related Sentiments

Transportation Issue	Number of Sentiments
Transit/Non-car	130
Traffic Congestion	118
Traffic Flow	45
Traffic Management	2
Not Specified	2
Parking	1
Grand Total	298

Results for Theme 1: Exceptional Services by Exceptional People

Q1.1: "Please Select the Actions you would Like the City to Consider Taking to Promote 'Exceptional Services by Exceptional People'"

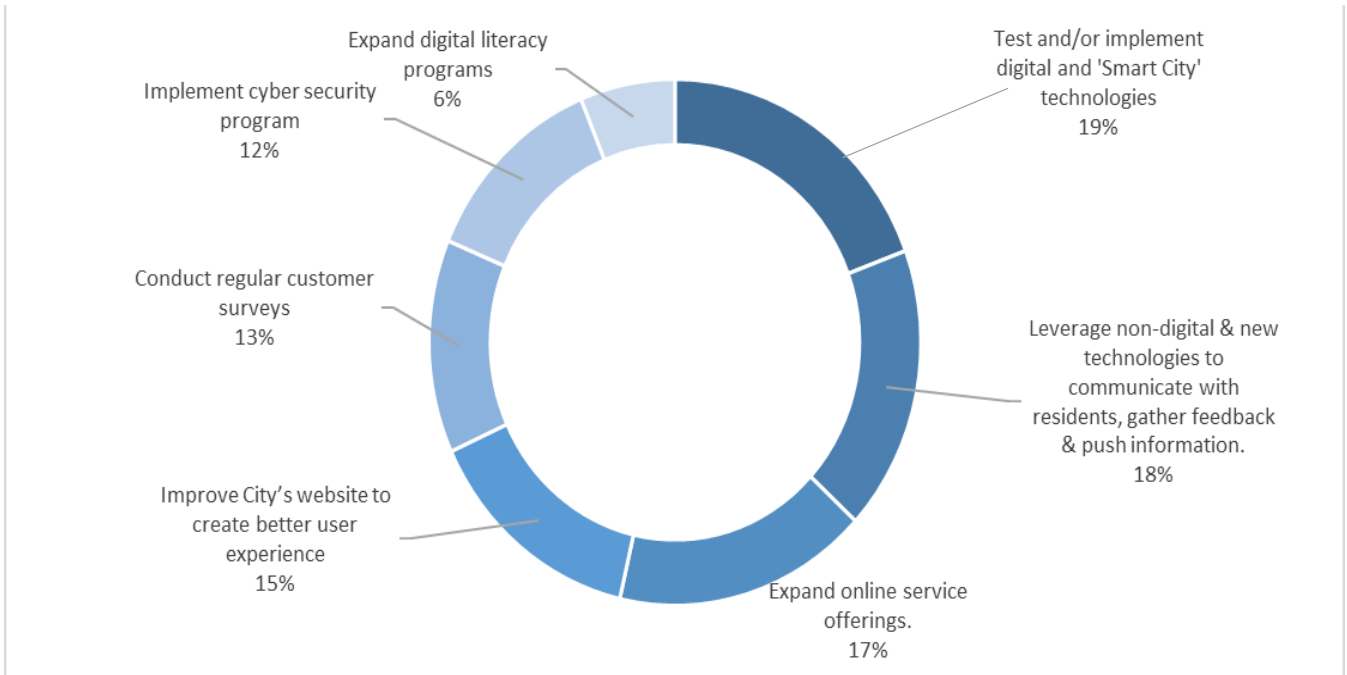


Fig.2 Distribution of Responses: "Please Select the Actions you would Like the City to Consider Taking to Promote 'Exceptional Services by Exceptional People'"

Q1.2: "Are there Other Actions you Would Like to See the City Consider doing to Promote 'Exceptional Services by Exceptional People'?"

Summary of Responses

Number of Responses	207
Response Rate for Question	22%
Individual Sentiments	271

Top 5 Themes in Open-Ended Responses

Theme	Sentiments	Response Frequency
Technology	32	11.8%
Community Services	27	9.9%
Transportation	26	9.5%
Accountability	24	8.8%
Communication from the City	23	8.5%

People vs. Technology in Service

Amongst the most frequent recommendations for improvements in 'exceptional services by exceptional people' were opportunities to improve or introduce self-service technologies, including a number of comments about self-registration for programs and activities.

Other comments focused around the need for digital literacy skills training if Markham continues to increase digital service, so that residents are supported in using these services. Website improvements were the most frequent comment within the “Technology” category, including both website improvements, as well as other online service interfaces, such as Xplor.

Community Services

These comments spoke about the general expansion of services (predominantly programming) from recreation and library, and in partnership with community-based social service organizations. A frequent recommendation was for residents to have the ability to take part in city-offered activities casually as a drop-in or without the stress of the registration process, since this would improve the service experience. Generally, the registration process can be reviewed to ensure barriers to access are reduced.

Services to older adults were mentioned specifically in the comments as an area for greater support. The snow removal and windrow programs was mentioned several times both with praise, and the desire for expansion of the service.

Transportation

Exceptional service in Markham means above all, improved transportation in both the areas of greater access and frequency of mass transit options and improved traffic management. Road maintenance was also mentioned as a method of managing traffic.

Municipal Communication

Improving response time for customer service requests, particularly resident requests (permits, by-laws, service issues), is the priority amongst survey respondents for communication from the city. Building awareness of community events, city processes, and planning information was also mentioned consistently.

Accountability

Tied into municipal communication, there was a clear need for greater transparency and accountability for municipal decision-making, particularly around spending and community planning.

Results for Theme 2: Engaged, Diverse, Vibrant, Thriving Community

Ranked Responses by Percentage Q2.1: “Please Select the Actions you would Like the City to Consider Taking to Create and ‘Engaged, Diverse, Vibrant and Thriving Community’”

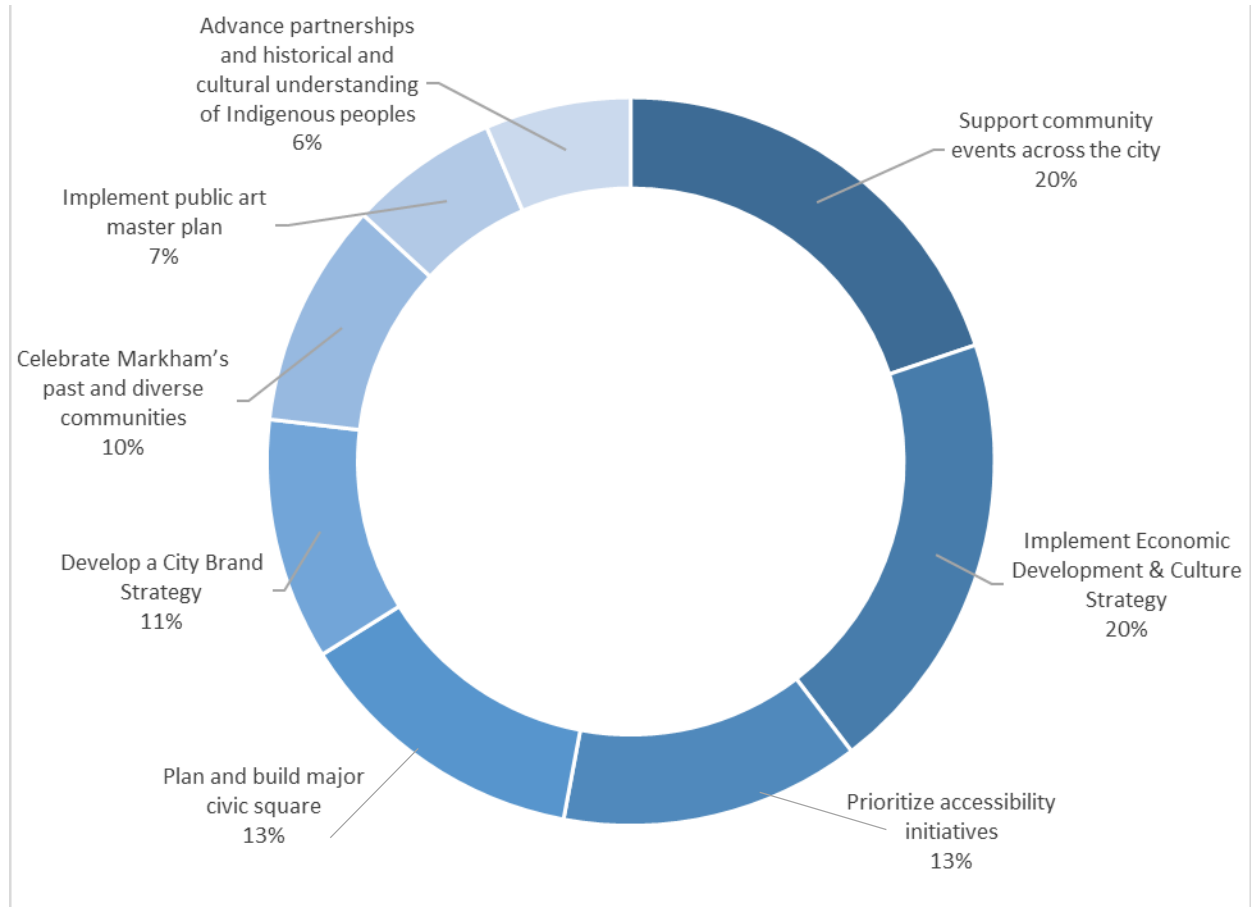


Fig.3 Distributopn of Responses: "Please Select the Actions you would Like the City to Consider Taking to Create and 'Engaged, Diverse, Vibrant and Thriving Community'"

Q2.2: "Are there Other Actions you Would Like to See the City Consider doing to Promote Markham as an Engaged, Diverse, Thriving and Vibrant City?"

Summary of Responses

Number of Responses	177
Response Rate for Question	19%
Individual Sentiments	231

Top 5 Themes in Open-Ended Responses

Theme	Sentiments	Frequency
Diversity/Inclusion	37	16.0%
Community Services	36	15.5%
City Planning	29	12.6%
Environment	15	6.4%
Community Building	14	6.0%

Many comments suggested opportunities to bring the community together:

- Community events was the most frequent suggestion to meet these needs (12%)
 - These events included sporting tournaments, entertainment amenities within Markham, cultural celebrations, fairs, arts and music events and ‘other celebrations’
- Respondents expressed interest in that having more places to gather, specifically parks, trails, ‘public space (unspecified)’, community centres, and libraries
- Sentiment was mixed on the issue of encouraging more diversity
 - Responses indicated that the City could best do this by supporting organizations doing this work through partnership, funding and collective impact initiatives
 - Most commonly mentioned groups identified for support include: youth, people experiencing homelessness, older adults newcomers, individuals experiencing mental illness

Results for Theme 3: Safe, Sustainable and Complete Community

Ranked Responses by Percentage Q.3.1: “Please Rate what you Feel are the Top Actions for Achieving an Safe, Sustainable and Complete Community

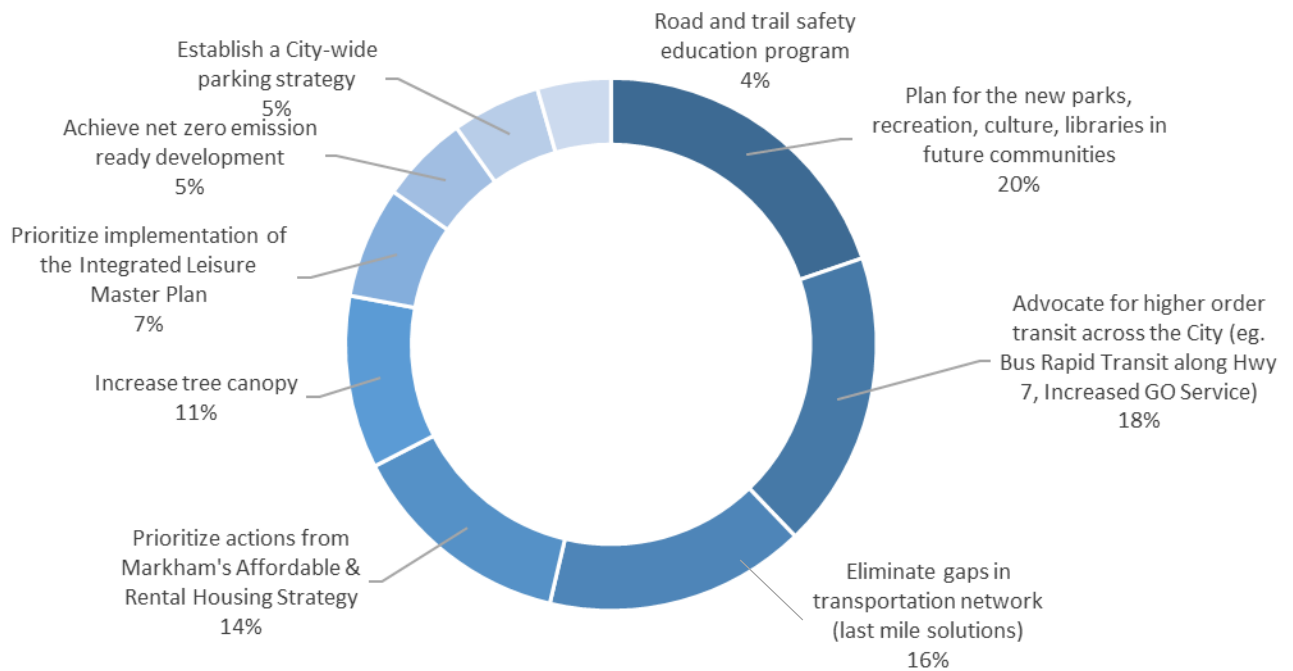


Fig.3 Distribution of Responses: “Please Select the Actions you would Like the City to Consider Taking to Create and Engaged, Diverse, Vibrant and Thriving Community”

Q3.2: “Are there Other Actions you Would Like to See the City Consider doing to help Markham achieve a safe, sustainable and complete community?”

Summary of Responses

Number of Responses	183
Response Rate for Question	19.7%
Individual Sentiments	341

Top 5 Themes in Open-Ended Responses

Theme	Number of Sentiments	Percentage Frequency
Transportation	123	36%
Community Services – Increased Amenities	32	9.3%
Crime Reduction	26	7.6%
Nature & Sustainability	25	7.3%
Parks/Greenspace Conservation	22	6.4%

Transportation

The majority of the transportation comments indicate that improvements to public transit infrastructure is essential for a sustainable and complete community. In particular, increasing the frequency of current YRT routes and creating safe cycling infrastructure would be best ways to improve the public transit in Markham. Route expansion and subway access as well as better coordination of YRT, TTC and GO routes and schedules would be helpful.

Traffic management was also identified as an area of significant improvement. Markham residents are worried about the current roadway system being able to sustain the development happening around the city. The best way to reduce car traffic is noted as optimizing and incentivizing public transit. Barring that, implementing traffic signs to better control traffic flow, enforcement of cars speeding in subdivisions and pedestrian safety would all support a safer commute.

Community Services – Increased Amenities

Increasing and expanding access to community services is the second most frequent response to how Markham can create a complete community. Recommendations made in these responses include:

- Increased access to recreation: pickleball courts, ice pads, and swimming pools
- Municipally provided services such as horticulture/arborists
- Waterworks
- Libraries and community centres

Crime Reduction

The most frequent specific recommendations included:

- Increased police and municipal security presence to manage petty crime and theft
- Neighbourhood watch and other civil security measures
- Bylaw enforcement around litter, dog parks, and parking

Focus on Preservation of Nature & Sustainable Practices

Most common responses include:

- Preservation of greenspace, trails and farmland
- Preservation of habitats
- Reducing/monitoring of water, air and litter pollution
- Improving mass public transit
- Improved municipal waste and recycling
- Tree planting and maintenance of the tree canopy

Results for Theme 4: Stewardship of Money and Resources

Ranked Responses by Percentage Q.4.1: “Please List what you Feel are the Top Actions for Achieving Stewardship of Money and Resources”

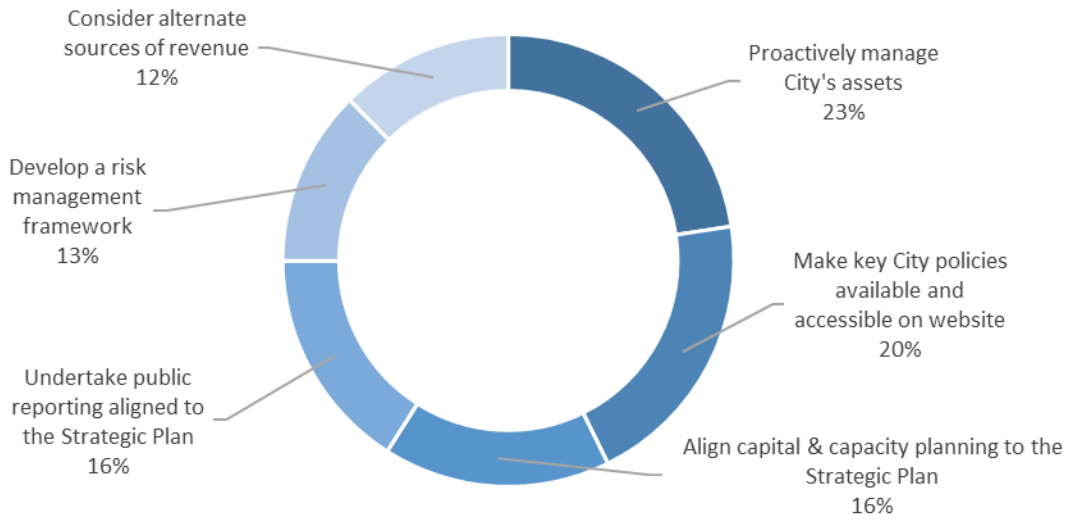


Fig.4 Distribution of Responses: “Please List what you Feel are the Top Actions for Achieving Stewardship of Money and Resources”

Q4.2: “Are there Other Actions You Would Like to See the City Consider Doing to Achieve Stewardship of Resources and Money?”

Summary of Responses

Number of Responses	183
Response Rate for Question	19.7%
Individual Sentiments	341

Top 5 Topics in Open-Ended Response

Sentiment	Number of Sentiments	Percentage Frequency
Transparency/Accountability	28	8.0%
Spending/Investment	24	7.0%

Budget Process	15	4.3%
General Feedback	13	3.8%
Cost Reduction	12	3.5%

The comments expressed in relation to 'Stewardship of Resources and Money' were varied. The overall theme of these comments was that residents expect clear plans for spending. Comments stressed the important of transparency and access to information such as the City's financial statements. Further, respondents felt that the public should be consulted on plans for spending through community engagement and further surveying.

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

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

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

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

Your Voice Markham, used for Markham Centre Planning and Council's Strategic Plan.

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

Based on the feedback received through the Council, Staff and Public Engagement Program, staff is recommending adoption of the Building Markham's Future Together 2020 – 2026 Strategic Plan (Appendix A) which sets out the four Goals, Goal Statements, thirteen Strategic Objectives, fifty Key Actions and high-level Metrics to be achieved by the City over the next three years, as follows:

Goal 1: Exceptional Services by Exceptional People

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

Strategic Objectives	Strategic Actions
1.1. Deepen our understanding of what our community and stakeholders 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 and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.
1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.	1.2.1 Implement new technology to enhance business operations. 1.2.2 Streamline the development process to support the creation of complete communities and the building of more housing. 1.2.3 Advance Digital Markham: <ul style="list-style-type: none"> • Pilot test digital city technology • 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 • Accelerate City’s web portal modernization to create a better user experience.
1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	1.3.1 Empower employees to continue to take risks and pursue innovation <ul style="list-style-type: none"> • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities 1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities) 1.3.3 Provide staff access to technologies to improve service delivery 1.3.4 Continue to invest in staff training

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	Strategic Actions
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	2.1.1 Explore opportunities to support community and neighbourhood initiatives. 2.1.2 Expand community hub concept across the City. 2.1.3 Celebrate and explore Markham's past and diverse communities. 2.1.4 Support the growth and sustainability of community events across the city to bring residents and visitors together. 2.1.5 Plan for a major civic square with cultural amenities. 2.1.6 Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.
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 Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	2.3.1 Strengthen the City's brand strategy with a strong value proposition. 2.3.2 Implement the Economic Development and Culture Strategy. 2.3.3 Implement the Destination Markham Tourism Master Plan.

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 Objectives	Strategic Actions
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	3.1.1 Support implementation of the Yonge North Subway Extension and advocate for improved higher order transit such as BRT along Highway 7, GO Train improvements and 407 Transitway, while also planning for integrated comprehensive transit solutions with improved service levels. 3.1.2 Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit. 3.1.3 Identify and develop a plan to eliminate gaps in transportation network and leverage technology. 3.1.4 Finalize and implement Active Transportation Master Plan and first/last mile solutions. 3.1.5 Prepare a road safety plan and establish an annual program that includes road and trail safety education. 3.1.6 Revise Markham Transportation Master Plan, including <ul style="list-style-type: none"> • Citywide Complete Street Design Guidelines and Strategy • Micro-Mobility Strategy (eBikes, Scooters)

<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 Prioritize the implementation of the Affordable and Rental Housing Strategy. 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan. 3.2.3 Continue to advance planning for major transit station areas and plan for infrastructure and development of employment zones (along 400 series highways), in particular for the Markham Innovation Exchange (MiX). 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham’s parks, recreation, culture and libraries and new communities. 3.2.5 Establish a City-wide parking strategy. 3.2.6 Continue to implement the priority cultural heritage designation program.</p>
<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). 3.3.2 Continue to implement the Flood Control Program. 3.3.3 Continue to implement strategies to address impacts of extreme weather <ul style="list-style-type: none"> • Emergency preparedness • Proactive infrastructure protection </p>
<p>3.4 Protect and enhance our natural environment and built form.</p>	<p>3.4.1 Develop a wildlife and biodiversity strategy. 3.4.2 Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives. 3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our target of Net Zero Emissions by 2050. 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2). 3.4.5 Complete the Markham Centre Rouge River trail system. 3.4.6 Develop an urban parks strategy to support the Official Plan’s intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.</p>

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 Objectives

Strategic Actions

<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: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions. 4.1.2 Revenue strategy: <ul style="list-style-type: none"> • Advocate to other levels of government for enhanced revenue tools • Consider alternate sources of revenue </p>
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.</p>	<p>4.2.1 Continue to implement Asset Management Plan and ensure climate adaptation is integrated while also achieving Net Zero strategies for the City’s own assets. 4.2.2 Develop a comprehensive risk management framework. 4.2.3 Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies.</p>
<p>4.3 Increase transparency and</p>	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics.</p>

<p>accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.</p>
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CONCLUSION:

More than 1000 residents, business owners and other stakeholders responded to the survey which confirmed that the refreshed Goals, Goal Statements, Objectives and Key Actions identified are consistent with what residents, business owners and other stakeholders believe is important for the City over the next four years.

Next Steps:

Once Council approves Building Markham’s Future Together 2020 – 2026 Strategic Plan (Appendix A), staff will launch a communications plan to inform the public of the adoption of the new plan. New report and presentation templates featuring the new strategic plan title and branding will be provided to staff.

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

The metrics will be reported out annually where information is available and Staff will continue to review, refine metrics and add additional metrics as data becomes readily available.

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

FINANCIAL CONSIDERATIONS

The development of Building Markham’s Future Together 2020 – 2026 Strategic Plan was supported through existing departmental budgets. Communications to promote the public engagement phase consisted of \$2,436 of advertising spend.

HUMAN RESOURCES CONSIDERATIONS

Not applicable

ALIGNMENT WITH STRATEGIC PRIORITIES:

Building Markham’s Future Together 2020 – 2026 Strategic Plan will set the direction for the next three years.

BUSINESS UNITS CONSULTED AND AFFECTED:

All four Commissions have contributed to the development of Building Markham’s Future Together 2020 – 2026 Strategic Plan.

RECOMMENDED BY:

Andy E. Taylor
Chief Administrative Officer

Trinela Cane
Commissioner, Corporate Services

Morgan Jones
Commissioner, Community Services

Arvin Prasad
Development Services

Claudia Storto
City Solicitor and Director of
Human Resources

Bryan Frois
Senior Manager, Strategy,
Communications and Executive
Operations

ATTACHMENTS:

- Appendix A Building Markham's Future Together 2020-2026 Strategic Plan
- Appendix B Building Markham's Future Together 2020-2026 with Metrics
- Appendix C Staff Presentation PowerPoint on Building Markham's Future Together 2020-2026