



Report to: General Committee

Date Report Authored: November 9, 2015

SUBJECT: Building Markham's Future Together 2015-2019 Strategic Plan
PREPARED BY: Meg West extension 3792

RECOMMENDATION:

- 1) That the report entitled, "Building Markham's Future Together 2015 – 2019 Strategic Plan", be received;
- 2) That the Building Markham's Future Together 2015 – 2019 Strategic Plan, attached as Appendix A, be endorsed for adoption by the City; and
- 3) That Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to present the recommended Building Markham's Future Together (BMFT) 2015 – 2019 Strategic Plan for Council endorsement and to report on the findings of the public engagement program that was undertaken to inform this plan.

BACKGROUND:

In the previous term of Council, the *Click with Markham* campaign in 2008 sought feedback from the residents, local businesses, and other interested parties on Markham's future direction. Seven strategic objectives were validated through this campaign, which resulted in Building Markham's Future Together (BMFT) – The City's Strategic Plan 2008 – 2014.

The process to update Building Markham's Future Together for the current Council term took place this year. It started with a series of training and educational workshops with Council and staff, followed by public consultations, and the consolidation of the survey input received to arrive at a recommended Strategic Plan for the 2015 to 2019 period.

OPTIONS/ DISCUSSION:

Plan Development – Council Involvement Provided Leadership & Focus

In February 2015, Markham Council and senior staff held a training and educational workshop and worked together to refresh Building Markham's Future Together – Council Strategic Plan. Three additional training and education sessions (April 20, April 24 and May 13, 2015) were held to discuss and refine the Action Statements associated with the Goals, Goal Statements, and the Strategic Objectives.

At the June 23, 2015 General Committee meeting, staff provided an update, along with a summary of the Council training and educational sessions. The results of these sessions were:

1. Development of the draft Goals, Goals Statements, Strategic Objectives and Action Statements that form the strategic plan; and
2. Direction to obtain feedback from the public.

The goals and goal statements approved by General Committee on June 23, 2015 were as follows:

Draft Goal 1: Exceptional Services by Exceptional People

Draft Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Draft Goal 2: Engaged, Diverse and Thriving City

Draft Goal Statement: *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community.*

We will enable a strong economy and effectively manage change while respecting our community's history, meeting current requirements and anticipating future needs.

Draft Goal 3: Safe and Sustainable Community

Draft Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Draft Goal 4: Stewardship of Money and Resources

Draft Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

A number of Action Statements were proposed under each Goal Statement (See Appendix A). These Action Statements formed the basis on which the Community Engagement Program was developed to gain feedback from stakeholders.

Public Engagement Program – Going to Where the People Are

The June 23rd General Committee decision included a direction to staff to provide engagement opportunities across the City throughout the Summer and Fall of 2015 to solicit community feedback from a broad cross-section of residents and businesses.

This Community Engagement program was developed to inform, educate and provide opportunities for input by residents and stakeholders on ***Building Markham's Future Together 2015-2019 Council Strategic Plan.***

Public feedback was obtained through an online survey and presence at various key community events and locations in the City. In addition to the survey, an online campaign was implemented with information posted on www.markham.ca and social media marketing. Staff and volunteers were present at GlobalFest, Night It Up,

Unionville Jazz Festival, RBC Milliken Children’s Festival, Markham Fair, seniors centres, and various community centres and libraries.

The Public Engagement Program concluded in October with a Public Open House and Information meeting, providing an additional opportunity to further engage residents and businesses. Over 70 people were in attendance to ask questions, get further clarification on the draft strategic plan, and complete the on-line survey.

Results of the Public Engagement Program

It is important to note that the Strategic Objectives set out in the survey tool were not identical to the BMFT 2015 – 2019 Strategic Plan Strategic Objectives. Rather, the Strategic Objectives were condensed to be more understandable to the public. The following chart shows the difference between the BMFT Strategic Objectives and the Survey Strategic Objectives:

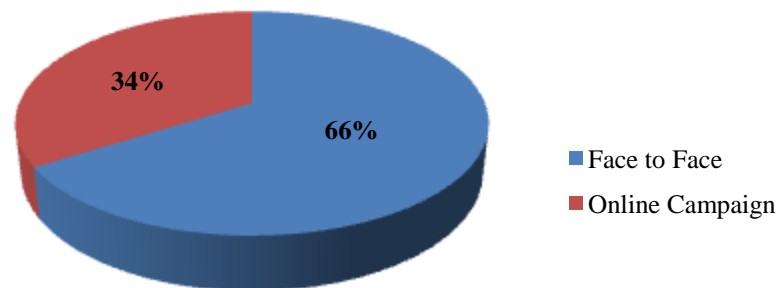
BMFT Strategic Objectives	Survey Strategic Objectives
1. Improving Customer Service	1. Improving Customer Services and Transforming Services Through Technology and Innovation
2. Transforming Services Through Technology and Innovation	
3. Strengthening Organizational Capacity and Effectiveness	N/A (Internal Objective)
4. Increasing Community Engagement	2. Increasing Community Engagement & Ensuring Markham is Welcoming and Inclusive
5. Ensuring Markham is Welcoming and Inclusive	
6. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries	3. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries
7. Managing our Transportation and Road Network	4. Managing our Transportation and Road Network
8. Managing Growth in Markham	5. Managing Growth in Markham
9. Ensuring the Reliability of the Corporation’s Services	N/A (Internal Objective)
10. Ensuring a Fiscally Prudent and Efficient Municipality	6. Ensuring a Fiscally Prudent and Efficient Municipality and Increase Transparency and Accountability
11. Stewardship of the City’s Assets	
12. Increasing Transparency and Accountability	
13. Protecting and Respecting Our Built and Natural Environment	7. Protecting and Respecting Our Built and Natural Environment

The Action Statements set out in the survey tool were also a more “user friendly” version of the Action Statements included in the draft 2015-2019 Strategic Plan, to facilitate survey response. For example, the 2015-2019 Strategic Plan Action Statement “Develop Corporate Volunteer Management Program” was reworded to “Volunteerism- Provide easy access and meaningful volunteer opportunities for residents”. While the full 2015-2019 Strategic Plan includes forty-nine Action Statements, only thirty-five Action Statements were included in the survey, The remaining Action Statements were not included because they are corporate, internal actions and did not require public input, e.g., “Implement a corporate People Plan - to put into place critical people-related actions to support direction of organization” or “Update and communicate Departmental Service Standards”

The survey statements were carefully drafted to align with 2015-2019 Strategic Plan objectives and Action Statements (see Appendix A), and to enable a reliable analysis of results.

The total number of surveys completed by Markham residents, business owners, and individuals employed in the City were 1,965. Approximately 66% (1297) of the responses were obtained in-person through the City’s presence at various community events and locations. The online campaigns involved online citizen engagement, information posted on markham.ca and social media marketing. Contributions from online campaigns totalled approximately 34%, or 668 of the total number of responses:

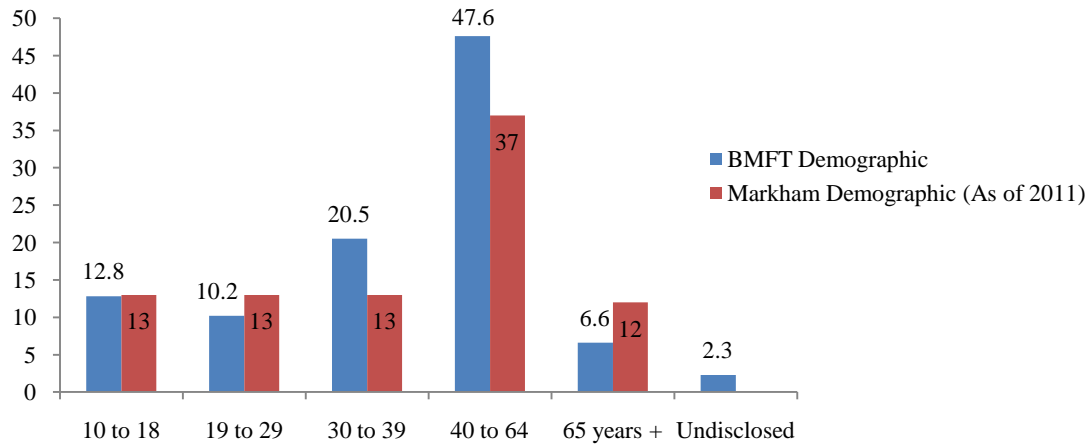
Community Engagement



Age Segmentation

This was an opinion survey and through the various engagement opportunities staff feel that feedback received was representative of the diverse age groups within the broader municipality. The chart below compares the BMFT age segmentation to the Markham age demographic segmentation (as of 2011):

BMFT Demographic vs. Markham Demographic (As of 2011)



Strategic Objectives – Ranking

The survey respondents were asked to rank their top four Strategic Objectives out of seven presented. The chart below shows that “Managing our Transportation and Road Network” was placed in the top four by the majority of respondents (81.9%). The chart also shows that “Improving Customer Services and Transforming Services Through Technology and Innovation” was placed in the top four by the lowest percentage of respondents (31.8%).

Overall Rank	Percentage	Total Resident Response	Strategic Objective
1	81.9%	1609	Managing our Transportation and Road Network
2	68.4%	1344	Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries
3	67.9%	1334	Protecting and Respecting Our Built and Natural Environment
4	65.3%	1283	Managing Growth in Markham
5	47.9%	942	Ensuring a Fiscally Prudent and Efficient Municipality and Increase Transparency and Accountability
6	35.4%	696	Increasing Community Engagement & Ensuring Markham is Welcoming and Inclusive
7	31.8%	624	Improving Customer Services and Transforming Services Through Technology and Innovation

Objectives 1 to 4 above were selected by 65% to 89% of all respondents as one of their top four ranked Strategic Objectives. Less than half (47.9% or lower) included the bottom three Strategic Objectives in their top four.

Action Statements – Importance Ranking

Participants had the opportunity to evaluate the Action Statements associated with each draft strategic objective. Using a weighted average*, all listed Action Statements (35 in total) were identified, on average, as either important or very important in the survey (see

Appendix B for details). Participants were asked to review the statements for each strategic objective and indicate on a scale of 1 - 5 stars how strongly they agree or disagree on the importance of the Action Statement:

-  (1-star)= *Not Important at All*
-  (2-star)= *Not Very Important*
-  (3-star)= *Important*
-  (4-star)= *Very Important*
-  (5-star)= *Extremely Important*

*Weighting Methodology

- Not Important at All (1-star) = 1 point
- Not Very Important (2-star) = 2 points
- Important (3-star) = 3 points
- Very Important (4-star) = 4 points
- Extremely Important (5-star) = 5 points

The table below identifies the Strategic Objectives, Action Statements, the number of total respondents who ranked each of the Strategic Objectives in the top four, and the breakdown of participants which ranked the Strategic Objectives first, second, third and fourth overall.

In addition, the average weighted importance ranking of each Action Statement under the Strategic Objectives is provided in the following section:

Ranked Strategic Objectives and Action Statements	Indicators
<p>1. Managing our Transportation and Road Network</p> <p><u>Action Statements:</u></p> <ul style="list-style-type: none"> • Traffic Congestion: • Partnerships: • Transportation Choices: • Foster a Transit Culture: • Active Transportation: 	<p>Total: 1,609</p> <p><u>Ranking</u></p> <p>1st: 573 2nd: 409 3rd: 333 4th: 294</p> <p>4.0 (Very Important) 4.0 (Very Important) 3.99 (Important) 3.99 (Important) 3.99 (Important)</p>
<p>2. Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries</p>	<p>Total: 1,344</p> <p><u>Ranking</u></p> <p>1st: 323 2nd: 368 3rd: 339 4th: 314</p>

<p><u>Action Statement</u></p> <ul style="list-style-type: none"> • Destination Markham: • Small Businesses: • Invest in Markham: • Investment Readiness: • Jobs: 	<p>4.05 (Very Important) 4.05 (Very Important) 4.05 (Very Important) 4.04 (Very Important) 4.04 (Very Important)</p>
<p>3. Protecting and Respecting Our Built and Natural Environment</p> <p><u>Action Statement</u></p> <ul style="list-style-type: none"> • Tree Canopy: • Green Initiatives: • Parks Expansion and Green Spaces: 3.90 (Important) • Climate Change Resilience: 3.90 (Important) • Food Security: 	<p>Total: 1,334</p> <p><u>Ranking</u> 1st: 299 2nd: 365 3rd: 335 4th: 335</p> <p>3.90 (Important) 3.90 (Important) 3.90 (Important) 3.90 (Important) 3.89 (Important)</p>
<p>4. Managing Growth in Markham</p> <p><u>Action Statement</u></p> <p>Parks & Streetscapes: Comprehensive Zoning By-Law: Housing Choices: 3.97 Neighbourhoods for People: Complete Communities:</p>	<p>Total: 1,283</p> <p><u>Ranking</u> 1st: 278 2nd: 337 3rd: 335 4th: 333</p> <p>3.97 (Important) 3.97 (Important) 3.97 (Important) 3.96 (Important) 3.96 (Important)</p>
<p>5. Ensuring a Fiscally Prudent and Efficient Municipality and Increase Transparency and Accountability</p> <p><u>Action Statement</u></p> <ul style="list-style-type: none"> • Efficient Municipality: • Reinstating an Auditor General: • Low Taxes: • Wise Investment: • Access to Data: 	<p>Total: 942</p> <p><u>Ranking</u> 1st: 251 2nd: 185 3rd: 251 4th: 255</p> <p>4.16 (Very Important) 4.13 (Very Important) 4.12 (Very Important) 4.12 (Very Important) 4.12 (Very Important)</p>
<p>6. Increasing Community Engagement and Ensuring Markham is Welcoming and Inclusive</p>	<p>Total: 696</p> <p><u>Ranking</u> 1st: 130 2nd: 153 3rd: 185</p>

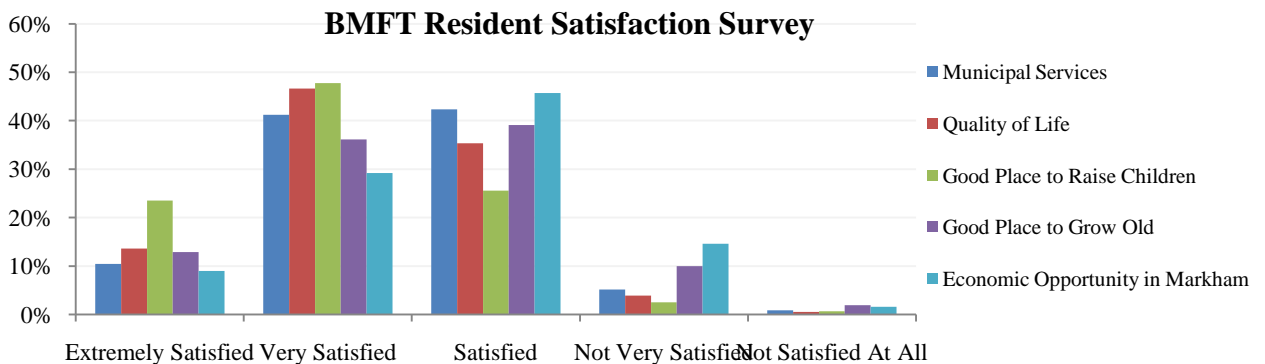
<p><u>Action Statement</u></p> <ul style="list-style-type: none"> • City Services and Programs: • Inclusive Events: • Volunteerism: • Parks and Public Spaces: • Affordable Programs: 	<p>4th: 228</p> <p>3.82 (Important)</p> <p>3.81 (Important)</p> <p>3.81 (Important)</p> <p>3.80 (Important)</p> <p>3.80 (Important)</p>
<p>7. Improving Customer Service and Transforming Services Through Technology and Innovation</p> <p><u>Action Statement</u></p> <ul style="list-style-type: none"> • Leveraging technology: • Service Standards: • Responsiveness of the City: • City Services: • Online Services: 	<p>Total: 624</p> <p><u>Ranking</u></p> <p>1st: 111</p> <p>2nd: 146</p> <p>3rd: 177</p> <p>4th: 190</p> <p>3.89 (Important)</p> <p>3.89 (Important)</p> <p>3.89 (Important)</p> <p>3.89 (Important)</p> <p>3.89 (Important)</p>

The survey respondents’ scoring of the importance of the 35 Action Statements range from a weighted average of 3.80 (important) to 4.16 (very important). Staff conclude that all 35 Action Statements are important.

Satisfaction With Services

In addition to seeking input on the strategic plan, staff also took the opportunity to gauge the level of satisfaction of survey respondents with City services and quality of life in Markham. Participants were asked to rate their level of satisfaction (extremely satisfied, very satisfied, satisfied, not very satisfied and not at all satisfied) with the municipal services received from the City of Markham:

1. Overall, please rate your satisfaction with the municipal services you receive from the City of Markham.
2. Are you satisfied with the quality of life in the City of Markham?
3. Are you satisfied that Markham is a good place to raise children?
4. Are you satisfied that Markham is a good place to grow old?
5. Are you satisfied that there is economic opportunity in Markham?



Municipal Services

93% of respondents have reported satisfaction (satisfied 42% + very satisfied 41% + extremely satisfied 10%) with municipal services. Of those, 51% of respondents are extremely or very satisfied with the municipal services they receive from the City.

Quality of Life

96% of respondents have reported satisfaction (satisfied 35% + very satisfied 47% + extremely satisfied 14%) with quality of life in the City. Of those, 61% are extremely or very satisfied with the quality of life in Markham.

Good Place to Raise Children

98% of respondents have reported satisfaction (satisfied 26% + very satisfied 48% + extremely satisfied 24%) with Markham as a good place to raise children. Of those, 72% are extremely or very satisfied.

Good Place to Grow Old

88% respondents have reported satisfaction (satisfied 39% + very satisfied 36% + extremely satisfied 13%) with Markham as a good place to grow old. Of those, 49% are extremely or very satisfied.

Economic Opportunity in Markham

84% respondents have reported satisfaction (satisfied 46% + very satisfied 29% + extremely satisfied 9%) with economic opportunities in Markham. Of those, 38% are extremely or very satisfied.

Survey respondents’ feedback on the BMFT Satisfaction Survey is generally very positive. The responses reflect overall combined satisfaction of 91.8%.

Plan Finalization – Recommended Goals Supported By Public Engagement Program

Based on the feedback received through the Public Engagement Program, staff is recommending the adoption of the *Building Markham’s Future Together 2015-2019 Strategic Plan* (Appendix A) which sets out the Goals, Goal Statements, Strategic Objectives, and Action Statements to be achieved by the City during this Council term, as follows:

Goal 1: Exceptional Services By Exceptional People

Goal Statement: *We will foster a safe and healthy work environment, and embrace an organizational culture and adopt management systems that empower and inspire our employees to be champions of excellent service delivery and innovative practices.*

Strategic Objective:	Actions:
1. Improving Customer Service	Implement new Customer Experience Strategy: <ul style="list-style-type: none"> ○ Update and communicate Departmental Service Standards ○ Expand Organizational Awareness Training for all Staff

	<ul style="list-style-type: none"> ○ Look for technology enhancements to internal/external service ○ Develop Recognition Strategies for excellent customer service ○ Undertake annual customer surveys in all service areas
2. Transforming Services Through Technology and Innovation	<p>Develop and implement Digital Markham technology roadmap:</p> <ul style="list-style-type: none"> ○ Increase and improve online services ○ Advance mobile capabilities ○ Enhance data and technology infrastructure ○ Transform business processes ○ Leverage social media and collaboration
3. Strengthening Organizational Capacity and Effectiveness	<p>Implement a corporate People Plan - to put into place critical people-related actions to support direction of organization:</p> <ul style="list-style-type: none"> ○ Ensure a focused and aligned workforce ○ Attract, develop, engage and retain key talent ○ Build capacity for innovation and change ○ Prepare for changing employee demographics ○ Undertake targeted and strategic workforce planning

Goal 2: Engaged, Diverse and Thriving City

Goal Statement: *We will have an inclusive city, where every person has a role in building a liveable, caring and interconnected community.*

We will enable a strong economy and effectively manage change while respecting our community’s history, meeting current requirements and anticipating future needs.

Strategic Objective	Actions:
1. Increasing Community Engagement	<ul style="list-style-type: none"> ● Develop and implement a Community Activation Framework and tool kit for City departments ● Develop Corporate Volunteer Management Program ● Transition the Markham Pan Am Centre into an international sports hub ● Update the Integrated Leisure Master Plan ● Implement Public Realm Strategy
2. Ensuring Markham is welcoming and inclusive	<p>Active advancement of the Diversity Action Plan - Everyone Welcome - with a focus on:</p> <ul style="list-style-type: none"> ○ Implement an Older Adult Plan to address gaps to participation and review subsidies and affordability. ○ Develop and implement a procurement supplier diversity strategy ○ Introduce diversity and inclusion training for Council Advisory Committees
3. Promoting Markham as the best place in Canada to invest and locate Knowledge Based	<ul style="list-style-type: none"> ● Update the Economic Strategy ● Support the development of a York University campus in Markham ● Stimulate new business formation and commercialization through increased market awareness of the MCC, ventureLAB, and the Markham Small Business Centre ● Increase Foreign Direct Investment in Markham

Industries	<ul style="list-style-type: none"> • Create Destination Markham
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Goal 3: Safe and Sustainable Community

Goal Statement: *We will protect the public and respect the natural and built environments through excellence in sustainable community planning, infrastructure management, and programs.*

Strategic Objectives:	Actions:
1. Managing Our Transportation and Road Network	<ul style="list-style-type: none"> • Implement the Master Transportation Plan and monitor results • Implement the Cycling, Pathways and Trails Plan • Continue to work with other levels of government to deliver road and transit infrastructure • Encourage compact, mixed use development to reduce the amount of travel
2. Managing Growth in Markham	<ul style="list-style-type: none"> • Implement the new Official Plan • Undertake the Comprehensive Zoning By-law Project • Create Great Parks and Streetscapes
3. Ensuring the Reliability of the Corporation's Services	<ul style="list-style-type: none"> • Advance the City's emergency preparedness by completing business continuity plans in all Departments • Proactively manage our City infrastructure and have plans in place to reduce risks
4. Protecting and Respecting Our Built and Natural Environment	<ul style="list-style-type: none"> • Implement the Corporate Energy Management Plan • Complete and implement the Municipal Energy Plan • Implement the Flood Control Program • Support and leverage Rouge National Urban Park • Develop a Climate Change Adaption Strategy

Goal 4: Stewardship of Money and Resources

Goal Statement: *We will demonstrate sound, transparent and responsible financial and resource management to mitigate risks while ensuring efficient and effective service delivery.*

Strategic Objectives	Actions:
1. Ensuring a fiscally prudent and efficient municipality	<ul style="list-style-type: none"> • Deliver multi-year Operating and Capital Budgets • Refresh E3 Strategy to increase non-tax revenues and maintain or lower operating costs in a growing Markham • Ensure growth and non-growth related projects are fully funded • Ensure services are delivered efficiently
2. Stewardship of the City's assets	<ul style="list-style-type: none"> • Identify adequate funding in the Life Cycle Replacement and Capital Reserve Funds based on projected inflows to sustain future rehabilitation and replacement requirements for the next 25 years • Develop a Municipal Asset Management Plan in compliance with the Ontario's Building Together Guide
3. Increasing Transparency and	<ul style="list-style-type: none"> • Retain an Auditor General to execute an Audit Plan for the organization

Accountability	<ul style="list-style-type: none"> • Develop transparency and accountability policy frameworks
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CONCLUSION:

Council and Senior Staff met on a number of occasions in the first half of 2015 to develop the draft BMFT 2015 – 2019 Strategic Plan. The public were surveyed on the draft Plan from July to October 2015. Over 1965 residents, business owners, and individuals employed in the City responded to the survey. The survey confirmed that the work done during the Council and senior staff training and education sessions were on track and that the Goals, Goal Statements, Strategic Objectives and Action Statements identified are consistent with what residents, business owners and individuals who work in the City feel are important.

NEXT STEPS:

Once Council approves *Building Markham’s Future Together 2015 – 2019 Strategic Plan* (Appendix A), staff will develop a publication and communication plan to promote the newly approved plan to the public. The BMFT 2015-2019 Strategic Plan will be enacted through the annual corporate business planning and budget processes and staff will monitor and report back to Council on an annual basis.

FINANCIAL CONSIDERATIONS AND TEMPLATE:

Building Markham’s Future Together MetroQuest Survey: \$12,211.20

Building Markham’s Future Together 2015 – 2019 Council Strategic Plan
Communication Package: \$5,000.00

HUMAN RESOURCES CONSIDERATIONS

Not applicable

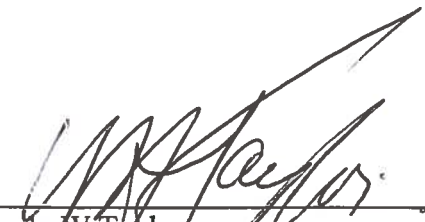
ALIGNMENT WITH STRATEGIC OBJECTIVES:

Building Markham’s Future Together 2015 -2019 Strategic Plan is aligned with the City’s strategic goals and strategic objectives.

BUSINESS UNITS CONSULTED AND AFFECTED:

All four Commissions have contributed to the development of *Building Markham’s Future Together 2015 – 2019 Strategic Plan*.

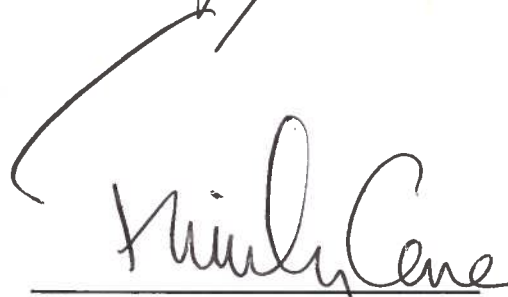
RECOMMENDED BY:



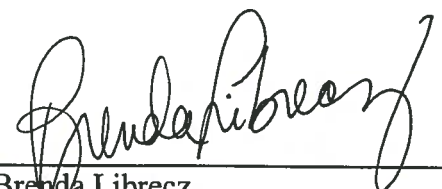
Andy W Taylor
Chief Administrative Officer



Jim Baird
Commissioner, Development Services



Trinela Cane
Commissioner, Corporate Services



Brenda Librecz
Commissioner of Community & Fire
Services

ATTACHMENTS:

- Appendix A Building Markham's Future Together 2015 – 2019 Strategic Plan
- Appendix B Summary of the Public Engagement Program
- Appendix C Report to June 23rd, 2015 General Committee- Building Markham's Future Together (BMFT)- Council Strategic Plan 2015-2019 – Summary of findings from the Training and Education Sessions and Proposed Public Engagement Program