

Report to: General Committee

Date Report Authored: June 9, 2015

SUBJECT: Building Markham's Future Together (BMFT) - Council's Strategic Plan 2015 to 2019 - Summary of findings from the Training and Education Sessions and Proposed Public Engagement Program

PREPARED BY: Meg West extension 3792

RECOMMENDATION:

- 1) THAT the report entitled Building Markham's Future Together (BMFT) - Council's Strategic Plan 2015 to 2019 - Summary of findings from the Training and Education Sessions and Proposed Public Engagement Program be received; and,
- 2) AND THAT the summary of the Council Training and Education Sessions held on April 20, 2015, April 24, 2015 and May 13, 2015 as outlined in Appendices A, B, C and D attached be endorsed;
- 3) AND THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

The purpose of this report is to provide a summary to General Committee on the Council and Senior Staff Training and Education Sessions held on April 20th, April 24th and May 13th and outline the Public Engagement Program for BMFT.

BACKGROUND:

Through the *Click with Markham* campaign in 2008, residents, local businesses and other interested parties were asked to share their thoughts on Markham's future direction. Seven strategic priorities were validated through this campaign (Growth Management, Transportation & Transit, Environment, Municipal Services, Integrated Leisure Master Plan, Diversity and Economic Development) which formed Building Markham's Future Together – The City's Strategic Plan.

OPTIONS/ DISCUSSION:

In February 2015 Markham Council and senior staff held a training and education workshop and worked together to refresh Building Markham's Future Together – Council Strategic Plan. The Plan identified four Goal Areas for Council and staff to focus on from 2015 to 2019. They include:

Exceptional Services By Exceptional People

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.

Engaged, Diverse and Thriving City

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.

Safe and Sustainable Community

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

Stewardship of Money and Resources

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

A number of Key Actions have been proposed under each Goal statement. These actions will be reviewed as part of the community engagement program to gain feedback from stakeholders as to what is important to them.

Community Engagement Program

The Community Engagement program will inform, educate and provide input opportunities to residents and stakeholders on *Building Markham's Future Together 2015 to 2019 Council Strategic Plan*. Over the course of the summer, engagement opportunities will be provided at key community events and locations across the City to solicit community feedback from a variety of key demographics. In September, a Public Meeting will be held in Council Chamber to highlight this initiative and further engage residents and businesses. It is anticipated that the final *Building Markham Future Together 2015 – 2019 Council Strategic Plan* will be presented to Council for approval in November 2015.

The components of the Community Engagement program are set-out below:

Face to face: July to September

- Attendance at Markville Mall, Pacific Mall, and Community Centers and Library's
- Attendance at community events –Globalfest, Night it Up, Markham Jazz Festival, RBC Children's Festival, RBC Bollywood Film.
- Marketing Handout/Takeaway that highlights proposed strategic plan and provides incentive to participate using the on-line tool that has been developed.
- Tool kit prepared that will include:
 - FAQ's

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- Glossary of Terms
 - “How To” for on-line engagement Tool
 - Artwork for publications

Digital: On-going

- Online citizen engagement software to gain feedback from stakeholders
- MetroQuest <http://metroquest.com/>
- Information posted on Markham.ca including News Item on Portal, Homepage banner
- Social media posts
- Electronic Information Boards
- Markham eAlerts

Public Meeting: September and November

- September public meeting which will include Live video/audio stream online
- General Committee meeting endorse BMFT 2015-2019 Fall 2015

FINANCIAL CONSIDERATIONS AND TEMPLATE: (external link)

Not applicable

HUMAN RESOURCES CONSIDERATIONS

Not applicable

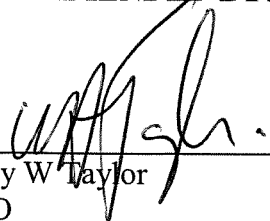
ALIGNMENT WITH STRATEGIC PRIORITIES:

Building Markham’s Future Together (BMFT) Council Strategic plan is aligned with the City’s strategic goals and objectives.

BUSINESS UNITS CONSULTED AND AFFECTED:

None

RECOMMENDED BY:



Andy W Taylor
CAO

ATTACHMENTS:

Appendix A Summary of the discussion regarding Engaged, Diverse and Thriving City held on April 20, 2015

Appendix B Summary of the discussion regarding Exceptional Services by Exceptional People held on April 24, 2015

Appendix C Summary of the discussion regarding Safe and Sustainable Community held on May 13, 2015

Appendix D Summary of the discussion regarding Stewardship of Money and Resources held on May 13, 2015

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

OBJECTIVE 1 – Increasing Community Engagement

1. What is the most important action/task to be worked on for this objective?
Recruiting & sustaining volunteers is a priority
a) Assist Councillors with their newsletters to reach the public to inform about volunteer programs and encourage them to get involved
b) e.g. Adopt a Park program - need better recognition of volunteers
c) Ensure that anytime is welcome (1hour, 1 day, etc) for volunteering by creating a spectrum of volunteer opportunities
d) Information Markham plays a key role in attracting and maintaining the volunteers
e) Awareness, education of the volunteer program
f) Find individuals that have applied for an Advisory Committee, but not appointed to include information in their letter about the other volunteer opportunities (alignment between Advisory Committee recruitment and general volunteer program)
g) Increase the use of social media to provide awareness (tweeter, etc) for the volunteer program
h) Make volunteer program family friendly - plan events that the entire family can do together
i) Staff need to make the volunteer program a priority as well
j) Include volunteer information in the welcome package that new residents receive when they move in to the City
k) Quarterly announcements by the Mayor through the different media channels providing information about upcoming events and opportunities available for volunteers (activity registration, City events/festivals, etc) include communication at libraries
l) Increase awareness of residents for events and activities that are taking place in Markham, thus providing the opportunities to participate
m) Leverage social media (Twitter, e-Blasts, etc.) as a means to engage the public but not to forget those citizens who may not be technology savvy
n) Have a better idea for the makeup or factual data about our community
O) On-line system has glitches. Difficult application process. Needs to be fast, easy, user-friendly, provide enough details, consider demographics and different cultural needs to connect with the public

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

p) Is a police check always necessary? Could be a disincentive – should the City subsidize fee/group discount? Balance risk with engagement outcome. It is a standard today.
q) Organizations “protective” of its volunteer base – City program as a gateway to join overall program, then pick specific opportunity will help to eliminate “ownership” of volunteers
r) City could approach outside organizations to inform about the City’s volunteer program – outreach campaign, attend volunteer fairs (seniors, high schools) – “Join Team Markham”. Need to go out to the community as well as use on-line process. Click with Markham style of approach for Team Markham – social media
s) Create volunteer opportunities – how to manage the programs. Work with festivals and other organizations to identify volunteer opportunities. On-line list to connect opportunities with volunteers (Farmer’s Market, Unionville Festival)
t) Local Councillors can build on items of interest to the community, rallies, openings, public meetings
u) Corporate volunteer spirit is alive and well – tree plantings, funding, i.e. Union Villa has corp volunteers that tend to gardens
v) Promote next event at the current event – community calendar; newspaper, social media, face-to-face

OBJECTIVE 1 – Increasing Community Engagement

2. At the end of four years what does success look like for this area?
a) Increasing the number of volunteers
b) Profile of volunteers (get all ages involved)
c) Retaining the volunteers
d) Are the residents satisfied with the outcomes of the City's BMFT
e) Engaging the "silent majority" to participate
f) Having a scientific survey of Markham residents, that this repeated over time to gauge areas of success and areas of improvement. Undertake one at the beginning (baseline) and end (results) of each Council term to gauge and measure our success.
g) More awareness and participation from residents and businesses in events that takes place in Markham
h) Easily accessible

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

i) Events should not be scrambling for volunteers at the end, i.e. central registry for volunteers as a safety net
j) Diverse pool of volunteers – age, culture, etc
k) Survey experience of volunteers
l) Recognition program
m) Ensure all events are open to everyone
n) Target 10,000, or double number of volunteers as an indicator of success of community engagement
o) Engage Pan Am volunteers in other events
p) Volunteer Management Coordinator, as administrator. Which department? Develop a good computer-based management program that can deal with privacy issues (similar to hospital system)
q) Acknowledge that volunteers are involved for different reasons – school requirement, build resume, etc.

OBJECTIVE 1- Increasing Community Engagement

3. Where do we need to improve on volunteerism?
a) Establishing a volunteer pool that local event organizers can draw from, not just for municipal programs and events
b) Use event/program requirements, volunteer skills, and volunteer interests to match volunteers to events/programs. Volunteers may think they need to be the same ethnicity to support cultural events, such as Chinese New Year.
c) Current website and speed need to be improved to enable the public to volunteer. Need to make this more prominent on our City website, branding, marketing, etc. Use technologies to help.
d) Understand why volunteers volunteer – what intrinsic rewards do they get from it, eg. giving back, social gathering with friends?
e) Matching volunteers to their interest areas – determine how they want to volunteer?
f) Collect information to better understand the profile of our volunteer base (eg. age, interests, why they volunteer, how did they hear about the event, etc.) and develop a relationship where the volunteer and the receiving organization both benefit from the experience.

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

g) Anecdotally we observed Markham volunteer base to be in terms of age group, eg. not just kids trying to fulfil their requisite volunteer hours

OBJECTIVE 2 – Ensuring Markham is Welcoming and Inclusive

4. What is the most important action/task to be worked on for this objective?
a) Ensure business that are currently here are valued and welcomed
b) More inclusion with LGBT group
c) We aspire to deliver the message so that everyone (residents, businesses, stakeholders) understands it.
d) Due to the makeup of our community and requests that have been received by Council members and staff, some residents have interest in accessing our information in other languages. Council members in this group did not arrive at a consensus whether we should provide information in other languages but did agree it should be criteria based and prioritized (similar to a business) strategically since it will likely require more resources, eg. translation service costs, material in other languages. Group agreed that information regarding health and safety would have a higher priority should translation be provided. Criteria discussed include size of population. Need policy to clarify what, if anything, we will translate and the tools needed to ensure we are successful – framework, training, translation and material costs.
e) Group showed interest in 2-way communication in that it is not about what we, the municipality, want to tell the community but what does the businesses and residents want to hear about and how do they want to hear about it.
f) Group discussed the use of universal graphics as much as possible to lessen the need to translate information into other languages.
g) Must also be compliant with legislated AODA requirements when communicating with community.
h) Do not forget about the business community
i) Group agreed it is important to move diversity towards inclusivity and at least one Councillor has spoken about the ultimate goal being unity or harmony. Markham has a good foundation to build on.
j) Markham should aspire to be inclusive while respecting the diversity in our City. We need to hear from and listen to the community.
k) Need to increase outreach with the business community through associations and individual businesses.

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

l) Use and leverage business community to assist with achieving City objectives i.e. tree planting, cultural events.
m) Leverage business recruiters.
n) scientific survey at each Council term to measure progress and success
o) How to engage on a neighbourhood basis – i.e. community park consultation; wide notice
p) Lots of support and networks for new residents – welcome centre, immigrant youth centre
q) Markham is very welcoming to businesses
r) Not necessarily inclusive – be mindful and proactive for language diversity

OBJECTIVE 2 – Ensuring Markham is Welcoming and Inclusive

1. At the end of four years what does success look like for this area?
a) Branding and the sense in the community that Markham is inclusive.
b) Need to determine what the perception of quality of life is in Markham right now and then assess at end of four years.
c) Measurement created for each of the objectives to answer the question, Have we grown in each of the areas by end of four years?
d) Opportunity to leverage our efforts in Pan Am to achieve our objectives, including “Destination Markham”.
e) Need to review the objectives from various perspective, residents, stakeholders, and businesses.
f) Strategically use awards and recognition from external associations as third party validation of good practices. Group discussed some services do not lend themselves to awards and winning an award does not mean a service is more important than another. Some awards are used as a mean To draw in membership and reward members.
g) Media should be inclusive. i.e. Chinese newspapers should involve non-Chinese readers. Simplify message in different languages and provide on-line programs
h) Live translation services at events, presentations - multi-lingual summary slides. Organizations need to focus on their target audience and language

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

i) Over the generation, diversity of languages will continue to change
j) Being invited is an indication of inclusivity
k) “Integrated” community while respecting diversity. i.e. integrated United Way
l) Community centres need to be inclusive and reflective and understanding (staff training) of neighbourhood demographics to welcome all residents “Places for All” concepts
m) Training to welcome community demographics

OBJECTIVE 2 – Ensuring Markham is Welcoming and Inclusive

2. Age discounts – yes or no? If yes are we willing to have a property tax increase to fund?
a) Do more research
b) Should not be lead by the this municipality - will come through other municipalities and Federal/Provincial government
c) Group discussed there is an expectation in the society that discounts for seniors are expected, almost as a reward for their contribution to society, and it was acknowledged that this segment may be one of the richest in today’s society. There is recognition that like other age groups, it is not uniform and some seniors are living at or below the poverty line. Group discussed that the Federal and Provincial Governments have structured the income tax system by lowering tax rates for seniors and providing various rebates or tax credits.
d) Group agreed have some basis for discounts for any age group, including seniors, is important. We did not have time to agree on the basis though means test or income was discussed. In terms of age and the assumption of contribution to the Canadian society, observation was made for new immigrants who are seniors, they actually have not contributed to the Canadian society.
e) Determination of the discount amount and qualification, eg. at what age, will have implication for the city budget. Group agreed that when a group pays less for a service, eg. seniors, others in the City pays for that discount. There is the implication that like other municipalities, our population is aging rapidly as our the baby boomers move into the seniors segment. They may require different services.
f) Whatever action that is taken by Markham in this area, we should educate the community as it will be inevitable that we receive complaints that other neighbouring municipalities offer more services

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

or discounts.
g) Can we and should we adjust the “portion size” for seniors programs and services if we cannot charge them at the full price.
h) A criteria that was discussed was to prioritize subsidies based on strategic considerations such as steeper discount for programs that improve health and no discount for leisure and general interest programs.
i) Group expressed openness and the need to review discounts for seniors. Create a model to rationalize pricing for seniors. Be creative – review program content as well as price in instances a less expensive but relevant program can be provided.
j) Seniors discount available for recreation programs. Clubs get a further discount
k) Available for people who do not necessarily need a discount, they have the means. Assumptions of circumstances
l) Age should not be the only criteria for a discount, not sustainable financially
m) Objective is a healthy community for all ages. Who do you subsidize to achieve this?
n) Means test, self-declaration. Pricing based on affordability, not age
o) Community centres, libraries, transit, etc.
p) Other factors for discounts such as keeping older adults active to avoid health care costs; people with challenges
q) Balance of user fees and increased taxes – both would impact the residents

OBJECTIVE 2 – Ensuring Markham is Welcoming and Inclusive

3. What is the next frontier for diversity?
a) Inclusivity and unity. Diversity is our success. Unity is our future. See 1G)
b) Identify inclusivity in terms of age, gender, sexual orientation, culture, religion, beliefs, values, etc.
c) Respect each other’s differences.
d) We need more facts on inclusivity and our community. Our discussion is based on anecdotal

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

experience that may not be representative of the community. For instance, at one point an observation was made that perhaps the number and types of inquiries received by a ward councillor may be influenced by a resident’s perception of having shared experience, such as speaking the same language or sharing the same culture.

OBJECTIVE 3 – Promoting Markham as the best place in Canada to invest and locate Knowledge Based Industries

1. What is the most important action/task to be worked on for this objective?
a) Increase the "attraction" areas in Markham
b) Increase the public arts to attract
c) Group observed that having a diverse or inclusive community or work force is beneficial to the business community
d) Knowledge based industries are Markham’s niche
e) Be vigilant on mixed-use zoning to ensure employment component
f) Measuring stick for economic development business trips. There is value, but need to demonstrate it
g) Not just business trips, but value of day-to-day efforts needs to be evaluated
h) Express regular appreciation to developers/businesses for their support of the City. Corporate exchange and demonstration of appreciation.
i) Sustain existing small/medium businesses, i.e. flexibility sign by-law and regulations, tax policies, storm water fees
j) Promote investment – define “investment”, consider affordability issues, DC and parkland charges
k) Affordability of rentals, condo

GOAL: ENGAGED, DIVERSE AND THRIVING CITY

OBJECTIVE 3 – Promoting Markham as the best place in Canada to invest and locate Knowledge Based Industries

2. At the end of four years what does success look like for this area?
a) Support the existing business along with promoting new business
b) Create science park and plan for it - creating a section with Hightech opportunities
c) Leverage the capacity with the Hightech businesses already here such as IBM
d) Land York University
e) Have our own robust tourism strategy
f) Markham, Unionville and Thornhill Main Streets - need to ensure those areas are promoted (ensure downtown Markham doesn't take away all the business opportunities from the Main Streets)
g) Public Realm - invest more - need to do more to the gateways into each part of the City
h) Engage all demographics of the community (no many places for the youth groups to gather)
i) New immigrants - assist in getting established
j) Develop a "destination Markham" strategy (include more than tourism opportunities)
k) Above or underground walkways between buildings in new centres
l) Measurable improvement, including improvement in the quality of life.
m) Retain existing businesses
n) Affordability of rentals, condos – look at DC fees, etc. Privatization of services?
o) More flexible zoning, conducive to new businesses
p) Business appreciation event – awards? More media and outward communications of business successes.
q) Rouge Park Gateway is an opportunity for welcome centre
r) Vision for Markham to attract tourists – Pacific Mall, Sports Park, PanAm Centre, Rouge National Urban Park, Main Streets, festivals, fair grounds
s) Connect people with transit system

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

OBJECTIVE 1 – Improving Customer Service

<p>1. What are the most important service improvements/reviews we need to make over the next 4 years?</p>
<p>1. Be realistic with completion deadlines - such as construction of parks, community centres, etc.</p>
<p>2. Ensure a timely result is communicated back to the Member of Council</p>
<p>3. Too much time spent on follow up</p>
<p>4. Can a resident/tax payer check on-line to see if someone has obtained a permit to take down a tree or do they need to call? On-line self service checking (eg tree permits)</p>
<p>5. Consider using "plaque card" when a permit is issued for any work</p>
<p>6. More resources for self-service options (comprehensive self-serve)</p>
<p>7. Construction delays/disruptions ensure are properly communicated to the Councillors - Regional & Local roads - consolidated construction map on the website</p>
<p>8. Supply a jpg of any notice to the Councillor so they can include on their website</p>
<p>9. Residents need to be educated of the City's key service standard (easily accessible and well communicated)</p>
<p>10. Ensure you have the required resources to meet the City's standards</p>
<p>11. All staff need to have full signature block with their complete name, phone number, e-mail, etc.</p>
<p>12. All contractors need to respect the City</p>
<p>13. properly coordination of services on a street (removal of tree stumps, leaf clean-up)</p>
<p>14. More active gathering of feedback more often</p>
<p>15. If an issue can not be resolved to let the local Councillor know</p>
<p>16. Must offer prompt response times to customers – set standards to determine response times - even if auto message to advise query received - and escalation process should be determined and documented</p>
<p>17. educate residents to initiate contact through Contact Centre</p>
<p>18. seems to be a gap in work order system for Operations - develop and improve workflow process from end to end</p>

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

19. search capability needs improvement – for example - customer unable to gather information about their registration – more customer-focussed records to assist customers in determining next level of swim lessons, etc.
20. self serve kiosk to access customer focussed records – access their individual codes in CLASS system similar to what check in at the airport has become
21. need to review how we respond to resident complaints regarding By-law infractions i.e. signage, parking infractions, etc. Investigate opportunity for a warning period before giving a ticket. Review of By-law services and how they interface personally with residents – sensitivity training. More proactive, objective and consistent sign enforcement throughout the year and not just during election period.
22. Educate residents on most common by-laws so they are aware of what is and is not allowed within the City and how to access the information from the City in a prompt and easily understood manner (plain language). Coles notes versions of by-laws so that residents understand expectations. Using pictures to demonstrate the Do’s and Don’ts.
23. Use the 8 to 80 approach to communicate service levels, by-laws, standards, enforcement, etc.
24. Monitor our communication efforts to determine if behaviour changes. Was our communication effort successful?
25. Having consistent approach to all encounters with staff either in-person or on-line – friendly, approachable, easy to use
26. Need to determine what our customers want? How they need to access our services.
27. Windrows – not satisfying the residents. Seniors only get part of their windrow cleared (single car width) Suggest: allow residents to contract for clearing their entire driveway and qualified owners (over 60 or disability) will be partly subsidized. This transfers the hassles away from the City and provides the service in a timely manner. Comprehensive winter clearing program is needed, prepare for climate change. Communicate windrow service to residents. \$200,000 per year, \$70 per household
28. <u>Communication.</u> Residents are not aware of many of the services provided
29. <u>Overnight parking.</u> Residents not aware of restrictions and exemptions until they get a ticket. Some confusion about what is permitted. Why can’t on-street parking be permitted all summer (for a fee) and only be restricted for snow-plowing purposes.
30. <u>Improve fire & life safety education,</u> and home inspections. Firefighters interact with residents, community and neighbourhood events

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

31. <u>Integrate call centres</u> with other municipalities, consolidate services. (i.e. ice storm) Mobile services, on-line chat
32. <u>Customer satisfaction survey</u> – call centre, etc. telephone or e-mail follow-up Language issues result in increased calls to some Councillors that can accommodate language diversity
33. <u>Increase in-person customer service hours</u> – to 9:00 p.m. each day- Contact Centre, tax services, parking payments Currently 5-7 customers on Thursday nights. Is this feasible to continue?
34. <u>After hours service</u> – in-person response 24/7 for emergencies
35. <u>311 Services</u>
36. <u>“Retail Customer Service”</u> model; internal and external customers; exceptional customer service

OBJECTIVE 1 – Improving Customer Service

2. At the end of four years what does success look like for this area?
a) Better communication
b) Less complaints
c) More easily accessible self service
d) More regularity of providing government services
e) More transactions at a fewer cost
f) Continuing with old fashion "service with a smile"
g) increase customer satisfaction through customer surveys
h) More residents using online services
i) Improvements in By-law/Parking/Winter Maintenance – improved communication using plain language that residents are able to access = which reduces infractions
j) Complete review of By-law Svcs – resulting in savings in resources and time – providing warnings instead of immediately providing tickets
k) Complete review of service levels for Winter Maintenance as it relates to windrows, how we handle

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

changing weather patterns i.e. to prevent icy roads
l) Complete review of waste management service - to ensure that recyclables not flung about during pickup.
m) Organize community to assist in clean up – have engaged residents
n) Data Centre consolidation – with Richmond Hill and Vaughan
o) Consolidating services – south end of York Region

OBJECTIVE 2 - Transforming Services Through Technology and Innovation

1. What are the most important service improvements/reviews we need to make over the next 4 years?
a) Electronic Agenda - need to improve quality
b) Paperless - should have much less paper
c) Agenda - can presentations be saved separately
d) Video streaming Standing/Council meetings
e) When a motion/recommendation is being amended place up on the screen
f) Have an idea what our front end and back end requirements are – what architecture is required? And how does this support our mobile initiatives? How does the back end technology tie the front end together and accommodate for future technology changes and future trends in our community? Begin implementation if able.
g) E-Agenda – improvements - automated workflow
h) Explore 3P model – public private partnerships – i.e. public washrooms in public parks – private sector puts them in but a minor fee charged - pay for use.
i) Improve and enhance our overall general communications to the public.
j) Needs to be easier to find items - navigation
k) Make portal more user-friendly, interactive, complete information

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

l) Include voice-over with PowerPoints; currently audio & video available for budget and planning presentations
m) Eliminate early-morning program registration. Class system to be replaced in 2017. Registration on Saturday or evenings? Options: First come – first served; choose electives? Can we provide more classes? Swimming/service levels meet demand. Fair for everyone to participate
n) Communicate recreation programs
o) Real-time availability of facilities
p) Open Data: supported. Perhaps free for first 6 months
q) Public WiFi: supported for key sites. Health risks? Technology improving, prices reduced
r) Social Media: our reach is very good, great way to engage the public. Facebook & Google ads are very effective; Hashtags Make sure Councillors are able to use social media effectively – training?
s) Technology is great, but personal connection and greeting is important

OBJECTIVE 2 - Transforming Services Through Technology and Innovation

2. At the end of four years what does success look like for this area?
Paperless
Ready access to reports and presentations
Improved wireless signals in the building

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

OBJECTIVE 2 - Transforming Services Through Technology and Innovation

3. Online vs inline services? (impact on 24/7 staff availability)
a) Make the website easier to use – navigation currently an issue – improved search capability
b) Offer self serve kiosks to conduct most common transactions – able to pay your property taxes at a kiosk at a Community Centre?
c) Continue to promote and invest in online services
d) Investigate a hybrid of inline vs online services – still offer in-person – enhance the customer service in-person experience through technology advances similar to Apple store experience.
e) Provide some of the Civic Centre transactional services at the Community Centres and the Libraries – residents able to access information/perform transactions at all City-owned locations. Ensuring we have the backend technology in place to ensure this can be fully automated, have an appropriate ERP and CRM and tie everything together.
f) Only online payments/services? Taxes, other payments cannot be made in person. Deadline of 2016? Needs to be a balance to accommodate people (seniors) without computer banking.
g) Suggest eliminate all cash transactions. Federal gov't doing direct deposit and we should follow
h) Incentive to use online service, or penalize anyone using inline, cash services
i) Reduce cash staff and accept longer lines – 80/20%. People adapt

GOAL: SAFE AND SUSTAINABLE COMMUNITY

OBJECTIVE 1 – Managing our Transportation Network

<p>1. What is the most important action/task to be worked on for this objective?</p>
<p>a) Influence the York Region Transportation Study - should include the objectives that Markham wants accomplished</p>
<p>b) Create a Markham Transportation Sub-Committee (Two Regional Councillor and a few local Councillors) - to review and prepare for the upcoming reports- goal to obtain strong influence up at the Region of Markham's objectives</p>
<p>c) Travel Demand Management - do more work on that strategy to promote it - more active engagement with residents (more education with respect to car pooling, cycling, transit, etc)</p>
<p>d) Train Whistling - will need to manage how to deal with it</p>
<p>e) Increase in GO Trains - dealing with issues of cars getting to the stations (traffic going in and coming out as well) - would like Trains further north (eg. Mount Joy)</p>
<p>f) Making optimal use of smart technology to keep traffic moving</p>
<p>g) YRT – route changes not accurately communicated for current routes and need to incorporate transit planning into the secondary plan</p>
<p>h) B) YRT - public not consulted before implementation of changes</p>
<p>i) Transit not connected between neighbouring municipalities – should be operating as GTA-wide transit authority – one system with unified set of plans and objectives for the entire GTA – need to be building for 2050 – funding for the operation</p>
<p>j) One fare covers entire GTA area with cost of fare based on distance travelled</p>
<p>k) Reduction in truck movements – only allow on highways during non-peak times to avoid causing traffic congestion</p>
<p>l) need to have transit schedules posted at every station</p>
<p>m) explore incentives to using public transit and disincentives to using cars (but support environmental friendly cars - electric)</p>
<p>n) explore charging tolls on one lane of highways – similar to HOV but issue a toll instead of requiring more than one person in vehicle</p>
<p>o) explore advocacy options on those transit items noted above including raise awareness</p>
<p>p) support the build of sustainable communities – that include pathways, cycling networks, parking spots for electric vehicles – on-road connecting with off-road options including safety concerns &</p>

GOAL: SAFE AND SUSTAINABLE COMMUNITY

community awareness – we need to move cars off the road
q) sustainable funding source needs to be identified - address coordination and duplication of services
r) Plan exactly what you want, plan stations (Markham Centre, Steeles Ave.), revitalization areas, connectivity (I-Metro E) Plan surrounding land uses
s) Include northern GTA, work with Richmond Hill & Vaughan. Move forward with Regional Task Force
t) Need to drive transit
u) Connecting to main transit corridors, shuttle busses – privatization? (i.e. airport shuttles)
v) 404 / Seaton Line
w) Limit development along corridors until transit is provided. Developers to pressure Province/Federal

OBJECTIVE 1 – Managing our Transportation Network

2. At the end of four years what does success look like for this area?
a) Affordability and efficiency
b) Increase ridership with VIVA would be a goal
c) No grid lock would be a goal
d) Extend the VIVA dedicated lanes further east, increase GO line and above ground subway
e) Reducing car trips, and car pooling increases
f) Having a voice at the right table to provoke change
g) Map created that displays the big picture of ALL forms of transportation – bus, road, pathways, bike lanes, etc. – NOW and then Four years from now, then eight years from now – identify milestones with timing
h) Gain commitment provided to staff to proceed with the plan recognizing that big expensive projects will not be completed within the term of four years
i) Having clear communication on transportation routes incorporated into our secondary plans of new & existing communities
j) Making transit flow improvements
k) Completion of MUP and promote usage

GOAL: SAFE AND SUSTAINABLE COMMUNITY

l) Encourage investors / senior levels of government to assist in infrastructure – see it as an investment
m) Develop a vision/plan of ours and neighbouring municipalities’ stops along rail lines. Plan major developments and institutions along line (hospitals, university)
n) Consortium-driven? Approach province to support plan
o) Solve hydro-undergrounding
p) All-day GO to Mount Joy, Viva to Cornell,
q) Show them the Vision, ask them to show us the money

OBJECTIVE 2 – Managing Growth

1. What is the most important action/task to be worked on for this objective?
a) Having the correct variety of housing (singles, town homes, condos, etc)
b) Need to develop a strategic parking plan -can't have homes in the urban area without sufficient parking
c) Understanding the requirements of the social attitudes that make up the City
d) Need to find a way to deliver the service levels with a lower tax base
e) Comprehensive Zoning - the need to regulate second suites and deal with potential rooming houses, etc. Ensure it is dealt with prior to the University being approved
f) Having a proper inventory of second suites (how do you encourage them to register them)
g) Ensure that there is affordable housing available
h) Need more Community awareness of Provincial mandates – City complying with legislation
i) Develop a communication strategy for residents on what City has control over / doesn't have control over
j) Setting realistic expectations with residents – change NIMBYism to YIMBYism – YES in my backyard! – okay to build in my neighbourhood but how will this benefit the residents? , 3-D modelling to illustrate proposed development, Zoning signs – print is too small to read
k) Incentives for Affordable housing – building partnerships with Habitat for Humanity and others - explore other types of housing and building options – regulation of second suites, disincentives for

GOAL: SAFE AND SUSTAINABLE COMMUNITY

speculators: if you sell before 5 years charged a fee
l) Develop a strategy to co-ordinate with other levels of government to reach affordable housing objectives
m) Explore request to Province to allow for Land Transfer tax – same as Toronto
n) Build Parks as the community is built – need to improve sequencing of public services – streetscapes and public realm are important and require investment
o) Are park features being planned with increased density in growth in mind? Retrofit of existing parks needs to be planned for.
p) Affordable housing strategy – land costs are getting out of reach. Region is working on incentives, federal tax incentives, etc. might help
q) Encourage intensification along transportation corridors – high rises, avoid urban sprawl
r) privatize shuttle services from individual developments to subway stops (Buttonville)

OBJECTIVE 2 – Managing Growth

2. At the end of four years what does success look like for this area?
a) Able to manage the influx of residents with the right variety of housing
b) Potentially find ways to add to the Greenbelt instead of compromise it
c) Modelling examples for secondary plans available providing accurate visual representations of proposed plans – 3D modelling
d) Better signage for development applications including visual symbols and pictures
e) Council Strategy developed to address Provincial expectations for population & employment growth to 2041 –done in 2016/2017
f) Reach a policy decision on second suites – either for or against
g) Having Parks built as the community is built
h) Implementing a Public Realm Strategy – public realm, public art, sidewalks, streetscapes
i) Development charges for sfd/condos rationalized to encourage a broader mix of unit types
j) Encourage more 2 & 3 bedroom units
k) Intensification around rail lines

GOAL: SAFE AND SUSTAINABLE COMMUNITY

l) Two-way destinations – Markham as an employment and entertainment node
m) Milne Park as “Central Park” – Rouge Park as a gateway destination
n) University and world-class sports field at Markham Centre south including hydro lands
o) Sports tourism destination

OBJECTIVE 2 – Managing Growth

<u>3</u> How can we influence the senior levels of government to invest in infrastructure and transportation capacity improvements in Markham.
a) Reject applications without the infrastructure coming in
b) Look at the cumulative impact of development
c) Put the fiscal requirements in place to come up with the funding to provide the infrastructure (eg increase Gas Tax, toll roads) and have the Municipal support
d) Closer working relation with the MP, MPPs
e) More strategic forum with the Province and higher lever of government
f) Open up opportunities for private transit suppliers
g) Lobby York Region, Ratepayers and residents to mobilize the Provincial/Federal govt to invest
h) Advocate for one decision making body that can operate, plan and fund transportation system
i) Let senior levels know that transportation infrastructure has to be managed

GOAL: SAFE AND SUSTAINABLE COMMUNITY

OBJECTIVE 4 – Protecting our Built and Natural Environment

1. What is the most important action/task to be worked on for this objective?
a) Look at the natural environment as a "capital asset"
b) Better protection to the wildlife
c) Learn from countries such as Sweden on the use and application of electric vehicles
d) Public art – needs to be emphasized
e) Explore the need for a Climate Change Adaptation Strategy
f) Explore incentives for home use battery as power source
g) Future Urban areas can raise the bar for standards
h) York Downs Golf & Country Club as a sustainability and green infrastructure showcase
i) Stormwater management should be more of a community amenity asset – look at underground storage tanks and lakes, surrounding areas
j) Enhance built environment, increase walk ability. More community garden plots, integrate agricultural community with urban resident tourism
k) More active parks with interesting features (agriculture - corn maze, pick apples)
l) improve/intensify Langstaff/Richmond Hill hub (bury the hydro lines)

OBJECTIVE 4 – Protecting our Built and Natural Environment

2. At the end of four years what does success look like for this area?
a) Continue to have clean water and Growing the Greenbelt
b) Need to review plan for electric vehicles including location of charging stations
c) Completing a Climate Change Adaptation strategy
d) Encouraging developers to consider interconnection of buildings – including consideration of

GOAL: SAFE AND SUSTAINABLE COMMUNITY

covered walkways, underground pathways
e) Implementing the Park Renaissance Plan
f) Ensuring that architecture stands the test of time
g) Support Development Services in delivering complete communities – including individual developers – measure the success of achieving complete communities after 4 years
h) Designated location for a science park, economical facilities for entrepreneurs/start-ups (MCC model revisited)
i) MPAC changed to tax surface parking, but not underground
j) Implement Markham Centre green space plan (valley lands)
k) Comprehensive development of infrastructure, land development and green space features
l) Re-examine location of sports park, to more central location, transit-friendly (hydro corridor?)

GOAL: STEWARDSHIP OF MONEY AND RESOURCES

OBJECTIVE 1 – Ensuring a fiscally prudent and efficient Municipality

1. What is the most important action/task to be worked on for this objective?
a) Reduction in cost avoidance (eg changing policy/by-law for parking , but charge for overnight parking)
b) Greater emphasis on greater revenue opportunities
c) City of Toronto Act powers for other municipalities
d) Re-visit the Parking Authority
e) Refreshing the E3 strategy
f) Consider outsourcing if it can be more efficient - comprehensive overview at all operations
g) Continue with multi-year budgets
h) Employment opportunities - growing jobs and assessment

OBJECTIVE 1 – Ensuring a fiscally prudent and efficient Municipality

2. At the end of four years what does success look like for this area?
Workshop - outlining the various policies that are in place

OBJECTIVE 2 – Stewardship of the City’s assets

3. Video streaming of Council/Committee Meetings – yes or no?
4 yes
3 no - expensive to maintain



GOAL: STEWARDSHIP OF MONEY AND RESOURCES

OBJECTIVE 2 – Stewardship of the City’s assets

How will we demonstrate transparency and accountability?
a) Improve communication (clear, understandable and frequent)
b) Confidential reports (ensure whatever can be made public is made public right from the beginning)
c) Place Key City policies on the City's Portal - good one
d) Use the 8 - 80 rule

How do you measure success
a) Less complaints
b) Decision Framework
c) How will we demonstrate transparency & accountability - establish a group to review and understand it? Do not want to be held for a standard that I am not aware of.
d) Update Transparency and Accountability policy