

Exceptional Services by Exceptional People

Objective 1: Improving Customer Service

Proposed Actions:

- **Implement new Customer Experience Strategy:**
 - **Update and communicate Departmental Service Standards**
 - **Expand Organizational Awareness Training for all Staff**
 - **Explore technology enhancements to internal/external service**
 - **Develop Recognition Strategies for excellent customer service**
- **Undertake annual customer surveys in all service areas**

Comments from Council for consideration

Improving Customer Service:

- *Customer service is driven by culture of the organization.*
 - *i.e. West Jet example of positive customer service culture.*
- *Staff takes ownership → based on current culture- not mandated.*
 - *Decisions need to be made at front line- staff should have ability to take charge.*
 - *Focus on problem solving NOT enforcing rules.*
- *Frustration with government because of policies .*
- *Must reach out to different communities especially those with needs.*
 - *Need to expand language skills of the community.*
 - *List of staff who speak other languages etc. → build on these assets.*
- *Need to engage Chinese media.*
 - *Invite other media (such as Chinese Media) to the City press conferences.*
- *Obtain statistics to validate what languages are required other than English and French.*
- *Need to ensure diversity of staff at cultural venues.*
- *Policy question: What's the protocol for the city to provide services in other languages?*
- *Niche issues affecting specific community groups (i.e. Chinese Seniors).*
- *Need more information and statistics for shaping Customer Service programs and community engagement.*
- *Focus on what service as well as how we provide it.*
- *Need to be open minded and flexible to identifying issues (i.e. homeless)*
- *Have to be open to not knowing and being proven wrong.*
- *Successful Customer Service:*
 - *Fewer issues coming to councillors.*
 - *Managing expectations.*
- *Defined "service standard" across organization.*
 - *With a service standard developed- when residents call in to the contact centre, they can be advised how many business to expect their request to be completed (i.e. it will take 3-5 business days for your sidewalk to be repaired.*
- *Improve communication with York Region.*
- *Are residents getting the follow-up they need?*

- *Need time frame for resolution of customer issues.*
- *Customers frustrated with time frame to get issues resolved. (e.g. 4 weeks to fix street lights.)*
- *Issue of councillors not knowing timelines to resolve issue and takes too long to resolve.*
- *Need to specify response time → avoid calls to councillors.*
- *Need to manage Citizen expectations.*
- *Need to talk to region to sync traffic lights.*
- *Need to extend service hours to 24/7.*
- *Increase the on-line services.*
 - *Pay bills, traffic tickets etc.*
- *Need to do better wayfinding? connecting to the right department.*
 - *People do not know who to call so they call councillors.*
- *Winter maintenance issues*
 - *Communicate business processes with front line staff so they are better equipped to inform the public and ultimately avoid increased calls to councilors.*
- *Improve issue management to deescalate situations.*
 - *Need to know how to direct and handle calls.*
- *Councillors are not resourced to handle all the customer issues.*
- *More training and cultural sensitivity.*
- *Calls are misdirected.*
- *Track number of calls going to Council.*
- *Change culture of going straight to Council.*
 - *Customers will escalate to Council if not satisfied with service.*
- *Increase community awareness of available services.*
 - *Need to develop internal awareness first.*
- *Need to execute issues in an efficient way (training).*
- *Need to serve each other.*
- *Focus on by-law enforcement consistently no just driving election.*
- *More proactive communication*
- *Need to explain by-law better to improve customer satisfaction.*
- *Courtesy for dealing with by-law issues.*
- *Need to look at by-law enforcement*
 - *By-law officers need to be consistent when enforcing by-laws.*
 - *Ensure staff is always polite when dealing with constituents.*
 - *If we approve development plan we need to consider by-law impact.*
- *Review City by-laws and see if it needs to be amended- consider some flexibility in some by-laws (i.e. primarily parking by-laws for the Cornell Area).*
 - *Warning tickets?*
- *More proactive communication about by-law issues (i.e. by-law booth at events).*
 - *Continue to educate the public by providing a "quick sheet reference" that can be handed out when the City has a booth at events with some facts related to frequently enforced by-laws.*
- *Need improved parking strategy.*
- *More detail on monthly contact centre report.*
- *Internal service → should never have to ask more than twice for information etc.*
 - *Responsiveness is inconsistent.*
- *Can the monthly reports that Members of Council receive have more detailed information?*
- *Ensure excellent customer service levels are maintained internally as well as externally.*

Objective 2: Transforming Services through TechnologyProposed Actions:

- **Develop and implement Digital Markham 3-5 year technology roadmap:**
 - Increase and improve online services
 - Advance mobile capabilities
 - Enhance data and technology infrastructure
 - Transform business processes
 - Better leverage social media and collaboration

Comments from Council for considerationTransforming Services through technology and innovation:

- *Some concerns:*
 - *Increased wireless traffic, wireless security and privacy.*
 - *Health concerns (i.e. cancer from cell phones etc.)*
- *Contact Centre*
 - *Operating hours.*
 - *Is there an opportunity to have shift work to be more responsive?*
 - *City operates 24/7 → should the contact centre?*
- *Internal behaviours (i.e. preferred platforms not supported.)*
 - *Too many restrictions placed on digital strategy.*
 - *Increased file size limits - size of files that are received and sent need to be increased.*
- *If we are going to call ourselves the hi-tech capital we need to support technology.*
- *Trouble with portal search engine- needs to be improved.*
- *Service with a smile- Contact Centre Smiles over the phone.*
- *Give out cell phone numbers to be more accessible.*
- *Need a live person to answer phones.*
- *Greetings are out of date: remember that we are on the job even if not available to answer.*
- *Need to include full signature on emails.*
- *Sometimes not clear if ACR's have been completed.*
- *Too many passwords.*
- *Need to know more about software and rights on multiple devices.*
 - *Ability to import contact information from smart phones to office phone.*
- *Want to have same directory on different devices (unified communications).*
- *Need to understand required and investing appropriately.*
- *Need to be proactive about educating voters on using election technology.*
- *Get voters used to the platform for "internet voting".*
- *Educate people on process of voting (i.e. two step process).*
- *Need progressive annual report cards.*
- *Leverage library, CC etc. to engage community in process.*
 - *Focus on cultural associations.*
- *Look at informal ways to engage the community.*
- *Is the public aware? Can we ensure knowledge gets into hands of community?*
- *Need measurement*
 - *Yardstick or report card for Customer Service → Annually.*
 - *Need to see tangible progress.*
 - *"How do you like our service"?*

- *Real time surveying getting immediate feedback.*
- *Internal terminology is confusing and needs consistency (i.e. "Contact Centre" is called "All Access" on City's Portal).*
 - *"All access" → intuitive? Use something more obvious → "What's Your Question?"*
- *Difficult to navigate portal.*
- *Need good search engine.*
- *Needs to be easier to find minutes.*
 - *Electronic document management.*
- *Need to build IT for the future.*
- *ROI- success for technology.*
- *More notice of public meetings (i.e. Canada Post).*
- *Be more proactive about education on issues.*

Objective 3: Develop and implement a corporate People Plan- a blueprint of critical people related actions that supports the strategic direction of the organization

Proposed Actions:

- **Ensure a focused and aligned workforce**
- **Attract, develop and retain key talent**
- **Build capacity for innovation and change**
- **Prepare for changing employee demographics**
- **Undertake targeted and strategic workforce planning**

Engaged, Diverse & Thriving City

Objective 1: Increasing Community Engagement

Proposed Actions:

- **Develop and implement a Community Activation Framework and tool kit for city departments**
- **Develop Corporate Volunteer Management Program**
- **Engage residents in a successful Pan Am/Para Pan Games and transition the Markham Pan Am Centre into an international sports hub**
- **Update the Integrated Leisure Master Plan**

Comments from Council for consideration

Community Engagement

- *We need to measure success of community engagement, hopefully increase it and try to improve it every term of Council.*
 - *What does it look like?*
 - *Measures needed first with a starting point (i.e. volunteer management).*
 - *Community as volunteers → because ongoing.*
 - *Not just “bums in seats”*
 - *Measure of number of partnerships - Partnerships → leverage them → measure*
- *How to engage public if they cannot get around the city?*
- *More affordable housing*
- *Recalibrate development charges- not competitive*
 - *Less development*
 - *Region costs and impact.*
- *Focus on green industry*
- *Pedestrian first, reduce car orientation (i.e. Yonge and Finch is a good example, educate the public about what creates great places and space)*
- *Pay attention to the silent majority rather than the vocal few when dealing with developments and small and societal changes.*
- *Need to focus on Main Streets and their role in the community*
- *Bury power and other aboveground services*
- *Development design - (i.e. podiums, retail community input, second storey institutional)*
- *Educate and bring the community along.*
- *Lots of groups participating now, how to continue to integrate different groups.*
 - *More integration of individual group (inclusivity- Taste of Asia).*
- *Broaden Many Faces, hold Unity event at Civic Centre*
 - *Get to know each other (Unity Festival).*
 - *Engage residents at the grass roots- some do not respond to mailings*
 - *Create and support social solidarity.*
- *Effective transportation network- need to advocate at other levels of government*
- *Successful Pan Am Games, York University, Rouge National Park- speak to economy and quality of life*
- *Disconnection between city and the community*
- *Personal touch to get people involved*
- *Need to measure first to know what success looks like.*

- *Need to reach out to the community*
- *Measure number of outreach*
- *Marketing:*
 - *Measure*
 - *Recreation*
 - *Economic development*
 - *Surveys*
- *Investment*
 - *Being competitive, tax rate, ease of doing business, responsiveness and expertise provided*

Great Beautiful gateways

- *On the right track currently, more engagement that translates into respect: "Keep on doing it and do it better".*
- *Affordable, integrated and accessible services, connectivity, partnerships and collaborations.*
- *Partnerships between levels of government, responsibilities shared*
- *Progress report card; include measures.*

ILMP

- *Deployment criteria relating to accessible travel time to community centre's and parks, also use Section 37, South Unionville is an example of not having enough nearby parks*
- *Walkable community*
- *Work with school boards and create relationships with other partners to build facilities and programs*
- *Ensure placement strategy for parks, facilities within walking framework, community access.*
- *Need to consider people with no access to transportation.*
- *Make use of existing Public infrastructure (partnerships)*

Objective 2: Ensuring Markham is Welcoming and Inclusive

Proposed Actions:

- **Reduce barriers and expand access to services and facilities**
- **Leverage partnerships**
- **Broaden representation on City Boards and Committees**
- **Implement an Older Adult Plan**
- **Develop and implement a corporate decision making tool- the "inclusion lens"**

Comments from Council for consideration

Diversity Action Plan

- *Diversity is our success, leaving behind the term of 'visible minority', no complaints received from residents; need to brand ourselves. Ensure Markham is welcoming and inclusive.*
 - *Diversity is our strength; Unity is our Future, less about differences and more about togetherness. Inclusivity or unity is more meaningful to residents*
 - *Diversity; how to communicate this to people and what it means → inclusivity.*

- *Incorporate celebration of every nationality*
- *Access to Services based on Community needs:*
 - *Time, place, insufficient supply of services.*
 - *HC package access at facilities.*
 - *Reducing barriers relating to affordability and travel*

Older Adult Strategy: Address affordability and vulnerability.

- *Demographic of seniors acknowledging some are well off but others are not, leverage, align and advocate services for those less well off, perhaps with provincial, national, local government.*
- *Transit is going to be more important than ever*
- *Isolation/elder abuse concerns- vulnerability*
- *We need engagement with Federal and Provincial government to be successful*
- *"We are a major City acting as a Town" -Transit needs intensification (i.e. Langstaff/Richmond Hill as poor examples).*

Objective 3: Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge Based Industries

Actions:

- **Update the Economic Strategy in collaboration with strategic partners**
- **Attract new post secondary institution to Markham (York University)**
- **Stimulate new business formation and commercialization through increased market awareness of the MCC, ventureLAB, and the Markham Small Business Centre**
- **Increase Foreign Direct Investment**

Comments from Council for consideration

Get York University

- *Need internal plan to be developed to ensure Markham gets York University.*
 - *Efforts the City is undertaking to implement York University if Provincial funding granted.*
 - *City plan is needed to achieve it.*

Economic Development

- *Promoting Markham as a destination*
- *Helping small businesses.*
- *Add action to Economic Development objective:*
 - *Public Transit is a strategic requirement in which we are deficient. If we are to attract further office development, employers and talent, we need to promote awareness of the importance of solving the gap in public transportation.*
 - *Affordability- access to services, subsidies.*
- *Maintain foreign investment efforts, including development process and approval timelines.*
 - *Train staff and provide toolbox.*
 - *"Social solidarity".*
- *Value for Money*
 - *Create environment for kids (i.e. Mayor's Youth Task Force)*

- *We have great services, great quality of life.*
- *Address employment and increase youth employment- Work on becoming a place of destination.*
- *Markham potential - Need to focus on job creation- good quality jobs*
- *Innovation*
- *Markham poised for investment (intentional Markham brand)*
- *How do we compare internationally?*
- *Approvals for development and timelines*
- *"Investment readiness" - Match to investors*
- *Up fronted infrastructure*
- *Sport Tourism*
 - *Work to become a place of destination*
- *Look at Official Plan and Secondary Plans*
 - *What are the barriers?*
- *What kind of development does the Council want?*

Other Actions/Comments that do not link to an Action:

What success looks like?

- *Say what you are going to do and do it - completion of promised work (i.e. automated vacuum, Swedish auto and waste collection).*
- *Concrete plans with financing and timelines in place with action plan to follow for short and long e term.*
- *No complaints from residents.*
- *Regular monitoring and reporting back (i.e. every 6 months).*

Are there any objectives that you would like to add?

- *Knowledge based industries and others (concentrating on high paying jobs).*
 - *Stick to development plan (intensification).*

Destination Markham

- *Staff to undertake a Sport Tourism Marketing Strategy*
- *There is a desire for Markham to develop a Tourism Strategy that capitalizes on our destination attractions*

Safe and Sustainable Community

Objective 1: Managing our road and transportation system

Proposed Actions:

- **Implement the Markham Transportation Strategic Plan (MTSP)**
- **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**

Comments from Council for consideration

- **Implement the Markham Transportation Strategic Plan (MTSP)**
 - *Strategic road expansion/widening is required as there will continue to be increase in the number of cars as population and jobs increase.*
 - *Should consider levying a surcharge on multi-vehicle households.*
 - *Creative source of funding (i.e. surcharge on number of cars >2).*
 - *Transit just takes too long to implement.*
 - *Transportation solutions span all levels of government, and Markham has limited direct control.*
 - *Residents seem to realize this to some degree.*
 - *Privatization of Transit*
 - *Private transit service*
 - *Shuttle buses/UBER taxis*
 - *UBER taxis are a reliable, inexpensive service*
 - *Transporting seniors and others who cannot drive*
 - *However, private mini-buses could cannibalize YRT because mini-buses would focus on the profitable routes.*
 - *Traffic/Congestion*
 - *Mixed feelings: are there other fixes? (i.e. better traffic signal synchronization)*
 - *Our traffic is impacted by growth in neighbouring communities, where people must travel through Markham (i.e. Whitchurch Stouffville, Durham, etc.)*
 - *Need to understand "big picture" traffic issues and influence decisions at other levels of government.*
 - *Infiltration: need to lower expectations regarding no infiltration through neighbourhoods.*
 - *Most people in Markham understand that traffic solutions are multi-jurisdictional and funding is constrained. Traffic gets worse and worse every year. Extending the Yonge subway north of Highway 7 would help. But many have the view that transit should improve so that I can drive.*
 - *Markham Transportation Strategic Plan should again be presented to Development Services Committee, along with Regional Plans.*
 - *Need to borrow best practices from other jurisdictions*
- **Implement the Cycling, Pathways and Trails Plan**
 - *Walkability*
 - *Elevated and separated pedestrian bridges.*

- *Building annexes to connect buildings.*
- *Connecting buildings via podiums on underground path system*
- **Continue to work with other levels of government to deliver road and transit infrastructure**
 - *Predictable, ongoing funding is important. We should work with the York Region Task Force to prioritize Markham projects*
 - *Use York Region Task Force on transit to champion priority transit facilities.*
 - *Need to leverage funding by senior levels of government.*
 - *We need to expand transit, but money is the barrier and we don't control money. There is a multi-jurisdictional issue. We should do what we can do*
 - *Too many governance bodies (i.e. TTC vs. York Region Transit priorities)*
 - *Need coordination; chasing the same resources.*
 - *Need political leadership. How do you manage the issue? Must be able to identify Markham's needs*
 - *Need solution today, not 10 years from now*
 - *Consider using smaller buses?*
 - *Should be bringing transit on faster (i.e. P3 or privatize)*
 - *Transit needs to be readily accessible to be a viable option to driving*
 - *East Markham*
 - *Buses empty.*
 - *Routes not logical.*
 - *Funding for transit*
 - *Public resistance to new taxes or fees to fund transit.*
 - *Success:*
 - *2-way, all day service on Unionville Go-Smart Track*
 - *Rouge National Urban Park gateway*
 - *Both are "game changers" (as is York University)*
 - *Flyovers over Provincial Highways for increased connectivity*
 - *Road widening*
 - *Regional road widenings.*
 - *Should consider on-street parking (Markham seems to avert street parking, which is commonplace in Toronto).*
 - *Should extend Enterprise Blvd from Woodbine to Warden as soon as possible*
 - *Intensification makes sense along regional roads. It doesn't make sense to convert a 393 condo project to 42 townhouses*
 - *How to get resolution and consensus on different priorities*
 - *Strategic decision-making over "NOT IN MY BACKYARD" (nimbyism)*
 - *Need to educate the public (i.e. road widening pros and cons).*
 - *Should be planning our future and the future is rail rapid transit and we should be planning all our train stops and take money for studies from reserves and replenish when the development comes*
 - *Like to see us- especially Unionville GO line- drive it, plan stations right to Major Mack. Stopping at Markham Centre is not a success for us. Plan for more station stops on Yonge Street.*
- **Encourage compact, mixed use development to reduce the amount of travel**
 - *Need to build bigger condo units: 500-600 sq. ft units too small*
 - *DC should be same for all apartment sizes to encourage larger family units.*

- *Parkland dedication should be rationalized for high density*
- *DC's for office → Toronto doesn't charge.*
 - *Should review office DC's to encourage job creation*
 - *Disadvantage for Markham.*

Objective 2: Managing Growth

Proposed Actions:

- **Implementing the new Official Plan**
- **Develop a comprehensive Zoning By-law Project**
- **Create Great Parks and Streetscapes**

Comments from Council for consideration

- **Implementing the new Official Plan**
 - *Applicants should demonstrate achievement of sustainability standards and checklist before they come to Council*
 - *Need to consider conformity with Regional Official Plan.*
 - *Issues with lane-based design/development.*
 - *Can they be resolved?*
 - *Should align design standards with City regulations (i.e. lane based developments work best when allow on-street parking).*
 - *Stacked townhouses.*
 - *Appropriate form?*
 - *York Downs should remain green*
 - *What is appropriate use?*
 - *Affordable housing*
 - *Need housing to be affordable: big issue.*
 - *People looking for affordable and accessible housing and transportation.*
 - *Rest of Whitebelt should be off limits for development and used for agriculture*
 - *Need more walkable, "Jane Jacobs" type development, like Toronto.*
 - *Need for more compact development*
 - *Sidewalks - need for them but recognize resident resistance*
 - *Road costs and additional cars are not sustainable*
 - *Concern that natural areas are being dissected by roads.*
 - *Other perspective that it is better to include density and urban growth in Markham than farther north*
- **Develop a comprehensive Zoning By-law Project**
 - *Second suites*
 - *Consensus that safety is the most important issue*
 - *They are happening anyway*
 - *Triplexes would be a better housing type than basement apartments*
 - *Currently we can't regulate second suites because there isn't an approval process*
 - *May be appropriate to permit and regulate, but needs to be managed and controlled to ensure safety.*
 - *Should look at different and new building forms (i.e. "mingles" from California, duplex, triplex).*
 - *We need flexibility in zoning (i.e. small scale restaurants and coffee shops in neighbourhoods).*

- **Create Great Parks and Streetscapes**

- *Community services and facilities need to be built along with houses, for community building.*

Objective 3: Ensuring the reliability of the Corporation's services

Proposed Actions

- **Establish Business Continuity Plans in all Departments**
- **Address our corporate infrastructure and system risks from climate change, and have plans in place to reduce the risks**

Objective 4: Protecting our built and natural environment

Proposed Actions

- **Advance Greenprint implementation**
 - *Satisfied with direction of Greenprint*
 - *Local food security*
 - *Provincial paper on Climate change comments being requested*
 - *Consensus that climate change mitigation should continue to be a focus, and begin considering climate change adaptation*
- **Implement the Corporate Energy Management Plan**
- **Complete and implement the Municipal Energy Plan**
- **Flood Control Program**
- **Support the success of Rouge National Urban Park**

Other Actions/Comments that do not link to an Action:

- *Section 37: should encourage meeting spaces with new buildings, for use by non-profit corporations.*
- *Transit infrastructure needs to catch up with development (i.e. Cornell needs VIVA). We need to be highly inter-connected*
- *Infrastructure needs to keep up, especially roads and transit.*
 - *Build for 20 years from now (i.e. pneumatic waste systems).*
- *TRCA must recognize the difference between "rural", "suburban" and "urban" in their policies and regulations. Their "one size fits all" approach does not work*
- *We are looking at urban expansion and we are responsible for local and collector roads but need commitment from the other levels of government to fund transportation and transit.*
 - *We did plan Langstaff and where is the commitment from the government for transit, and other infrastructure?*
 - *Strong lobbying- tell them we're getting ready- you guys have to fulfill the infrastructure.*

Stewardship of Money and Resources

Objective 1: Ensuring a fiscally prudent and efficient municipality

Proposed Actions:

- Deliver multi-year Operating and Capital Budgets
- Ensure growth and non-growth related projects are fully funded
- Ensure services are delivered efficiently using key performance indicators

Comments from Council for consideration

Deliver multi-year Operating and Capital Budgets

E3 strategy

- *Continue to focus on our E3 strategy- good story for residents to tell them how much money we've saved each year- searching for ways each year.*
 - *E3 Project: paperless agenda.*
 - *Need to investigate whether electronic notice will satisfy legislation.*

Keep taxes at or below inflation

- *Keep taxes low → under 3% (2.97) at or below inflation. Can't increase property over 3% every year*
- *Modest tax increases with high quality service and changing some of the new services we provide to meet the needs- culturally, demographically. Value or dollars of investment*
- *Low taxes, balanced budgets, affordable services, delivery of information.*

Strategy to get residents out to public meetings

- *Budget process is open but can someone just call in and ask questions? Radio station call in?*
 - *Looking for different ways to assess information? Have a 2 hour call in session on the budget process*
- *Need strategy how to get the people out to PM's. Hardly anyone shows up to public meetings. Looks like they don't care, but they like to complain*
- *Public Engagement → different options - social media opportunities maximize existing facilities to generate revenues, admit failure, and divest assets that turn into liabilities.*
- *More itemized- finer detail - taxpayers are saying they give us their money, and don't know where it is going. Where the money is actually being spent.*
- *Would like to see money invested, instead of in the narrow confines- more broadly*
 - *CPP is doing much better*
 - *Very limited scope of investments, but Markham District Energy and Powerstream expand those options so they are good to have.*
- *Investment options and opportunities.*

Develop 10 year plan

- *Economy is going to be the backbone of our future. These will be challenging times.*
- *Debt issues - most people are consumed by debt.*
- *Have to be prudent in outlook, conservative and get rid of the nice to have; stick to the core services (maintain core services).*
- *Be conservative and don't put yourself in unreasonable debt.*

- *The life cycles- need to be re-examined; replacing things too soon. Understanding there may be liability issues, but replacing sooner than possibly needed. Replace earlier or later, also a matter of expectations.*
 - *It is expectations and understanding service levels.*
- *Look at different facilities: Painting the marks on the walls, some are accepting and some will say it should be painted.*
- *Minimizing risk and meeting customer service expectations- there's an imbalance there*

Funding

- *Don't want to see new staff. Unless that new staff is not tax funded.*
 - *Funding by the people who use the services.*
 - *Stop adding costs to the city budget.*
- *More Public Private Partnership projects*
 - *Increase transparency and accountability and efficiency.*
 - *Most government business has losses in the end and sometimes we have to include those, (i.e. YRT) because we have to provide the service.*
- *Concern with the water rate- not sure that it's sustainable to the extent it has been.*
 - *Toronto Star – socio-economic class distinctions, at the same time especially in the water, relates to storm water charge.*
 - *Have to acknowledge the changing face of our community.*

No tax funded new hires

- *Fees for services, when staff brings fees to Council, rental fees, etc. there is a perception that fees are high*
- *If the service costs that much, then that's how we structure the fee- otherwise has to be on the tax bill*
- *Fee for service consideration: if you discount the payment, then it has to go to taxes.*

Financial Stewardship

- *Do we need to continue to fund certain things if we reduce the funding?*
- *Can we find a way to streamline our business and contribute money to our savings?*
- *Challenge ourselves and step outside the box.*
- *If we cut by a certain amount, can it still function properly? Funding that we provide does it still meet today' requirements.*
- *Needs change so we still have to ask ourselves that question.*

Transparency: some things are restricted by the act

- *Some misconceptions out there that Council can do anything.*
- *There's legislation that governs, so we need to improve the communication to residents.*
- *It's an education issue- what is within our control and what is outside.*
- *Budget meetings with very poor attendance. It's very difficult to get people out*
- *Residents are not overly interested and not showing up- they're saying the municipality is running pretty well, don't need to get involved. It means we're not doing that bad a job.*
- *Accountability is what it's about- keep your promises- follow through.*

Citizens need to better understand how financially secure Markham is

- *How strong we are relative to other 440 municipalities in Ontario and even Canada.*
- *Our Powerstream and Markham District Energy investments; provide more revenue than we could ever get from the GIC market.*

- *Between how our reserves and budget are run, how open our process is and the ownership of those two companies; we could survive a lot of problems.*
- *Question - why do we need to have a tax increase at all?*
 - *Could justify not having a tax increase for many years.*
 - *The public does not know how financially strong this municipality is.*
 - *Consequence for accountability (i.e. Code of Conduct)?*

Need to start land banking

- *History of the past, land values always go up, so a good investment.*
- *If we want to build something, we will have a selection of lands.*

Ensure growth and non-growth related projects are fully funded

- *Eliminate the silos of bureaucracy. Have things costed on holistic point of view (i.e. TRCA) – they need to consider the overall cost. Want it to be fact based, evidence based and business case based instead of just accepting*
- *Rest of Whitebelt should be off limits for development- pressure for agriculture.*
 - *Need more walkable, “Jane Jacobs” type development, like Toronto.*
- *Road costs and additional cars are not sustainable.*
- *TRCA must recognize the difference between “rural”, “suburban” and “urban” in their policies and regulations.*
- *Second suites - consensus that safety is the most important issue.*
- *Should plan Stouffville Go line to Major Mac*
- *Better to include density in Markham than farther north.*

Need to ensure we have adequate staff levels to ensure parks are maintained and we are meeting service level as new parks developed

- *Parks are an asset and need to look after them.*
- *As you build more parks, need to maintain them.*
- *Can’t put 10 more parks in without the staff to look after them.*
- *A balancing act in administering- how to maintain service delivery in a growing municipality*
- *Plan for future- when development funds dry up.*

Ensure services are delivered efficiently using key performance indicators

Objective 2: Stewardship of the City’s assets

Proposed Actions:

- **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**
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Comments from Council for consideration

Asset Inventory

- *We have to have a balance budget, can only borrow for capital.*
- *DC forecast: we'll have to start borrowing in a year or so.*
- *As long as we stop building, it'll come out of the negative and won't necessarily hit the tax rate, unless we pre-empt the facilities before the residents move in*
- *For the most part growth is paying for growth. If that stops, then growth related expenses stop as well*
- *Stewardship of assets- including our buildings- underutilized assets- what are we going to do with those- including cash. Maximize the usage of assets.*
 - *Use them better or release them*

Develop a Municipal Asset Management Plan in compliance with the Ontario's Building Together Guide

Objective 3: Increasing Transparency and Accountability

Proposed Actions:

- **Reinstate Auditor General**
- **Implement a Code of Conduct for City Boards and Committees**
- **Develop transparency and accountability policy framework(s)**

Comments from Council for consideration

Reinstate Auditor General

- *Need to consider options for re-instating Auditor General. Consideration for not on full time basis. Fee for service. Totally independent.*
 - *Every two years or full-time AG?*
 - *Audits one department then another. Periodic retainer.*
 - *We are very transparent.*

Implement a Code of Conduct for City Boards and Committees

- *Code of Conduct for residents and committees*

Develop transparency and accountability policy framework(s)

- *Arena: Transparency and accountability is such a key part of stewardship. People we are accountable to the public at large. Even if we went over \$5, if they knew how we got there, it would be ok. Would like to see more detail within the next four years.*
- *Increasing transparency and accountability*
- *Need to regain the public's trust*
 - *How do we get people to come out to public meetings? Does it take an issue to bring people out?*
- *People come out in times of adversity. If they are content, they won't come out.*
- *We need to consider long term consolidation of technology- one data centre for all the municipalities- all 10 are doing their own mail systems. One system is needed to obtain efficiencies. Improve technology. Maybe we should be outsourcing computer technologies. Need the synergies of multiple people. Standardization of tools*
- *We do have transparency and accountability- public engagement is another aspect*
 - *Have to reach people in a different way. Going to take technology and different ways to reach people. Lots of people are happy.*

- *No issue with increasing transparency and accountability, but have to do it across the board. People get info and come out.*
- *Forensic Audit department*
- *Markham does not have a lot of problems in this area, but society is becoming more cynical*
 - *If they can't see it, there must be something wrong.*

Other Actions/Comments that do not link to an Action:

- *Land banking/rationalizing under-utilized assets (buildings)*
- *Consolidation/shared services*
- *Service standards/core services*
- *Second Suites*
- *"True" or "complete" cost of projects including operating costs*