



Strategic Plan 2020-2026

Building Markham's Future Together

General Committee

April 1, 2025





City of Markham



2024 Highlights

MARKHAM
IS MORE



Building Markham's Future Together

At the start of each new Council term, Markham Council and staff revisit the Strategic Plan to confirm the City's goals and objectives and identify key priorities for the term. *Building Markham's Future Together* (BMFT) establishes the City's vision, mission and values as the framework for both Council decision-making and day-to-day employee focus and ensures that resources are allocated to support the strategies and initiatives that help the City achieve its desired outcomes.



Exceptional Services by Exceptional People

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



Leveraging Technology

Successful launch of
City's new website
with improved services & focus
on accessibility

5.5 million
average monthly views of City advertising
on railway and highway digital screens

Gift Cards that can be used
for the purchase of **Recreation,
Culture and Library Services**

21.1 million
views on social media

9.7 million
website visits

**10 new digital
information screens**
in community centres

Launch of user-friendly
MappIT application
for information on development activity

125,000
visits to YourVoiceMarkham and
16 new projects featured

**11 citizen satisfaction
service surveys**
were undertaken

**Modernized customer
payment system**
to enhance security and reliability
of transactions



Service Excellence

Finance delivered **two municipal budgets** (2024, 2025) within calendar year

9,501 emergencies and fires responded to by **Markham Fire and Emergency Services**

18 acres of new parkland acquisition negotiated

236 development applications approved

Expanded **Active School Travel Program** and launched the development of a **School Zone Safety Guide**

94% positive outcome for lost cats, **98%** positive for lost dogs

12,400 illegal signs removed by **By-Law and Regulatory Services**

Completion and launch of **Markham Multi-Year Accessibility Plan 2025-2029**

80% of residents agree that the City delivers quality services to residents



Recognitions



Platinum Level

Certification awarded to the City by WCCD for a **fifth consecutive year**

Technology Showcase Award

from Ontario Public Works Association for Cityover AI in road maintenance

Economic Developer Council of Ontario Award

for OVIN Demonstration Zone

Project of the Year

from Ontario Public Works Association for Enterprise Asset Management – Data Model

Varley Art Gallery and Markham Public Art

win two Galleries Ontario awards for **Woodland Boogie Woogie 6** and **Lost and Found**

Municipality of the Year by Festivals & Events Ontario

Top Municipality 2024

Canada Day

Markham-Milliken Children's Festival
AppleFest

Markham Museum Standing in the Doorway: Lived Histories and Experiences of the Chinese Community:

2024 Governor General's History Award for Excellence in Community Programming

2024 Canadian Museum Associations Outstanding Achievement in Audience Outreach Award

Ontario Museum Associations Award of Excellence in Programs

Archives Association of Ontario Institutional Award

CIO Award

for IT Innovation and Business Value

Engaged, Diverse, Thriving and Vibrant City

We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.



Engaged

80

City-organized community events

190,000

attendees and program participants to **Markham Museum, Markham Flato Theatre and Varley Art Gallery**

4 permanent and **8 pop-up**

off-leash dog parks with **\$2.8 million** allocated to date

35,000+

attendees at annual **Canada Day** celebration and **Markham-Milliken Children's Festival** events

Good Neighbour Guide

launched with helpful community living tips and information on City services & programs

9.2 million visitors

to community centres, a 20% increase since 2023

4.5 million items

borrowed and **1 million ebooks** borrowed at **Markham Public Library**

6 unique exhibitions

hosted in 2024 at **Varley Art Gallery** with record attendance

Organized a Sports Equipment Drive

to support youth programming in **Eabametoong First Nation**



60 Proclamations

and community flag raisings commemorating dates of significance

Launch of City's

'Markham is More'

banner program celebrating local heroes and places of attraction

Celebrate Markham provided over

\$276,000 in grant funding to 57 Applicants

Free seniors art workshop series

offered by Varley Art Gallery

MARKHAM IS MORE



Diverse

\$109,000

in **Starter Company** and **Student Summer Company** grants to 27 recipients

Markham Museum & First Peoples Group completed phase one of

Markham Indigenous Histories Research Project

Girls in STEM

mentorship program at Markham Public Library & STEM Community Club partnership with York University Engineering

Newcomer Study Squad

at Markham Public Library to support newcomers to Canada



Hosted 50th anniversary of Little Native Hockey League tournament

with record number of participants - \$8 million positive economic impact to Markham





80

international, national, provincial & invitational events hosted at **Markham Pan Am Centre**

Markham Centre Trail Phase 3

from Wardenview Park to Verclaire Gate completed

5 Local Business Area Profiles

created on the Markham Business website to facilitate data driven support for companies

Hosted **Ontario Big City Mayors Fall Meeting** at Markham Civic Centre

MARKHAM IS MORE



Thriving

Hosted an Olympics & Paralympics Celebration

featuring Canada's most-decorated male Olympian **Andre De Grasse**

4 new parks

totaling 28 acres

Launched new brand guidelines including City's secondary logo and slogan "**Markham is More**"

Expanded Markham Park and Play Fun

Tour bringing free activities and games to neighbourhood parks during the summer months



Officially opened York Region's first public university,

York University Markham Campus

Supported the development of **1.7 million square feet** of employment space

Safe, Sustainable and Complete Community

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



Safe

100% for Annual Drinking Water System Inspection conducted by the Province

Maintained 100% of all regulated timeframes for building code review

6

new fire trucks and apparatus deployed

1,023 building investigations conducted and **321** violations issued

57 KM

of **Road Rehabilitation** completed

200+ Ontario Building Code training documents

updated for customers and the general public

17 park playgrounds

refurbished to enhance accessibility

87% of residents agree that Markham is a safe city

17,892 m²

of **Asphalt Maintenance** completed across 491 locations

31,392 KM

of **salting/plowing** completed over **32** events using **30** snow plows, **126** road plows and driveway machines.

Completed consultations and design for traffic calming measures for

Carlton Road and Main Street Markham



\$6.4 million

in federal funding for green retrofits to Mount Joy Community Centre, Thornhill Community Centre and RJ Clatworthy Arena

800+

attendees at annual **Cycling Day**

City's first fully-electric Zamboni deployed

to Milliken Mills Community Centre

8,500+ Trees and Shrubs

planted to create 4 hectares of forest

5-Year Corporate Energy Plan

that sets out energy reduction goals and pathways

MARKHAM
IS MORE



Sustainable

\$112.8 Million

invested to date in **flood control remediation** across Markham

80%

Waste Diversion Rate

Completed the Natural Heritage Management Study

that sets out to improve City-owned woodlands, wetlands and meadows.

Launch of Ontario Vehicle Innovation Network Demonstration Zone

including introduction of eScooters and eBikes in Markham Centre





Complete Community



4,216

new housing units building permits issued
– a new record for Markham!

Launched Transportation Master Plan

study to develop policies to support growth including a micro-mobility strategy and complete street design guidelines

Construction Launch of Main Street Unionville Restoration

Completed business case for a potential Markham station for the Federal High Frequency Rail program.

1,667

housing units occupancy permits issued

Completed transportation component of Markham Road-Mount Joy and Milliken Centre Secondary Plans

Completion and council approval of the Comprehensive Zoning By-law

Initiated implementation of **\$58.8 million Housing Accelerator Funding** designed to increase the supply and deliver 1,641 residential units across 7 initiatives.

New 404 Mid-Block Crossing Construction

launched between Major Mackenzie & 16th Avenue

85% of residents agree that Markham's roads are in good condition





Stewardship of Money and Resources

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

\$36.8 Million

cumulative savings and revenue enhancements through **E3 Program**, a tax rate increase avoidance of 29%

Canadian Award for Financial Reporting

– 23rd Consecutive Year

1,800+ water meters

repaired and replaced

Financial Information Return Recognition Award

from the **Government of Ontario**

\$2.19 billion

of construction value reviewed & approved

A- rating

(highest ranked municipality in Ontario) for **municipal fiscal transparency from C.D. Howe Institute**

Hermes Creative Platinum Award

for 2024 Budget Book: A Strong Markham

Procurement achieved **\$728,000 in negotiated savings** and **\$537,000 in negotiated cost avoidance**

31% Residents

enrolled in **eProperty Tax Online Billing**

Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award

– 24th Consecutive Year

13% increase

in City's advertising revenue and sponsorship portfolio

71% of residents agree

that City services provide good value for their tax dollar



GOAL 1: Exceptional Services by Exceptional People

METRICS

MEASURES OF SUCCESS	2022	2023	2024
<ul style="list-style-type: none"> • Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years) 	92%	92%	88%
<ul style="list-style-type: none"> • Community facilities are in good condition - % of residents in agreement (2022). 	91%	91%	93%
<ul style="list-style-type: none"> • Overall customer satisfaction (Internal and External Services) from department surveys completed this year (annual) 	83% (8 surveys)	84% (7 surveys)	71% (11 surveys)
<ul style="list-style-type: none"> • % of transactional services that are provided and received online 	80+	80+	110+
<ul style="list-style-type: none"> • Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021) 	65.2%	N/A	N/A



GOAL 2: Engaged, Diverse, Thriving & Vibrant City

METRICS

MEASURES OF SUCCESS	2022	2023	2024
• Overall quality of life in Markham (every 2 years)	90%	90%	93%
• City Services are accessible - % of residents in agreement.	89%	89%	92%
• City supports, celebrates and promotes diversity, equity and inclusion - % of residents in agreement.	90%	90%	90%
• Number of visits to our municipal arts, recreation, library, sporting venues			
○ Community Centres	3,853,938	7,700,000	9,200,000
○ Libraries	1,073,938	2,108,066	2,400,000 (digital: 4,500,000)
○ Cultural Venues	94,566	197,828	207,143



GOAL 2: Engaged, Diverse, Thriving & Vibrant City

METRICS

MEASURES OF SUCCESS	2022	2023	2024
• Number of cultural institutions and sporting facilities per 100k population (ISO data)	122.3	131	134.09
• Gross sq. ft. of office space constructed in: - Centres and Corridors - Business Parks (annual)	0 sq.ft 0 sq. ft.	0 sq. ft. 0 sq. ft.	0 sq. ft. 0 sq. ft.
• Total Employment in Markham (every two years)	177,440	177,440	184,645
• Number of businesses per 100k population (ISO data)	3,062	2,855	2,855



GOAL 3: Safe, Sustainable and Complete Community

METRICS

MEASURES OF SUCCESS	2022	2023	2024
<ul style="list-style-type: none"> • % of trips by mode of transportation for morning peak period to and from Markham: <ul style="list-style-type: none"> ○ Transit ○ Auto ○ Walk & Cycle ○ Other • % of residents in agreement that Markham is a safe city. • Average number of public transport trips per capita (ISO data) • KM of bicycle paths and lanes per 100k population (ISO data) • Transportation deaths per 100k population (ISO data) 	<ul style="list-style-type: none"> N/A N/A N/A N/A 90% 24.6 55.5 1.1 	<ul style="list-style-type: none"> N/A N/A N/A N/A 90% 16.82 56.06 1.4 	<ul style="list-style-type: none"> 6% 78% 11% 4% 87% 24.8 71.49 1.38



GOAL 3: Safe, Sustainable and Complete Community

METRICS

MEASURES OF SUCCESS	2022	2023	2024
• % of population living within 0.5km of public transit running at least every 20 min during peak periods	76.9%	76.8%	70%
• Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)	0% (0 units)	0% (0 units)	0% (0 units)
• Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)	16 units – 100%	9 units – 100%	293 units (100%)
• Waste Diversion Rate (curbside and depots)	79.9%	79.7%	80%
• % of area designated for natural protection (ISO data)	32.2%	32.2%	32.2%
• Green area (hectares) per 100k population (ISO data)	1,462.01	1,456.77	1,448.77
• % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years).	Data Not Avail	Data Not Avail	0.76% decrease (2020-2023)

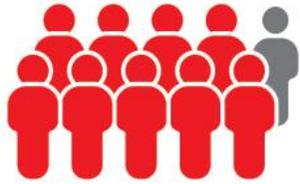


GOAL 4: Stewardship of Money and Resources

METRICS

MEASURES OF SUCCESS	2022	2023	2024
• Net City of Markham Operating Cost per Household (annual)	\$1,327.33	\$1,378.60	\$1,428.79
• Non-residential Property Taxes (as a % of total property taxes)	16.8%	16.5%	16.4%
• Adequacy of Life Cycle Reserve Funding Strategy to sustain future rehabilitation/replacement needs (annual)	25 years	25 years	25 years
• % of agreement that City services represent good value for tax dollar	79%	79%	71%

2024 Citizen Satisfaction Survey



93% residents

are satisfied with quality of life in Markham

We scored an “A” on:

- Parks Design & Maintenance
- State of our facilities
- Diversity, Equity & Inclusion
- Supporting Businesses
- Services & facilities are accessible

We hear you...

Areas for further review:

- Responsiveness to resident complaints
- City’s efforts to bring more affordable & rental housing
- Communicating Markham’s sustainability efforts



Markham is a safe city



Roads are in good condition



City services provide value for tax dollar



Delivers quality services to residents



Has enough green spaces – parks, trails & open spaces



Good at communicating to the residents



Heritage buildings & villages are protected



Importance of Markham signature events



Results are from a 2024 citizen satisfaction telephone survey of 300 residents, conducted by Armstrong Consulting on behalf of the City of Markham from July 30 to August 22, 2024. Margin of error +/- 5.7 percentage points, 19 times out of 20. Survey included additional questions. Full results available upon request.

Recommendations

THAT the report entitled Building Markham's Future Together (BMFT) 2020 – 2023 Strategic Plan Update be received;

THAT the results of the 2024 Citizen Satisfaction Survey be received; and

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





Thank you!