



Report to: General Committee

Meeting Date: April 21, 2026

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

PREPARED BY: Bryan Frois ext. 3792

RECOMMENDATION:

1. THAT the report entitled Building Markham’s Future Together (BMFT) 2020 – 2026 Strategic Plan Update be received;
2. THAT Staff initiate preparations for the development of the next Strategic Plan 2027-2030; and
3. THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:

In 2025, the City of Markham made significant progress on achieving key actions identified in the 2020-2026 Strategic Plan. Through the efforts of staff and Members of Council, the City of Markham is well underway in accomplishing objectives and key actions identified in the current strategic plan. This document is intended to provide a summary of the previous year’s accomplishments, while aligning those accomplishments within the current strategic plan.

In 2025, the City of Markham demonstrated strong leadership, innovation, and community commitment through the achievements highlighted in this report and accompanying appendices. Guided by Markham’s strategic plan, the City advanced digital modernization with new online services, an AI chatbot, and enhanced ePlan processes, while investing over \$112 million to date in flood mitigation, as well as transportation upgrades and critical infrastructure renewal to support growth and public safety. The City completed sustainability retrofits at four community facilities, planted over 30,000 trees and shrubs, created new wetland habitats to enhance biodiversity, and maintained a waste diversion rate exceeding 80 percent—demonstrating measurable progress toward environmental resilience and long-term climate responsibility. The City also celebrated significant community milestones and cultural achievements, hosted major festivals and events, secured a multi-year agreement to host the Ontario Honda Dealers Indy at Markham beginning in 2026, and earned provincial, national, and international recognition for excellence in sustainability, innovation, and public service. Together, these accomplishments reflect Markham’s continued focus on service excellence, fiscal responsibility, community vibrancy, and building a resilient future for residents.

Recently, the City implemented a new cloud-based project tracking and reporting system to improve planning, performance measurement, and decision-making. The strategic plan

is the first initiative using the tool. The City will provide regular updates and post results online to ensure transparency and accountability.

The City's current strategic plan concludes when the final report is presented in Spring 2027. Preparations for the next strategic plan (2027-2030) will commence in 2026 and consultations will commence late 2026. It is anticipated that the City's new strategic plan will be presented for consideration and adoption by mid 2027. The current strategic plan, Building Markham's Future Together 2020-2026 will expire once the new strategic plan is adopted.

PURPOSE:

The purpose of this report is to provide the 2025 progress update on Building Markham's Future Together (BMFT) 2020 – 2026 Strategic Plan.

BACKGROUND:

Public and private sector organizations regularly use a strategic plan to serve as a blueprint for priority actions to guide decision makers in achieving desired outcomes as identified by their stakeholders.

It is customary at the start of each new Council term for Markham Council and Staff to revisit the strategic plan to confirm the City's goals and objectives and identify key priorities for the term.

Building Markham's Future Together 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.

On January 28, 2020, Council approved its 2020—2023 Council Strategic Plan (Appendix A). The revised 2020-2026 Strategic Plan was approved on May 1, 2024. The following four goals are contained in the strategic plan to guide decision-making for this term of Council:

- Goal 1 – Exceptional Services by Exceptional People
- Goal 2 - Engaged, Diverse, Thriving and Vibrant City
- Goal 3 – Safe, Sustainable and Complete Community
- Goal 4 – Stewardship of Money and Resources

In April 2023, Markham staff recommended that the current strategic plan be extended by three years owing to an unexpected pandemic response that shifted council and staff priorities in 2020-2022, addition of new BMFT-aligned policy documents, as well as uncertainty in relation to provincial decisions on local and regional governance. Members of Council endorsed an extension and staff began planning a consultation period to commence in Fall 2023. Workshops with Members of Council and City staff were conducted at the end of 2023, as well as a public information meeting and launch of the public survey. The revised strategic plan was adopted by Markham Council in May 2024.

The current strategic plan, Building Markham's Future Together 2020–2026, will expire once the new strategic plan (2027–2030) is adopted. Consultations with Members of Council and City staff on the new strategic plan are expected to begin in late 2026 and continue into 2027. While the new strategic plan is being developed, Markham staff will continue advancing the objectives and actions identified in the current 2020–2026 strategic plan.

The following is the anticipated schedule for future strategic plans:

- City of Markham Strategic Plan 2027–2030
- City of Markham Strategic Plan 2031–2034
- City of Markham Strategic Plan 2035–2038

The City of Markham's current and future strategic plans align with the four-year Council cycle. This approach ensures that Members of Council have the opportunity to participate in the development of the strategic plan during their term of office.

In 2025, the City undertook a review of its project tracking and reporting capabilities. The City purchased a new cloud-based project tracking and reporting system designed specifically for municipal governments. This new tool brings planning, performance tracking, capital projects, and reporting together in one place. It helps staff set clear goals, track progress, measure results, and make better decisions using up-to-date information. The City is now better positioned to set clear strategic direction, establish measurable key performance indicators (KPIs), align team workplans, and make informed, data-driven decisions.

The first initiative to utilize this new resource is the City's strategic plan. The platform enables structured performance tracking against strategic objectives, providing leadership and Council with timely insights into progress and results. The first strategic plan progress report generated using this tool will be released later this year. This initial report will highlight key outcomes and demonstrate the enhanced clarity and accountability the system provides.

The City is committed to transparency and continuous improvement. Reporting will be updated regularly, and results will be published on the City's website to ensure residents and stakeholders have clear, ongoing visibility into progress toward strategic goals.

OPTIONS/ DISCUSSION:

The City of Markham made good progress in 2025 by accomplishing key actions outlined in the 2020-2026 Building Markham's Future Together strategic plan. Related metrics are included in Appendix C.

Listed below are the four BMFT goals. Accomplishments from the year 2025 are indicated within their respective BMFT goal. Additional accomplishments are listed in Appendix B. The list is developed with input from all commissions at the City of Markham.

Goal 1: Exceptional Services by Exceptional People

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

Strategic Objective:	Key Actions:	2025 Accomplishments
<p>1.1. Deepen our understanding of what our community and stakeholder’s value and need to inform municipal leadership and continuous improvement of our services.</p>	<p>1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups).</p> <p>1.1.2. Leverage technology and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.</p>	<ul style="list-style-type: none"> • Undertook ten (10) customer service surveys. 85% overall average customer satisfaction rate. • Council presentation of results of 2024 Citizen Satisfaction Survey. • Added 25 new digital information screens in City facilities. • 114,000 visits to YourVoiceMarkham. • 25 million views on social media and 8.7 million website visits. • 190 million impressions of City’s advertising/messaging on digital street billboards. • 52% year-to-date growth for MarkhamNOW eNewsletter. • Launch of City’s leading-edge AI Chatbot 3.0. Smarter tool & enhanced customer experience. • Hosted Ontario Big City Mayors’ AGM.
<p>1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<p>1.2.1 Implement new technology to enhance business operations.</p> <p>1.2.2 Streamline the development process to support the creation of complete communities and the building of more housing.</p> <p>1.2.3 Advance Digital Markham:</p> <ul style="list-style-type: none"> • Pilot test digital city technology. • Expand digital access and literacy programs. • Continue to embrace innovation and relevant technologies in delivery of service. • Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies. • Accelerate City’s web portal modernization to create a better user experience. 	<ul style="list-style-type: none"> • Awarded platinum certification from World Council on City Data (WCCD) for sixth consecutive year. • Optimization of ePlan to improve efficiencies and speed up permit processing. • Launch of Phase 1 of online facility rental tool. • First outdoor public Wi-Fi piloted on Main Street Unionville. • Modernized Automated Vehicle Locator (AVL) systems on all fleet vehicles. • Transition of intraweb Checkmark to Microsoft platform. • Update and expansion of City’s use of PowerBI. • Microsoft365 Office productivity tool implementation. • Modernization of Markham Library Digital Media Labs. • Environmental Services SCADA system upgrade. • Leveraged GTECHNA to begin AMPS-based enforcement of non-parking violations including Business Licensing, Animal Services, Fire Prevention, By-Law and Environmental Services.

<p>1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>1.3.1 Empower employees to continue to take risks and pursue innovation:</p> <ul style="list-style-type: none"> • Reduce barriers / bureaucracy. • Clarify roles, accountabilities (including for Centres of Expertise) and authorities. <p>1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, and learning opportunities).</p> <p>1.3.3 Provide staff access to technologies to improve service delivery.</p> <p>1.3.4 Continue to invest in staff training.</p>	<ul style="list-style-type: none"> • Markham recognized as one of Canada’s best employers by Forbes for fifth consecutive year. • Improved health and safety training modules to ensure compliance and safeguard staff. • Proactive health screening services for Markham Fire and Emergency Services suppression staff. • Planning, Engineering & Building Standard Internship programs. • Launched upgrade to internal Markham Learning Centre for easier user experience. • Creation of 2026 Learning Catalog including Managing at Markham and Emerging Talent. • Exceptional Services by Exceptional People Culture and Business Transformation.
--	--	--

Goal 2: Engaged, Diverse, Thriving and Vibrant City

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

We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objectives:	Key Actions:	2025 Accomplishments
<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<p>2.1.1 Explore opportunities to support community and neighbourhood initiatives.</p> <p>2.1.2 Expand community hub concept (currently at Aaniin CC) across the City.</p> <p>2.1.3 Celebrate and explore Markham’s past and diverse communities.</p> <p>2.1.4 Support the growth and sustainability of community events across the city to bring residents and visitors together.</p> <p>2.1.5 Plan for a major civic square with cultural amenities.</p> <p>2.1.6 Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.</p>	<ul style="list-style-type: none"> • Supported and delivered 150+ community events, including City-delivered events such as Canada Day, Applefest, Scaryfest, and the Children’s Festival. • 45,000+ attendees at annual Canada Day and Markham-Milliken Children’s Festival events. • Everyday Superheroes Exhibition launched at Markham Museum celebrating 132 local individuals and groups. Museum set single-year attendance record. • Delivered 84 City-organized community events. • Varley Art Gallery mounted 8 exhibitions. • Completed WW1 & WW2 monument and flag display at Veteran’s Square, in collaboration with Markham District Veterans Association. • Seniors Roundtable in June to solicit feedback to improve resident experience. • Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached more than 190,000 people, with Varley Garley seeing highest record attendance in its history. • Renewed partnership agreement between City of Markham and Eabametoong First Nation for 2025-2030. Collaborated with Eabametoong on the third application intake for the federal government’s Green and Inclusive Community Buildings (GICB) program.

<p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p>	<p>2.2.1 Implement Public Arts Master Plan. 2.2.2 Continue to implement the Public Realm strategy across all parts of the City. 2.2.3 Enhance the Volunteer program and opportunities across the City. 2.2.4 Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.</p>	<ul style="list-style-type: none"> • 10.7 acres of future parkland acquired. • Replaced or Refurbished 8 playgrounds, 17 shade structures, 1 backstop/ outfield fence and 13 tennis/ basketball facilities in existing parks. • Completion of City’s Accessibility Audit. • Met Diversity Action Plan, Eliminating Anti-Black Racism Plan, and Accessibility Plan commitments as outlined in 2025 work plans. • Markham Fire hosted Camp Molly, introducing 44 young women to firefighting and emergency services. • 4.5 million library items borrowed. Expansion of Markham Public Library fine-free policy to include all customers.
<p>2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.</p>	<p>2.3.1 Strengthen the City’s brand strategy with a strong value proposition. 2.3.2 Implement the Economic Development and Culture Strategy. 2.3.3 Implement the Destination Markham Tourism Master Plan.</p>	<ul style="list-style-type: none"> • Markham Pan Am Centre hosted 88 international, national, provincial & invitational events. • 629 Economic Growth & Entrepreneurship engagements to support company growth and expansion. • Celebrate Markham provided \$369,300 in grant funding to 97 applicants. • 8 projects successfully piloted as part of OVIN Demonstration Zone. • Multi-year hosting rights for Ontario Honda Dealers Indy. First race in August 2026 & will be largest sporting event ever hosted in York Region.

Goal 3: Safe, Sustainable and Complete Community

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

Strategic Objective:	Key Actions:	2025 Accomplishments
<p>3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.</p>	<p>3.1.1 Support implementation of the Yonge North Subway Extension and advocate for improved higher order transit such as BRT along Highway 7, GO Train improvements and 407 Transitway, while also planning for integrated comprehensive transit solutions with improved service levels.</p> <p>3.1.2 Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit.</p> <p>3.1.3 Identify and develop a plan to eliminate gaps in transportation network and leverage technology.</p> <p>3.1.4 Finalize and implement Active Transportation Master Plan and first/last mile solutions.</p> <p>3.1.5 Prepare a road safety plan and establish an annual program that includes road and trail safety education.</p> <p>3.1.6 Revise Markham Transportation Master Plan, including:</p> <ul style="list-style-type: none"> • Citywide Complete Street Design Guidelines and Strategy • Micro-Mobility Strategy (eBikes, Scooters) 	<ul style="list-style-type: none"> • Continued working with Metrolinx and York Region on the implementation of the YNSE project. • Provided detailed design reviews for multiple YNSE packages including North Boulevard. • Led and contributed to the negotiations for the Main Agreement with Metrolinx. • Work alongside other departments on Traffic Management Plans, Permits, agreements and all other aspects of the YNSE. • Developed Road Safety Plan with \$326K federal grant, regional alignment, public engagement, and completion of a technical report and 5-year countermeasures plan. • Completed Active Transportation Master Plan design and construction at 7 locations, delivering ~10.4 km of roadway upgrades with new bike lanes & safety improvements. • Automated Speed Enforcement (ASE) Feasibility Review. • Secured \$40K federal funding to launch the National School Streets Initiative, with implementations planned for 2026. • Markham School Zone Safety Guide: Developed a comprehensive framework of engineering measures, education, and programs to improve school zone safety. • Substantial completion of Main Street Unionville Restoration.

		<ul style="list-style-type: none"> • Markham Transportation Master Plan: Completed key technical deliverables, including Background Study & Micromobility Strategy.
<p>3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</p>	<p>3.2.1 Prioritize the implementation of the Affordable and Rental Housing Strategy.</p> <p>3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan.</p> <p>3.2.3 Continue to advance planning for major transit station areas and plan for infrastructure and development of employment zones (along 400 series highways), in particular for the Markham Innovation Exchange (MiX).</p> <p>3.2.4 Implement Integrated Leisure Master Plan for the City of Markham’s parks, recreation, culture and libraries and new communities.</p> <p>3.2.5 Establish a City-wide parking strategy.</p> <p>3.2.6 Continue to implement the priority cultural heritage designation program.</p>	<ul style="list-style-type: none"> • Planning & Urban Design advanced Secondary Plan Program: Markham Road-Mount Joy, Milliken Centre, Markville, Yonge Corridor, Cornell Centre. • Implemented 7 Housing Accelerator Fund initiatives, leveraging \$58.8M to support delivery of 1,641 residential units by 2026. • Issued building permits for 2,062 new housing units. • Issued occupancy permits for 1,517 housing units. • Processed 291 development applications, approving 252 applications, including 151,304 m² of non-residential development. • Citywide Parking Strategy: completed implementation and monitoring plan, including multi-year phased plan to support city objectives. • Finalized Study Recommendation Report. • Parking and Transportation Demand Management (TDM) Standards Update. • Commencement and Advancement of Elgin Mills Road Widening Design. • Prepared and distributed the Heritage District News to 1,100 properties in four heritage district. Refurbished the 8 Heritage Planning Display panels and used at various community events throughout the year, including the Heritage Week display in February. Heritage Markham 50th Anniversary Celebration.
<p>3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and</p>	<p>3.3.1 Develop a Citwide system to communicate directly to residents during emergency (alert system).</p> <p>3.3.2 Continue to implement the Flood Control Program.</p> <p>3.3.3 Continue to implement strategies to address impacts of extreme weather.</p>	<ul style="list-style-type: none"> • \$128.9M invested to date in flood control remediation across Markham: Markham Village Flood Control Remediation

<p>community safety.</p>		<ul style="list-style-type: none"> o Phase 1A: Construction 95% complete. o Phase 1B: Construction currently underway. o Phase 1C: Design scheduled for completion by Q1 2026. Don Mills Channel Improvements. o Culverts #1 & #2: Design work ongoing. o Flood Control Facility: Construction in progress, with completion anticipated by Q1 2026 West Thornhill Flood Control Remediation. o Phases 4C & 4D: Design finalized in alignment with the Yonge Corridor Secondary Plan. • Secured \$4.8 million from Province to upgrade the Enterprise Stormwater Pumping Station to enable building of more housing. • Advanced Woodbine Avenue Watermain Design.
<p>3.3 Protect and enhance our natural environment and built form.</p>	<p>3.4.1 Develop a wildlife and biodiversity strategy.</p> <p>3.4.2 Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives.</p> <p>3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our target of Net Zero Emissions by 2050.</p> <p>3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2).</p> <p>3.4.5 Complete the Markham Centre Rouge River trail system.</p> <p>3.4.6 Develop an urban parks strategy to support the Official Plan’s intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.</p>	<ul style="list-style-type: none"> • Parks Forestry completed Year 6 of 8 Block Tree Pruning. • Planted over 30,000+ trees and shrubs to create 14. ha of forested area, supporting the City’s objective to increase the size of our woodland and urban tree canopy cover. • Created 1.4 hectares of new wetland habitat at Milne Dam Conservation Park. • Awarded \$175,000 from FCM-administered Green Municipal Fund for an innovative home energy retrofit feasibility study. • Over 65% in greenhouse gas (GHG) emissions and up to 35% in energy consumption following retrofits at Thornhill Community Centre, Clatworthy Arena, and Mount Joy Community Centre. • Achieved 80.4% gross waste diversion rate from Markham

		<p>households and municipal recycling depots.</p> <ul style="list-style-type: none">• Successful Blue Box transition.• Completed Rouge Valley Trail Highway 7 Underpass and Bullock Extension Design and Construction.• Completed Markham Centre Trail Phase 3 south of Rouge River from Wardenview Park to Verclaire Gate.• Completed Rouge Valley Trail Phase 4B Design.• Water quality enhancement efforts at Swan Lake.
--	--	---

Goal 4: Stewardship of Money and Resources

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

Strategic Objective:	Key Actions:	2025 Accomplishments
<p>4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.</p>	<p>4.1.1 Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions.</p> <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> • Advocate to other levels of government for enhanced revenue tools. • Consider alternate sources of revenue. 	<ul style="list-style-type: none"> • Procurement achieved \$1 million in negotiated savings and \$1.1 million in negotiated cost avoidance • Hosted Ontario Big City Mayors Meeting Annual General Meeting in March. • Provincial and federal advocacy: Advocacy for City-identified infrastructure priorities and additional revenue tools by Members of Council, City staff and through Federation of Canadian Municipalities (FCM) and Association of Municipalities of Ontario (AMO). • \$37.2M cumulative savings and revenue enhancements through Excellence Through Efficiency and Effectiveness (E3) with property tax avoidance of 29%. • 12% increase in City’s advertising revenue, 37 % in sponsorship revenue.
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.</p>	<p>4.2.1 Continue to implement Asset Management Plan and ensure climate adaptation is integrated while also achieving Net Zero strategies for the City’s own assets.</p> <p>4.2.2 Develop a comprehensive risk management framework.</p> <p>4.2.3 Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies.</p>	<ul style="list-style-type: none"> • 90% of City’s assets are in a good state of performance. • City’s assets have a combined current replacement value of \$17.5B. • City-wide erosion site inventory and prioritization completed. • Completed 2025 Tax-funded and Water-rate Lifecycle Reserve Study update. • Completed 3 major retrofit projects (Thornhill CC, Clatworthy Arena & Mount Joy CC) totaling nearly \$8.6M, achieving over 65% GHG reductions and up to 35% energy savings.

<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics.</p> <p>4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.</p>	<ul style="list-style-type: none"> • Prepared and delivered annual progress report update on BMFT for General Committee, reporting on progress on BMFT goals, objectives and key actions. • Continued remediation of online City documents to meet accessibility requirements. • Top 5 amongst large Canadian cities for municipal fiscal transparency from C.D. Howe Institute.
---	---	---

Metrics identified for the four BMFT Goal Areas to show achievements towards goal area

High-level strategic metrics were identified for each of the four Goal areas. Please see Appendix C for detailed measures of success. The City of Markham has earned platinum status from the World Council on City Data (WCCD) for sixth consecutive years and Appendix C includes 2024 associated metrics relating to BMFT goals and actions. Appendix C also includes additional metrics collected from the Citizen Satisfaction Survey conducted at the end of 2024.

Engaging our Customers

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

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

- **Annual Customer Satisfaction Surveys:** every year each department identifies services to measuring using the corporate survey process. The overall satisfaction rate for services surveyed in 2025 was 85%. In the 2024 Citizen Satisfaction Survey, 80% agreed that the City is good at delivering services to residents and 88% agree that the City is a great place for both residents and businesses.
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** Library and Recreation use tools such as *Environics* to gain a better understanding of market data about the Markham community. Research,

benchmarking trends and other data is used to inform decision making and strategy development.

- **Surveys & Polls:** surveys are used throughout the City to collect data about resident experiences, preferences, needs and opinions. *e.g., in-person survey conducted onsite at recycling depots.* Markham conducted a Citizen Satisfaction Survey of residents in 2024. Results of the 2024 Citizen Satisfaction Survey are available in Appendix E. The next Citizen Satisfaction Survey will be conducted in 2026.
- **Public Meetings & Open Houses:** Markham hosts regular public meetings on a variety of topics from planning and development, sustainability, economic growth and entrepreneurship, public art, transportation and important capital projects such as flood protection. Open Houses are also hosted by departments to seek resident and customer feedback while also showcasing designs and concepts.
- **Interviews:** individual, intensive, structured - designed to probe deeply into stakeholder needs and opinions. *e.g. Aaniin Library Post- Occupancy Evaluation to determine how customers are using library space.*
- **Focus Groups & Consultations:** facilitated discussion to collect data from a group of individuals on a specific topic *e.g. Smart City Focus Groups to collect input on community issues that could be addressed through AI-enabled technology.*
- **Community Conversations:** used at MPL as part of their unique Community Development framework, this facilitated discussion focuses on understanding the broad goals and challenges of the community.
- **Online Engagement:** the City of Markham maintains online engagement tools to provide residents with a platform for ongoing input into issues that matter. *E.g., Your Voice Markham, used for service planning.*

FINANCIAL CONSIDERATIONS

Funding for the Building Markham's Future Together 2020–2026 Strategic Plan priorities is identified and approved through the City's annual budget process. Planning and consultation for the 2027–2030 Strategic Plan will be funded through the existing operating budget, with no additional capital investment required.

HUMAN RESOURCES CONSIDERATIONS

Many of the Building Markham's Future Together 2020 – 2026 Strategic Plan priorities focus on supporting our staff and recognizing their contributions as detailed in this report.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Building Markham's Future Together 2020 – 2026 Strategic Plan sets the direction for the Council term.

BUSINESS UNITS CONSULTED AND AFFECTED:

All three Commissions, as well as the Office of the CAO have contributed to the accomplishments of Building Markham's Future Together 2020 – 2026 Strategic Plan.

RECOMMENDED BY:

Andy E. Taylor
Chief Administrative Officer

Trinela Cane
Commissioner, Corporate Services
Interim-Commissioner, Development
Services

Morgan Jones
Commissioner, Community Services

Claudia Storto
City Solicitor and Director of People Services

Chris Nearing
Fire Chief, Markham Fire &
Emergency Services

ATTACHMENTS:

- Appendix A Building Markham's Future Together 2020-2026 Strategic Plan
- Appendix B Building Markham's Future Together 2020-2026 Strategic Plan –
Additional 2024 Accomplishments
- Appendix C Building Markham's Future Together 2020-2025 Strategic Plan –
Measures of Success
- Appendix D Building Markham's Future Together – 2025 Highlights