

APPENDIX B
BUILDING MARKHAM'S FUTURE TOGETHER 2020-2026 STRATEGIC PLAN
ADDITIONAL 2025 ACCOMPLISHMENTS

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.*

Additional 2025 Accomplishments:

- In coordination with Ontario Big City Mayor's (OBCM), planned and executed Annual General Meeting in Markham.
- In collaboration with the Mayor's Office, strategized and established list of priorities to advocate to the Federal and Provincial Governments. Accomplishments include \$4.85 million provincial Housing Enabling Water Systems Fund. Advocacy on widening of Steeles Ave E, changes to Parkland dedication and Building Faster Fund criteria.
- Through collaboration with OPS and ENG, Environmental Services advocated to the Provincial Government to amend Provincial regulation on the Dedicated Locator (DL) policy. The amendment created a window to exempt municipalities from entering into DL Agreements—for the City, this results in a more efficient and cost-effective process.
- Policy & Planning led the co-ordination and preparation of staff reports and letters to the Province providing City of Markham comments on new provincial legislation, regulations, and guidelines:
 - Bill 5 (Protect Ontario by Unleashing Our Economy Act)
 - Bill 17 (Protect Ontario by Building Faster and Smarter Act)
 - Proposed Updates to the Projection Methodology Guideline to Support Implementation of Provincial Policy Statement, 2024
 - Bill 60 (Fighting Delays, Building Faster Act)
 - Bill 68 (Plan to Protect Ontario Act)
 - Proposed Regulations to Enable Special Economic Zones and Species Conservation Act
- Completed 10 customer surveys ranging from recreation to information technology and environmental services. 85% overall average customer satisfaction rate.
- Provided feedback and support to FCM's Big City Mayor's Caucus, including housing data. Participated in regular check-ins with the Chiefs of Staffs of Canada's Big City Mayors' Caucus.
- Corporate Communications supported the ESxEP Transformation in 2025 with all communications related to: launch of and rolling-out of the Road Map, supporting call for participants for focus groups to discuss Values, September 2025 Town Hall, roll-out of the Corporation's Core Values, and supporting other Transformation-related items throughout the year (e.g. CAO messages), as required. As well, since April 2025, we have been holding monthly department team meetings to focus discussions around Transformation updates and efforts.
- The City maintained robust coverage from media in 2025, including both mainstream and Asian media. Top news mentions of the year are the 2026 IndyCar (Total reach 112.4M), the Blue Jays viewing party (30.1M) and the Markham Fire and Emergency Services Partnership with Seneca College to improve diversity in fire protection (23M).
- Communications Advisor from Corporate Communications was tasked with working with Elections Markham to support the by-election (communications, marketing and media). To support Markham's diverse community, important by-election information was translated into 7 languages, including: English, Traditional Chinese, Simplified Chinese, Tamil, Urdu, Farsi and French. Because the Communications Advisor was able to provide Traditional Chinese and Simplified Chinese translation, the overall translation cost was reduced by 30%, when compared to the 2022 Municipal Election translation costs for Traditional Chinese and Simplified Chinese.
- City-wide EIB centralization project, which includes the addition of 11 new screens at Markham Civic Centre and Markham Museum and updating all existing EIBs to the new CMS. Launch of new modernized content display system as part of new media player installation on corporate EIBs. Included in new modernized display system is corporate content, venue specific content and committee & event calendar.

Full internal and external EIB integration to be completed in early 2026, as well as the integration of corporate marquee screens.

- Installation of new internal EIB's in each fire station and at 8100 Warden Avenue.
- Corporate Communications worked closely with ITS to transition Checkmark from Drupal platform to Microsoft platform. This included new design elements and layout of pages, and ensuring all content was ported over and links were all in working order.
- Proactive cancer and cardiovascular health screening for Markham Fire and Emergency Services suppression staff acquired and scheduled for spring of 2026.
- Markham Fire & Emergency Services hosted a 4-day Camp Molly Fire Service introductory camp for 44 participants ages 15-19 with graduation ceremony.
- Markham Fire & Emergency Services Developed and launched an On-Shift Training Pilot to increase multi-crew/company training scenarios, enhancing "hands on training".
- 8 firefighters promoted to positions within the Training Division.
- 9968 emergencies responded to by Markham Fire and Emergency Services in 2025
- People Services launched new modernized Markham Learning Centre, providing an easier user experience.
- People Services creation of 2026 learning catalogue, including Emerging Talent, Managing at Markham Part 2 and refreshed Managing at Markham Part 1.
- Through the Transformation project, People Services initiated corporate-wide process improvements including review, scope and recommendations in the areas of Customer Service, including a corporate wide Customer service strategy, and Compliance and Enforcement.
- People Services launched improved health and safety training modules to ensure compliance and to safeguard staff.
- People Services completed a Compensation Review.
- People Services lead the Human Capital Management process improvement plan as part of the ERP Project
- Finance, in tandem with Corporate Communications, introduced a new page on the Markham website that allows residents to file an insurance claim online. A new Claims Intake Form links with the City's Clear Risk software. This simplifies and streamlines the process and creates efficiencies for staff.
- In order to prepare enforcement/compliance officers for the non-parking module and use of the GTECHNA app, AMPS provided training specific to the AMPS process, which focused on the importance of proper investigative techniques, standardized approaches to evidence gathering, and the role officers play in the adjudication process (screening/hearing reviews).
- Animal Services expanded the Markham Cat Adoption and Education Centre to include all stray animals and not just cats. Rebranded the facility to host large scale monthly events and promoted the Reading Therapy Program.
- Animal Services exceeded previous positive outcome rates for domestic dogs and cats. Cat positive outcomes are 96% while dogs are 98%.
- Business Licensing Department hosted a Central Ontario Crime Prevention Association (COCPA) seminar. Officers Lydia Murphy and Marco Francisco delivered a presentation titled Ensuring Public Safety, Responsible Business Practices, and Effective Policing Partnerships. The session was well received, and the department has been asked to host and present at future events.
- Updated Power BI version of Contact Centre reporting dashboard on the Checkmark Web Page provide transparency and tracking. Use of Power BI to consolidate multiple data streams (Mitel, email, ACR, SharePoint, Excel), reducing manual upkeep of reports.
- Contact Centre SharePoint LIST Utilization to Collect structured data for Civic Centre in-person visits and after-hours (5PM-12AM) calls. Modernize daily operations (time-off requests, shift-change requests, number of emails completed).
- Contact Centre provided dedicated resource to assist councillors and their assistants with entering, tracking, and following up on resident requests. Integrate Power BI with Outlook to provide visual insights on requests received and interactions made.
- Developed a business application form using the Jotform platform, significantly improving administrative efficiency and enhancing tracking capabilities. The Licensing Department is now working with ITS to develop a fully integrated online application portal.
- Legislative Services delivered a successful by-election for Ward 7 Councillor, supporting all phases of planning and execution to ensure a smooth, accessible, and secure voting process.

- Appointing additional city staff as officiants authorized to perform civil weddings offers significant benefits. Primarily, it increases the availability of officiants during regular business hours, allowing more flexibility for couples seeking civil ceremonies. This expanded availability can accommodate higher demand and reduce scheduling delays. Additionally, by performing more ceremonies, the City can generate increased revenue through associated fees. This approach maximizes existing resources while enhancing public service delivery and financial return.
- Secretariat dashboard created with date inputted, gathering feedback from stakeholders at this time.
- Secretariat supported 34 hybrid meetings of Standing Committees and Council Meetings from January to August (including bus tour) including agenda compilation, meeting minutes, resolution dissemination, public notice, livestreaming.
- Secretariat supported 26 hybrid meetings of ABC committees from January to August including agenda compilation, meeting minutes, resolution dissemination, public notice, and livestreaming as required.
- Deployment of an advanced AI chatbot on the Portal to leverage the comprehensive data repository to provide citizens to improve access to information and services provided by the city, expand available services and enhance the user experience. The Access Markham mobile app has been enhanced with the integration of the Millie chatbot and a new Parks module, providing improved services and accessibility for Markham residents experience. To promote this, we created banners in community centres and the Civic Centre, custom bookmarks for giveaways, and media and social media outreach.
- Optimization of the City's ePlan platform components including an upgrade to AMANDA to 9.4, ProjectDo document repository upgrade and implementing further workflow automation and enhancements to improve efficiencies and speed up processing of permits.
- Modernization of Automated Vehicle Locator (AVL) System. AVL provides vehicle location services and has been implemented for all City of Markham owned and contracted fleet vehicles (i.e., snowplows).
- M365 Office Productivity Tool Implementation. The new intranet site, Checkmark, has been successfully implemented on the modern M365 SharePoint platform.
- Modernization of Markham Library Digital Media Lab. The popular Markham Library Digital Media Lab that includes maker spaces and digital design tools was refreshed across 5 library branches including Angus Glen, Markham Village, Aaniin, Cornell and Thornhill branches. New capabilities were added at the Aaniin branch to include a sound booth and microfilm capture.
- Unionville Main Street Reconstruction Project – Wi-Fi Implementation. A Wi-Fi solution capability was implemented during construction to enhance internet access for Public Access to Internet. This is first outdoor Public Wi-Fi access deployment in the City and will be piloted before consideration at future locations.
- Environmental Services SCADA System Upgrade. With the completion of Phases II and III of the SCADA system upgrade, these enhancements significantly improve system-wide monitoring, automation, operational responsiveness, and cyber-security protection across water and wastewater services. The integration of the Enterprise Stormwater Pumping Station into the SCADA network brings real-time visibility and centralized control to one of the City's critical stormwater assets. The SCADA system upgrade project is a transformational initiative that builds staff confidence on the system and reliability and capacity to respond adequately to emergencies.
- ITS, Environmental Services enhanced GIS data quality in collaboration: Developed QA/QC process for new sub division digitization; Established a process to address data inconsistencies with ITS – GIS team on quarterly basis; and Created a streetlight working group to address ownership and other relevant issues; Digitized the completed ES capital projects in corporate GIS; Created new/ updated existing GIS layers to support capital planning function per Asset Management Best Practices.
- Environmental Services Business Process Enhancements (EAM updates): Uploaded historical CCTV data into the system; Consolidated and added tie-in/field sketches to EAM map layer; Set up a process (new form) to track hand tools and parts stored in vehicles; Rolled out iPads to support field operations.
- Markham Public Library participated in the provincial digital service assessment for libraries to assess the outcomes associated with library technology. Findings: 73% of respondents had access to technology they would not otherwise have had; 91% reported their comfort with technology was increased; 91% were exposed to new technology at the library.
- To inform the Library's strategic planning and to assist with developing a library technology roadmap, staff deployed a Technology Survey for the community to gather feedback on their use of and satisfaction with library technology. 1617 survey respondents.

- Operations improvements to the corporate CVOR from Satisfactory Safety Rating to an Excellent Safety Rating. After comparing to other municipalities in York Region – Markham is ranked number 1 with its current CVOR safety rating and all-time best rating in the history.
- Operations executed funding agreement in support of broadband construction. One Funding Agreement was negotiated and executed with Telecommunication company to support construction of Broadband Construction in Markham by expediting Municipal Consent (MC) permit process through hiring additional contract dedicated staff. Successfully processed high volume of complex MC permits and exceeded the agreed KPI under Funding Agreement.
- Recreation Operator in Training program: This new initiative has been developed and is a work in progress to provide a FREE introductory course to our current part-time staff who are interested in gaining knowledge, skills and experience in becoming a Facility Operator or a 150-Day Arena laborer. This course will be conducted by both internal and external instructors to ensure we are providing meaningful content to the participants. It is also an incentive for our current part-time staff and attract new potential staff that they can look forward to if they are interested in pursuing a career as an operator. This is our third year hosting this program and has been very successful. In 2025, we had 10 participants, 6 of which had obtained 150 positions and a contract FO I. We've also received feedback from our other training partners (FTT) that this program is very beneficial to get the “new” staff ready to step in a facility operator role. Introductory training to facility operator position.
- Launched Phase 1 of online facility rentals, allowing residents to search for availability and book rooms online, improving customer access and operational efficiency. Implemented the Sign & Save feature, enabling digital contract execution and automatic storage within client profiles. Introduced in December 2025, this reduced manual paperwork and streamlined administrative processes.
- Developed and implemented a standardized behavioural management framework to support children with behavioural challenges in Recreation Services which also supports Culture and Library camps. Over a nine-week summer camp period in 2025, the framework supported just under 100 children, averaging more than 10 children per week citywide, establishing a strong foundation for inclusive service delivery.
- Integrated Environics Analytics to enhance understanding of registration trends and community behaviour. The data supports targeted communication, refined program design, and tailored pricing strategies, enabling more customized program delivery that aligns with community needs and improves participation outcomes.
- Planning & Urban Design removed the Townhouse Siting Approval process to align with Provincial legislation and streamline housing-related development approvals.
- Urban Design refined and updated Markham's Sun and Shadow Study Terms of Reference to strengthen public realm outcomes through definitive evaluation methods and submission requirements that ensure safe and comfortable outdoor open spaces and inviting streetscapes.
- Urban Design championed the City's website improvement initiative to deliver a coordinated one-window approach for tree protection and removal, enhancing the customer's experience across three service streams: City trees, private trees and development-related tree matters.
- Urban Design organized and facilitated a department-wide post-DSC session on age-friendly design to enhance staff awareness and support the application of Markham's Age-Friendly Guidelines. The session featured an overview presentation and an interactive group exercise with role-playing elements.
- Urban Design updated the City's Bird-Friendly Guidelines to integrate current legislation, standards and best practices at minimizing bird-window collisions. Developed collaboratively with FLAP Canada, the technical update reinforces the City's environmental leadership and streamlines the development approvals review process to support effective implementation.
- Urban Design completed first phase of AODA Document Remediation Project, encompassing a comprehensive review and inventory of documents on the Planning and Urban Design Department's website. This work advances the City's commitment to accessibility and inclusion by ensuring compliance with provincial standards and equitable access for all users. Phase 2, involving document remediation, is currently in progress.
- Urban Design staff organized a Special Development Services Committee Meeting featuring a full-day urban design tour in Toronto, highlighting built form and public realm case studies to inform the City's Urban Design Guidelines study. The tour served as an educational and training session attended by the Mayor, Members of Council, and City staff.

- Created a new Terms of Reference for the Design Review Panel (DRP) featuring process improvements, legislative alignment, and standardized procedures to strengthen the development review process and support effective participation by panel members, applicants, and staff.
- Parks Planning, Design and Construction recruited, developed work program and supported two (2) summer students. One student worked in Park Planning and one student worked in Park Design and Construction. Both students obtained a meaningful municipal work experience relevant to their aspiring professions in a team-oriented environment. Both students delivered projects that supported the City's goals.
- Obtained Council approval of updated Parkland Conveyance By-law under the authority of s.42 of the Planning Act. The by-law update closed gaps caused by Bill 23 and improved many administrative features.
- Completed Standard Operating Procedures related to Park Planning. Prepared current standard operating procedures for the following application types and processes as they relate to Parkland: Official Plan Amendment, Zoning By-law Amendment, Pre-consultation, Site Plan, Consent, Condominium, Parks and Open Space Agreement, Cash in lieu of parkland.
- Planning, Urban Design & Strategy Process Improvements:
 - Implemented the Best-In-Class Complex Planning Workflow for site plans, variance, consent, infill grading, municipal services agreement, parks and open space, subdivision, and subdivision phasing plans to streamline and enhance the internal and external user experience. The project was funded from the Housing Accelerator Fund.
 - Aligned with the Transformation and Values-Driven journey, Staff drafted and finalized 4 batches of the Standard Operating Procedural ("SOP") manuals that includes, but not limited to, Pre-Application, Official Plan, Zoning, Site Plan, for all disciplines (Planning, Urban Design, Engineering, Development Technician roles). The SOP batches are live-document and are completed at 70% for 2025. For future years, the batches will be updated on an annual basis.
 - Ongoing bi-annual updates to the Pre-Application Consultation checklist that involves continual improvements to the PAC process in response to Staff input.
 - Compiled all the required AMANADA info codes that the Development Planner must update on a continual basis for performance metrics ahead of full implementation in 2026.
 - Coordination with Engineering, Urban Design, and Planning to develop standardized drawing templates, which will be released in 2026 to the development industry, to enable predictability of required information for timely discipline review of development applications.
 - Coordinated two sessions with external legal counsel on Staff training for preparation of Ontario Land Tribunal matters and two sessions on negotiation training with a former Tribunal member for the goal of Staff continual profession improvements that related directly with their current work.
 - Coordinated with the City's Accessibility Coordinator to improve planning documents for compliance with the Accessibility for Ontarians with Disabilities Act (AODA), which also includes streamlined Site Plan review with Markham's Accessibility Advisory Committee.
 - Updated the Planning report templates (planning, recommendation, and in-camera reports) in escribe to be AODA compliant while using the City's branding for consistency. The Public Meeting Information Report was also updated twice for modernization purposes and continual improvements.
- Building Standards maintained the MMAH approved Building Official Intern Program. Program will assist with attracting training new building official talent. Program underway with 4 interns for 2025-2026. In 2025 graduated the first intern from the program.
- Building Standards supported OMLCBO (Ontario Municipal Large Chief Building Official Association) with Building Official training of the new Building Code.
- Building Standards ongoing Process Improvements- Customer Experience Enhancements.
 - Released self-service portal upgrades with guided submission and status tracking.
 - Improved accessibility features and multilingual support for public-facing content.
 - Refreshed public website content and Builder Tips for accessibility (AODA compliance).
 - Launched the Building Standards Walk-In Clinic, a customer-focused service model providing residents and businesses direct access to any level of staff from 8:30 a.m. to 4:30 p.m., ensuring timely guidance, clear answers, and a smoother permit and compliance experience.

- Legal Services negotiated and drafted a suite of agreements governing event delivery, commercial operations, licensing, sponsorship, risk allocation, and related securitization with various public and private North American stakeholders in connection with the City's acquisition and multi-year implementation of the Ontario Honda Dealers Indy at Markham.
- Legal Services completed 321 Administrative Monetary Penalty hearings and assisted with updating the City's inspection and enforcement SOPs in response to multiple new Region of York mandates with respect to municipal prosecutions.
- Legal Services attended before the Court and Tribunals or negotiated settlements to successfully resolve various litigation matters.
- Legal Services drafted staff reports and updated policies in response to changes in land use planning (Bill 17, Bill 60, OLT rules).
- Legal Services hosted staff educational seminars on appeals before the Ontario Land Tribunal
- Real Property entered into a number of License Agreements with various telecommunications companies to promote the provision of more comprehensive service to communities across Markham.
- Legal Services drafted staff reports, by-laws, and negotiated contracts with vendor, province, and joint processing centre to prepare municipality for implementation of Automated Speed Enforcement program.

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.

Additional 2025 Accomplishments:

- Led the partnership efforts between the City of Markham and Eabametoong First Nation. Collaborated with Eabametoong on application intake for the federal government's Green and Inclusive Community Buildings (GICB) program (decision tbd). Produced collaboration agreement renewal (2025-2030) which was agreed upon by both parties. Next step is a formal signing ceremony scheduled for a date in 2026.
- Maximized use of the two Highway 407 digital signs in Markham and the seven digital signs at railway crossings in Wards 1, 7, 8.

Allvision 407 Digital Screens:

Average Monthly Impressions = 4,540,326, Total 2025 Campaign Impressions = 49,943,590

RCC Digital Screens:

Average Monthly Impressions = 11,720,336, Total 2025 Campaign Impressions = 140,644,039

- Hard launched Millie as Markham's official mascot. Tactics included a launch event at Markham Civic Centre (200+ event attendees), media outreach – resulting in coverage on CP24 with the Mayor and Millie, promo on City EIBs, 407 and RCC screens, and a robust social media campaign, resulting in 92,310 impressions and 53,725 reach.
- Recreation and Corporate Communications teams worked to overhaul and design a new 52-week, audience-informed strategy designed to position Markham Recreation as an experience-driven brand for the City of Markham. New campaign uses in-depth data analysis examining demographics and their respective recreation and spending behaviours. Organized into four seasonal storytelling quarters, it engages the City's key audience segments, highlights authentic experiences, and celebrates the vibrancy of recreation across the community. New communications will launch in 2026.
- Achieved 52% year-to-date growth for MarkhamNOW eNewsletter, while maintaining a 68% average open rate. This was the result of a robust communications and marketing campaign which included assets such as: posters, buckslips, in-person engagement activities, and more. Corporate Communications worked with stakeholders, such as Markham Museum, Flato Markham Theatre, Recreation, and other third-party businesses to provide prizes for a monthly draw for our subscribers.
- People Services completed Accessibility Audit
- People Services met inclusion commitments outlined in the 2025 work plans for the Diversity Action Plan, Eliminating Anti-Black Racism Plan, and Accessibility Plan.
- City instituted a Long-term Rental DC Deferral Policy aimed at stimulating the development of rental housing. In 2025, over 1,000 rental units have been issued for developments that qualify for the deferral and there are more potential developments enquiring about the program.
- Leveraged existing e-ticketing software (GTECHNA) to begin enforcement of non-parking violations including Business Licensing, Animal Services, Fire Prevention, By-law Services, Environmental Services (Wastewater and Waste Management).
- With the assistance of an external consultant, finalized reviews of existing policies, processes and SOP's for Business Licensing, Animal Services, By-law Services, Waste Management, Water and Fire Prevention to maximize efficiency and effectiveness of services and improve regulatory performance.
- To coincide with the launch of the non-parking module and enforcement of additional By-laws under the Consolidated AMPS By-law, we onboarded 2 additional Screening Officers and 4 additional Hearing Officers to handle the anticipated increase in screening/hearing reviews.
- Animal Services collaboration with Parks Planning Staff on the implementation strategy of the Off Leash Parks Project.

- Legislative Services held the Canada Day Citizenship Ceremony, where 50 new Canadians were sworn in by representatives from Immigration, Refugees and Citizenship Canada (IRCC).
- Secretariat planned and supported annual Seniors Roundtable event in June to solicit public feedback on seniors concerns and issues. 65 persons in attendance.
- ITS contributed to The Heritage Property Locator to provide staff and Markham citizens with a powerful interactive search tool.
- Public Safety Forum. Coordinated strategy with Fire and Building Standards for homeless encampments in York Region (Markham) – 1 Educational Seminar for 2025, with our partners York Region Outreach, YRP, and People Services.
- By-Law & Regulatory Services enforced Municipal By-Election for Ward 7, Provincial, and Federal elections, in partnership with Business Licensing Department and Elections Markham.
- By-Law & Regulatory Services proactively engaged key community and ratepayer groups to promote awareness of bylaw services and requirements and to address specific local issues through participation in community events.
- Over 4.5 million library items borrowed by Markham readers – 12.4 items per capita. A first: Over 1,000,000 ebooks borrowed. Achieved a 9.2% year-over-year increase in active library users: 100,402 (median).
- Markham Public Library expanded library career programs including our first Skills and Trades Fair and a Business Expo networking program for local business owners and entrepreneurs.
- Markham Public Library hosted two small business markets, attended by 1400 residents, to celebrate entrepreneurship, encourage community support of local businesses, and create an ecosystem and network for local entrepreneurs:
 - Inaugural Black Owned Market, during Black History Month, highlighted local businesses.
 - Small Business Month Market focused on micro-businesses (locally owned sole-employee businesses).
- Through community conversations, focus groups, outreach and one on one conversations, staff connected with over 1,750 people to deepen understanding of community interests, needs and values to inform the Library's new Strategic Plan for 2026. Deployed community surveys to gather constituent feedback regarding priorities and insights to inform and guide planning the future of Markham's library system. Strategic Plan Survey received 4588 responses. Completed analysis of the survey data, layered within the Environics demographic segmentation framework, to capture the diversity of perspectives across the City.
- Markham Public Library collaborated with ITS to upgrade public computers, self-service technology, digital media labs and public printing services (new feature: online printing), creating a modern, connected and sustainable tech environment, ensuring: Convenient and efficient digital services for residents, with 84.8% of library materials borrowed through self-service; Inclusive public access to modern innovative digital equipment.
- Expanded digital literacy programs including innovative new programs and services, such as:
 - Girls in STEM mentorship program to address gender inclusion in STEM related careers
 - STEM Community Club with York U Engineering students leading activities related to engineering, robotics and coding
 - Smart Life, in partnership with CNIB, exploring technology supporting the visually impaired
 - Learner empowerment programming to support safe use of technology - cybersecurity and anti-fraud, recognizing fake news and misinformation and understanding AI
 - Device lending and digital literacy program for Newcomer Older Adults, funded by an Ontario Seniors Community Grant.

Outcomes:

- 1600 participants in all digital literacy programming including makerspace, AI, STEM, cybersecurity, etc.

- Following the vacancy of the hospital library at Cornell Library, MPL moved its makerspace into this area, creating additional space for digital literacy instruction and programming, and expanding service to users.
- Through community survey and consultation, staff developed MPL's new Content Strategy to guide the development, organization, and delivery of digital and physical library collections, and drive strong and effective use of Markham's annual budget allocations for library materials. The survey received 4,884 responses, providing a solid sample representative of Markham residents.
- Markham Public Library community engagement to empower voters with the knowledge needed to make informed decisions at the polls. Included researching party platforms, candidate information, where, when and how to vote and recognizing mis and dis-information.
- Advanced inclusive literacy services through new supports, including:
 - Deployment of assistive software on all public computers for those with print disabilities, supported by ITS.
 - Expanded dyslexia-friendly reading material to support dyslexic readers.
 - Improved functional reading material for adults struggling with functional literacy.
- Advanced new innovative library services to inclusively serve Markham's neurodiverse community, including:
 - In collaboration with Children's Treatment Network: STEAM programming to children and youth with disabilities and development needs
 - Creation of a new accessibility page on website highlighting and promoting accessibility services available
 - First Neurodiversity Resource Fair providing information about available community and library resources
 - Incorporated sensory kits into camp programs to support participants with ASD (Autism Spectrum Disorder)
 - Expanded Toy Library with a focus on sensory toys and toys for children with special needs.
- Introduced Newcomer Study Squad, a homework help and ESL support program for teens.
- Markham Public Library supported understanding of Indigenous History through:
 - Improved library webpage content related to Indigenous history, including Treaty information specific to Markham and booklists connecting readers to relevant library materials
 - New program building awareness of colonialism and its impact on Indigenous people through the Truth & Reconciliation board game.
- Markham Public Library connected the library and its materials to local history through:
 - Creation of new local history webpage.
 - Procurement of a new microfilm reader / printer, improving public access to historical newspaper content on microfilm.
- Markham Public Library hosted workshops to promote public awareness of sustainability, nature and the environment. Included:
 - Programs to support Markham's bird friendly, monarch-friendly and pollinator strategies.
 - Seed Library – free seeds packages and gardening programs.
 - Hosted the YR Science and Technology Fair with youth projects tackling local issues around climate change and the natural environment.
 - Repair Café, food waste, intergenerational gardening programs and nature walks, bee basics, and sewing programs with a focus on sustainability.

Workshop Attendance: 2,050

- Markham Public Library wellness Fair: exhibits, presentations and workshops, Pilates and yoga, self-care, holistic health care, fitness, nutrition, mental health services, etc. offered through 16 local wellness organizations. Attendance: 750.

- 3rd Annual Back to School Giveaway supported 500 at-risk families with free backpacks and school supplies. Funded through donations from library staff, the community and local businesses.
- To advance Markham's accessibility and inclusion goals, the Library developed a strategy to extend fine-free policies to all adult and senior customers. This builds upon existing fine-free policies for youth. Removing late fines supports equitable and inclusive service for everyone in the community, makes library services more affordable for Markham residents, and aligns with best practices across the Canadian public library sector.
- Recreation facilities hosted 2025 Little Native Hockey League tournament. The 2025 tournament saw 265 teams play over 700 games. Over 10,000 players and families visited Markham (4000 players). Over 700 games on 15 rinks in Markham & Stouffville. 1,700 hotel rooms in Markham & additional 500 rooms in York Region with additional Airbnb and hotel rooms booked outside of LNHL reservation system. Over \$8 million in economic impact for Markham– Destination Markham.
- Recreation and Operations supported the Unionville BIA throughout the closure of Unionville Main Street including hosting the Unionville Festival and Jazz Festival at Crosby Arena and surrounding park area.
- Celebrated the 50th anniversary of Thornhill Community Centre and the 10th anniversary of the Markham Pan Am Centre.
- Successfully hosted 7 International Events, 8 National Events, 24 Provincial Events and 50 Invitational Events at the Markham Pan Am Centre. This significantly contributes to the Economic Impact through sport tourism. Our ability to successfully host premiere events has attracted new events to Markham Pan Am Centre for 2026 including the Maccabi Games and returning high profile events including the Yonex Canadian Open International and Ontario University Athletics Swim Championship.
- Completed a major update to the outdoor sport allocation policy for soccer and rugby. The revised policy clarifies eligibility criteria, aligns with provincial and national sport organization objectives, and supports long-term athlete development while maximizing the effective use of municipal sport assets.
- Finalized a comprehensive agreement with the Markham Pickleball Club defining roles, responsibilities, usage parameters, and cost-sharing practices. Developed collaboratively with Risk, Legal, Operations, and Recreation, the agreement establishes a clear framework for administering pickleball and accessing City facilities.
- Completed Phase 1 of the Integrated Leisure Master Plan update, recalibrating provision standards using updated population projections through 2031. The work identifies service gaps, recommends future community centre locations in the Berczy Glen community, and aligns planning timelines with financial capacity to guide long-term investment.
- Completed World War I and World War II monument and flag display at Veteran's Square and Cenotaph. Designed in collaboration with Markham District Veteran's Association. The installation of the WW1 and WW2 granite monument represents 70 fallen war veterans from The City of Markham and provides opportunity to honor future veterans.
- Completed 2025 Markham is More, Veterans and Group of Seven Banner Campaigns. Coordinated, procured and installed banner sets for 7 locations including, Main Street Markham, Main Street Unionville, Yonge Street, Enterprise, Aaniin Community Centre, Civic Centre Campus and Highway 7.
- Installed Twenty Traffic Control artwork wraps. Developed artwork in collaboration with Markham District Highschool and installed artwork wraps on 20 traffic control boxes.
- Installed Three Message Boards. Installed 3 message boards in parks across the City to support local community engagement and help foster a stronger sense of community.
- Completed Installation of Carved Wood Seating at Thornhill Library. Installed carved wooden benches in collaboration with a dedicated volunteer group who created and maintain the garden at Thornhill Library.
- Completed Arboretum Interpretive/ Wayfinding Signage. Installed interpretive/ wayfinding signage at South Unionville Park Arboretum to educate residents on a range of tree related topics.

- 2025 Community Garden Maintenance Program. Delivered the Community Garden Maintenance Program, which provides 50 individual allotment plots and one larger collective garden, supporting more than 70 residents.
- Obtained Council approval of Off-Leash Dog-Area Policy. This Policy establishes an approach for planning, identifying, developing, maintaining and operating Off-Leash Dog Areas in the City of Markham.
- Initiated the development of a standard operating procedure for early engagement with First Nations communities on City Initiated Planning studies (i.e. Secondary Plans, Official Plan Review) to respond to provincial policy.
- Presented an overview of the Heritage Program for all Urban Design Staff; and Archaeological Training Session for all Development Staff.
- Priority Heritage Designation Program. Continued the heritage designation of listed properties throughout the year and attended two OLT hearings in support of heritage designation.
- Redesign of Markham Heritage Register. Working with a team from ITS, the web-based Heritage Register was completely updated adding new functionality and search capabilities.
- Markham Village Heritage Conservation District Plan Update Project. Secured consultants to assist; staff initiated the preparation of new/revised policies and drafted a new Statement of Cultural Heritage Value for the District, identified contributing/con-contributing properties, and held our first public engagement meeting (Dec 1).
- Prepared and distributed the Heritage District News to 1100 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 Special Events.
 - Organized and administered the Doors Open Markham event under the theme “Markham’s Learning Landscape” with visitation of over 4,700 at 14 sites (Sept 20).
 - Planning and coordination of the Heritage Markham 50th Anniversary Celebration (Nov 13) with over 110 in attendance, dinner, guest speaker, awards, etc.
 - Organized and administered the Heritage Awards of Excellence event with 18 awards winners, newly designed framed certificates visual presentation and detailed awards booklet.
- Administered three programs: Designated Heritage Property Grants (\$54K for 10 properties), Commercial Facade Improvement Grants (\$15K for one property) and the Heritage Property Tax Rebate Program (59 properties).
- Administered the Heritage Markham advisory committee program- every month, agenda prep and reports (average 8-10 per month), meeting attendance, subcommittees and minute review).
- Successfully delivered the 2025 Markham Cycling Day event that attracted over 1,600 participants with the support of over 60 community volunteers on June 15, 2025.
- Engineering and Legal Services negotiated multiple Field Liaison Agreements with Indigenous Communities on Capital Projects. Finalized agreements and establish a process for First Nation engagement required as part of Capital Project delivery.
- Economic Growth Markham OVIN Demo Zone Program.
 - Delivered 2nd Showcase event in Markham June 2025 and implemented 2nd Intake pilot projects.
 - Closed out Markham OVIN DZ program in June 2025 with KPMG Audit and final reports to meet requirements of OVIN/Province. Results: 8 pilot projects successfully completed. 1 project (E-Scooter) received pilot extension (June – Oct 2025) with City to support Micromobility Study.
- Economic Growth Business Attraction, Retention, Expansion (BR+E) & Business Support.
 - Completed 629 engagements with business to support queries related to business growth and expansion
 - Implemented Markham Tariff Response Strategy to assist impacted businesses (outreach to 30+ impacted employers; 30 employers; Made in Markham campaign featured 20 businesses; 4 key

- business support topic seminars; Tariff web page to share relevant tariff related info + administered impact survey)
- Supported Development Facilitation Office (DFO) with 14 prioritized/ critical IC applications from site plan to construction as part of economic development's ongoing expansion efforts in collaboration with Planning. Result: over 3 million sf industrial supply constructed.
- Branding/Promotion: featured 21 company stories on Department website/social channels to promote industry businesses as part of marketing / business retention efforts. 336 LinkedIn posts, 92 posts on Facebook, and 115 posts on X.
- Research: updated/released 2 Economic Profile Reports, industry sector data updates, investment attraction materials, EcDev website update to support business data needs and responded to critical internal data requests (CAO, Finance, Planning, etc.)
- Economic Growth Industry & Partnership Programming.
 - Delivered 8 industry cluster initiatives in collaboration with innovation/ecosystem partners (Hanover Messe tradeshow, CIX- Elevate, DiscoveryX, Startup Festival, HardTech Summit, YSpace Tech Demo, HK-Markham Tech Exchange, Markham-India Event).
 - Supported 31 local business partnership activations with local stakeholders/business associations including MBT, TechConnex, ACCE, MRHBA.
 - Delivered on critical City business event - Mayor's Annual Business Luncheon Program attracted 500+ attendees.
- Markham Small Business Services.
 - Supported 3180 small businesses via delivery of 58 training sessions, events, consultations and responded to 637 inquiries.
 - Provided 14 small businesses with Starter Company Plus grants and offered 13 summer students Summer Company grants, totaling \$109,000.
 - Partnered with York University Yspace to deliver Founder Fundamentals Certificate series in Sept 2025 for 900+ participants.
 - Partnered with the Cross-Cultural Community Services Association to deliver a Chinese language business seminar in Oct 2025 for 82 participants.
- Varley Art Gallery – Public Engagement.
 - The 2025 annual attendance is the highest on record since the gallery opened in 1997: 66,998 visitors
 - Mounted 8 exhibitions:
 - Karen Kar Yen Law: Better Bitter
 - Beneath the Surface: Stories of Kinship and Connection with Emma Nishimura and Gayle Uyagaqi Kabloona
 - The Printmaker's Matrix: Process, Image, and Innovation
 - Between the Current and the Echo
 - All Aboard!
 - Kejie Lin: A Garden of My Own
 - Sights of Convergence
 - The Quiet Fall: Scenes of Autumn from the Permanent Collection
 - Mounted three rotations (Winter, Spring, Summer) of children's and adult art classes, and workshops, March Break, Winter Break and 8 weeks of Summer Camps
 - Despite Main Street Unionville Restoration Project, maintained all functions including rentals at the Varley and Exhibition Rentals at the McKay.
 - Mounted numerous free public drop-in events for LunarFest, Black History Month, Little Native Hockey League, Unionville Festival, Doors Open Markham, Culture Days and Old Tyme

Christmas and three exhibition launches (winter-Spring, Summer and Fall). Launched a new One Love Festival in August.

- Public Art –Main Street Unionville.
 - Nestor Kruger’s “Little Creatures” for Main Street Unionville: tree grates and tree guards fabricated and partially installed. Fence installation to take place in tandem with Restoration Project. Contract for Patrick Kruger’s “Stars Hollow” in the East lane finalized.
- Public Art – Public Engagement.
- Our Park—Learning from Mushroom at Milliken Mills Park (Ward 8)—features The Underground Sun by Xiaojing Yan, accompanied by artist-led ink-making and kite-making workshops (August 23 and 24, 2025) and a culminating kite-flying event during Culture Days (September 21, 2025). The project links artistic practice with Markham’s natural ecology, immigrant histories, and infrastructural landscapes. A publication will document the project, workshops, and DIY activities to foster continued community engagement. It is a multi-year initiative modeled after Toronto Arts Council’s Animating Toronto Parks program. The 2025 iteration
- Public Art Circulating Collection acquisitions: The specific thematic focus for this year’s acquisitions is water, particularly as it mediates our relationship with Markham’s Rouge River—an ecological feature that runs through the heart of the city and shapes its cultural and environmental identity
- Alexa Kumiko Hatanaka, freeze or fly, fly or fight (2024), patchwork of printed, sumi ink-painted, and naturally dyed washi from Kashiki Seishi (a papermaking mill in Japan), Gyotaku (a traditional Japanese fish printing technique). Approximately 81 × 51 in inches or 205.74 × 129.54 cm for each of two panels.
- Gareth Long’s, Rouge River, Markham (2025), a mounted lenticular print, 164.5 x 114.5 cm.
- Markham Museum – Exhibitions
 - Researched, designed, implemented and opened the Everyday Superheroes Exhibition in March 2025. This exhibition celebrates the real-life heroes who keep our communities running through interactive displays and hands-on activities that highlight their courage, kindness and resilience. The exhibition was developed through extensive research and a public nomination campaign. The exhibition includes a total of 132 superheroes, individuals & groups, including 97 contemporary, 35 historical and 1 horse.
 - Refreshed the Markham Community Makers exhibition with new artist content showcasing fold art from the Museum’s collection and featuring the work of Unionville High School seniors assisted by Department head Shane Clodd and Metis artist Tracey Mae Chambers.
 - Officially complete the traveling tour of Standing in the Doorway: Lived Histories & Experiences of the Chinese Community.
 - Reopened the Locust Hill Train Station following conservation work on the structure.
 - Designed and installed special pop-up exhibition installation in Mount Joy Schoolhouse for Doors Open Markham.
 - Showcased objects from our Land Transportation Collection for special events/occasions on multiple occasions.
- Markham Museum – Business Development.
 - In 2025, Markham Museum focused on further diversifying and growing potential revenue streams through the exploration and development of new events, visitor experiences, programs and members benefits. Including;
 - New Partnered Events – E.g. Barkham and Kickin’ it Country
 - New Third-party Rentals & Partnerships – E.g. Durham Micro Weddings and The STEAM Projects school break camps
 - The launch of Corporate Team building
 - Offered new year-round and seasonal visitor experiences in our galleries and throughout the grounds

- Introduced new Museum Member benefits and targeted campaigns to increase membership
 - Offered pottery classes as part of large site wide events
 - Increased capacity in popular programs and creating new themed children's birthday parties and school programs.
- Flato Markham Theatre – Outreach.
 - Expanded our Broadway Performance Workshops this year to open more opportunities for the community to engage with professional artists.
 - Partnered with York University and York Regional School Board on a new Experiential Arts Mentorship Program. This program connected Elementary, High School and University students through a collaborative theatre mentorship program. Flato Markham Theatre mentored the teachers, hosted the workshops and performance.
 - Created new Theatre Production Workshops for drama teachers in 2025. This workshop assists teachers in learning more about the theatre resulting in greater opportunities for their students as well as better and safer productions.
 - Theatre camps once again reached capacity limits in 2025
 - Outreach activities continued to grow with post show discussions and community engagement.
 - Our Every Child Every Year program expanded in 2025 allowing more students the opportunity to attend live productions at Flato Markham Theatre.
- Flato Markham Theatre – Engagement.
 - Flato Markham Theatre celebrated its 40th Anniversary Season starting in the fall of 2025.
 - The theatre offered reduced tickets at \$40 to select performances throughout the season as part of the anniversary festivities.
 - Other anniversary engagements included weekly posting of photos from the archives, a gallery installation of selected performer photos from the past years and an anniversary gala performance.
- Flato Markham Theatre – Marketing and Audience Development.
 - Implementation of new grassroots online presence resulting in increased online engagements and traffic and ultimately more online ticket revenue.
- Flato Markham Theatre – Community.
 - Hosted over 210 rental days in 2025. Giving access to the community to bring their productions to the stage.
- Corporate & Community Events delivered 84 city-organized events and activities, including park openings, flag raisings, media events, Mayor's Business Address & Luncheon & Santa Claus Parade
 - Delivered Canada Day Celebrations attracting over 30,000 attendees.
 - Delivered Children's Festival attracting over 15,000 attendees.
 - Delivered 60th Anniversary of Canadian Flag & 2026 Honda Dealership Indy Markham Event Announcement Press Conference
- Corporate & Community Events Supported 65 community festivals and third-party events, including:
 - BIA events
 - Large-scale Festivals
 - Events with Road Closures
 - Partnered with the Provincial Government to host an Event Grant Writing Workshop; benefited City Staff and community event organizers.
- Corporate & Community Events continued the Public Park Pilot Project to expand opportunities to:
 - Activate public spaces
 - Increase community use of parks
 - Support diverse events across the City
- City of Markham signs multi-year agreement to host the Ontario Honda Dealers Indy, a premier NTT INDYCAR SERIES event. Inaugural race scheduled for August 14-16, 2026, on a new street circuit in

Markham Centre. The event is expected to bring significant economic benefits, attracting around 150,000 visitors and generating an estimated \$50 million annually for the region.

- Legal Services supported the legislation mandated consultation with First Nations representatives and provided legal advice to staff regarding the following projects:
 - Elgin Mills Road widening (funding agreement also executed)
 - East Don Tributary restoration project (funding agreement also executed)
 - Markham Centre trails (funding agreement also executed)
 - Highway 404 Ramp extension
 - Langstaff MZO
 - Glynnwood Environmental Assessment
 - Mount Joy Creek Flood Mitigation Class EA Study
 - Rodick Road and Miller Avenue Reconstruction Project
 - Official Plan and Secondary Plans Review Projects
- People Services, along with staff teams, bargained and ratified Collective Agreements for CUPE (Inside & Outside Workers) and Markham Fire & Emergency Services.

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.*

Additional 2025 Accomplishments:

- Managed the communication streams of SAM, Operations, and Environmental Services, to create a new Earth Month experience for the community. A one-day, live event was replaced with a series of earth/sustainability-related events throughout the month of April. This included: HERO (home emergency retrofit) workshops, Markham Youth Science Fair, Community Park clean-up events, Compost giveaway, Mulch giveaway. Each event in the series was supported by its own marketing and communication campaign.
- Animal Services implemented 2 seasonal contract positions to assist with increased call volumes during peak seasons.
- Animal Services conducted 2 animal related AMP Hearings for charges laid.
- Obtained industry leading animal service vehicle with purpose build caging system to assist with everyday animal transport.
- Continued to foster and work collaboratively with external partners on community safety initiatives. Example dangerous dog apprehensions with York Regional Police.
- Business Licensing Officers are conducting targeted inspections of businesses identified as high priority. Actions are determined based on investigation results and may include joint inspections with the Building Department, York Regional Police, and the Alcohol and Gaming Commission of Ontario. As of 2024 to present, 43 businesses have been inspected, with outcomes ranging from passing inspection to the issuance of caution notices, license conditions, AMPS charges, license revocations, or court proceedings.
- Business Licensing Team conducted a two-day on-site vehicle and driver inspection initiative at GTAA. A total of 40 airport taxi vehicles were inspected, and 100 airport taxi driver licenses were verified.
- Business Licensing Team carried out vehicle and driver inspections for Personal Transportation Providers (Uber, Lyft, Hopp) at the Civic Centre. A total of 30 vehicles were inspected, with all drivers passing inspection.
- SAM led cross-departmental collaboration for 2025 Earth Month campaign, focusing on highlighting City environmental and sustainability achievements and initiatives.
- SAM & Markham Public Library organized Markham's Youth Science Exhibition in collaboration with the Markham Public Library and York Region Science and Technology Fair to provide senior high school students the opportunity to showcase their knowledge & skills regarding environmental protection and health. This event was attended by 844 people.
- SAM & Corporate Communications co-developed, and shared on social media, an informative video documenting City of Markham's efforts in making Markham a bird friendly city.
- In 2024, the Cities of Markham and Richmond Hill were awarded \$175,000 in funding from the Federation of Canadian Municipalities' (FCM) Green Municipal Fund's (GMF) Community Efficiency Financing (CEF) program, covering 80% of project costs to conduct an innovative feasibility study on home energy retrofits. This study will assess and recommend options for a municipal financing program, as well as provide recommendations to increase community outreach and education on energy efficiency measures.
- The City completed construction on three major retrofit projects—Thornhill Community Centre, Clatworthy Arena, and Mount Joy Community Centre—representing a collective investment of nearly \$8.6 million, including \$5.8M in grants from the Government of Canada's Green & Inclusive Community Buildings Program. These projects have achieved significant sustainability milestones, including an average reduction of over 65% in greenhouse gas (GHG) emissions and up to 35% in energy consumption across the facilities.
- SAM led Design for Building Automation Systems (Smart Building Technologies) Upgrades in six facilities was completed, and construction is now underway. The project replaces legacy systems and migrates to the City's new platform, resulting in reduced GHG emissions and energy consumption, and greater operational efficiency.

- Proactive Bylaw Enforcement Re Ponds & Waterways. February 1 to March 31, 2025 - Patrolled all 17+ ponds/waterways locations during the winter season in conjunction with Corporate Security and Operations – Parks, Horticulture & Forestry.
- By-Law & Regulatory Services conducted Major Winter Event support to reduce the number of infractions during the citywide clean-up and plowing of all roads – in support of Operations – Road Maintenance.
- By-Law & Regulatory Services partnered with YRP and the City of Vaughan to share knowledge and develop strategies to address the rise of unsanctioned car rallies in the City of Markham and York Region. Legal Services is currently in the process of working on LOU with YRP’s Legal Team.
- School Safety Initiative. Throughout the September–June school year, Bylaw Services collaborates with the York Catholic District School Board, the York Region District School Board, and private schools to provide back-to-school information packages to parents, guardians, and caregivers on rules and responsibilities related to student drop-off and pick-up during school hours. This information is all disseminated through the schools.
- By-Law & Regulatory Services collaborated with the AMPS Unit on the launch of non-parking AMPS and developed a formal enforcement training and education program for all Municipal Law Enforcement Officers (MLEOs).
- By-Law, Engineering and Environmental Services ensured compliance with tree preservation regulations and protection measures during capital design and construction projects: East Don River Tributary Restoration, Green Lane Water Service Upgrades, Mill Street Slope Restoration, Stormwater Management Pond, Warden Avenue Widening to Major Mackenzie, and Torbay Road to Don Mills Channel.
- Finalized negotiations with MECP and received the Sanitary and Stormwater CLI-ECA on Feb 14, 2025. Established Environmental Services implementation workplans to support CLI-ECA compliance, and facilitated inter-department collaboration to define responsibilities, and requirements such as annual performance reports. Developed review and approval processes with Engineering and utilized new forms to support future alterations.
- Successfully completed the full transfer of streetlights and traffic signals into the In-House Locate model, achieving 100% compliance. Received the Inaugural 2025 Ontario One Call’s Innovation in Dig Safety Award on October 23, 2025. This award recognizes the City’s efforts on underground advancements in excavation safety, underground infrastructure protection, and damage prevention.
- Water quality enhancement efforts at Swan Lake continue to progress in alignment with the 2021 Council-approved plan. A suite of innovative technologies and ecological strategies is being deployed to restore and protect aquatic health:
 - Chloride Treatment with Biochar: A sustainable solution to reduce salt contamination and improve water chemistry
 - Algae Control via Ultrasound Technology: A non-invasive, energy-efficient method to suppress harmful algal blooms without chemicals
 - Aquatic Plant Survey: A comprehensive ecological assessment to guide future restoration and habitat management

Additionally, ultrasound technology is now being implemented at Pond 91 (Edward Jefferys Avenue), furthering the City’s commitment to smart, environmentally responsible water management.

- Reliability Improvement and Infrastructure Resilience.
 - Bridge Crossing Upgrades: Completed inspections and insulation rehabilitation of watermains and structural supports at key bridge crossings (Yonge St, John St, Woodbine Ave, and Bayview Ave), enhancing long-term system reliability.
 - Water Quality Assurance: Replaced drinking water sampling and testing stations at 84 locations across Markham to support consistent water quality monitoring and public health protection.
 - Meter Modernization: Replaced 3,402 residential water meters and 74 Industrial, Commercial & Institutional (ICI) meters by Q4 2024.
 - Ongoing installation of 400 residential and 70 ICI meters to further improve accuracy and service efficiency.
 - Pipeline Protection: By Q2 2025, 12 km of ductile iron (DI) watermains were safeguarded through cathodic protection, extending asset life and reducing future maintenance costs.
- Responded swiftly and effectively to 18 watermain breaks, ensuring rapid resolution with minimal disruption to residents and businesses. Staff identified a proactive measure resulting from the Woodbine watermain break (3rd since 2011), where staff is exploring a cost-sharing agreement with the Region for

proactive repairs on the same Woodbine watermain pipe segment. This due to Regional stormwater structures affecting the integrity of the City watermain.

- Inclusive Environmental Education: Delivered six presentations to ESL classes at the Welcome Centre Immigrant Services, fostering awareness of the City’s Waste Management and Water Conservation programs among newcomer communities. These sessions helped bridge language and cultural gaps, empowering residents with practical knowledge for sustainable living. On-the-Ground Impact: Hosted seven outreach booths at key community touchpoints—including the Senior Roundtable, Park & Play (in partnership with Recreation), and various Community Centres and Libraries. Topics included battery and e-waste recycling, wind-blown litter prevention, and proper curbside set-out practices, driving hands-on engagement and behavior change. Multimedia Awareness Campaigns: Produced and distributed five educational videos covering stormwater pond safety, fire hydrant and catch basin clearing, and a community mailbox anti-litter initiative. These campaigns extended reach across diverse audiences, supporting year-round environmental stewardship.
- Achieved 80% gross waste diversion rate from Markham households and municipal recycling depots.
- Markham Village Flood Control Remediation
 - Phase 1A: Construction 95% complete
 - Phase 1B: Construction currently underway
 - Phase 1C: Design scheduled for completion by Q1 2026
- Don Mills Channel Improvements
 - Culverts #1 & #2: Design work ongoing
 - Flood Control Facility: Construction in progress, with completion anticipated by Q1 2026
- West Thornhill Flood Control Remediation
 - Phases 4C & 4D: Design finalized in alignment with the Yonge Corridor Secondary Plan
- Environmental Services continues to make significant strides in erosion restoration and watercourse management:
 - Major Projects Underway:
 - Mill Street & 8202 McCowan Road: Construction substantially complete by Q4 2025. Green Lane & Bronte Road: Restoration efforts completed by Q4 2025
 - Minor Projects Advancing
 - 130 Spy Court Road: Minor restoration completed by Q4 2025
 - Completed Work:
 - John Street at German Mills Settlers Park: Design and construction successfully completed in Q1 2025
 - Strategic Planning & Data Enhancement:
 - City-wide erosion site inventory and prioritization completed in Q4 2025
- Received OPWA 2024 Public Works Project of the Year Award (Emergency Construction / Repair Category) - John Street at Settlers Park – Erosion Restoration Project on May 22, 2025.
- Watercourse erosion inventory study: Substantially completed, with LiDAR data analysis underway to refine erosion potential insights and enhance the City’s geospatial datasets.
- Created a new program to identify and address non-compliance cross-connections on the wastewater collection system (i.e., sanitary sewage connected to storm drainage). This is a multi-departmental initiative involving Environmental Services, Engineering, Buildings, Legal and Bylaw, which will enable staff to address and fix those deficient connections.
- Environmental Services Maintenance Hole Inspection Program: The new SL-RAT Acoustic Assessment program follows a successful 2023-2024 pilot project to apply new acoustic sensor technology and information technology tools to enhance the existing 10-Year Sewer CCTV and Flushing Program. The new Program is a condition assessment tool, which enables staff to add an additional layer of protection to all sewers and reduce likelihood of sewer backups. It also enables staff to implement a tandem 10-Year MH inspection program. The overall new program creates a condition-based CCTV and flushing on pipes that really need it.
- Operations Year 6 of 8 Block Tree Pruning Program: Mature trees in entire City blocks elevated for both roadside and sidewalk clearance to provide safe passage for vehicles and pedestrians.
- Operations Urban Forestry Management Plan: Framework and guiding principles for forestry management and funding for the next 10 years. Completed public engagement phase with anticipated Q1 2026 Council reporting.

- Operations modernized and streamlined multiple dated parks and public property by-laws with one comprehensive by-law to provide oversight for all public properties with Council approval.
- Mini forests planted as part of Markham's Trees for Tomorrow program to create new woodlots, provide new habitat and move closer to our 30% canopy goal. We planted two mini forests, one in Austin Drive Park and the other in Milne Dam Conservation Park, through funding that we received from Green Communities Canada. Presented on the City's reforestation program at the Conservation Ontario's Latonnell Conference.
- Planted more than 30,000 native trees and shrubs to help create more than 14 hectares of new forest cover.
- Received \$92,000 from York Region in grant funding to support restoration projects. Supported the Friends of the Rouge Watershed's successful application for \$270,000 from the Federation of Canadian Municipalities towards reforestation projects in the City of Markham.
- Presented on the City's reforestation program at the Conservation Ontario's Latonnell Conference.
- Created 1.4 hectares (14,000 square metres) of new wetland habitat at Milne Dam Conservation Park.
- Operations continuous improvement on road and right of way maintenance internal best practices to ensure safety and longevity of the City's road assets.
- Operations continued integration and transition of a new 12-year long term winter maintenance contract, along with an enhanced level of service on Senior Windrow Program, reducing completion time from 8 hours to 4 hours.
- Improved on City and third-party special events traffic closure safety within the City right-of-way and implemented a traffic safety procedure to guide external event organizers. Implemented hostile vehicle mitigation strategies for all City organized special events.
- Rolled out and began implementation of the new AVL program, including hardware installation in over 600 pieces of City and Contractor equipment. Continue to work with ITS to implement AVL portal and reporting enhancement.
- Successfully completed the noise mitigation project at the German Mills Blower House, by installing a new silencer and modifying the acoustic barrier to meet governing Acts and MECP requirements. Upgraded the gas collection and header system to enhance performance, support a sustainable and reliable underground network, and ensure compliance with MECP guidelines.
- Administrative amendment to Road Occupancy By-law 2018-109 and related fees to improve clarity, reflect current practices, and align with operational needs, best practices and latest legislations
- Initiated development of Road and Utility permit management system by integrating a mapping tool with the existing permit management.
- Completed Russel Carter Tefft Bridge. Installed 30 meter pedestrian bridge between Russel Carter Tefft Park and Bruce Boyd Parkette safely connecting two longstanding and well-established communities.
- Completed two new buildings in Wismer Park. The new park washroom building and shade pavilion provide accessible washrooms for residents and a large shade pavilion with various seating opportunities adjacent to many existing park amenities. The new maintenance building complex provides Operations staff with a secured site boundary and satellite location to assist with effective maintenance of municipal assets.
- Completed 1 new Park totalling 0.75 acres of new parkland.
- Hosted three Public Open Houses for future Capital Park Construction. Coordinated and hosted three (3) Public Open Houses for public engagement and feedback on future Capital Park Construction.
- Replaced or Refurbished 8 playgrounds, 17 shade structures, 1 backstop/ outfield fence and 13 tennis/ basketball facilities in existing parks to ensure public safety and optimal value of the assets within our existing parks.
- Completed year 3 of 4 of AODA Playground Refurbishment Program (2025). Completed the planning, procurement and construction of AODA-compliant playground refurbishments at 12 existing parks. This is the third year of the four year AODA refurbishment program.
- 4.32 ha of Parkland Conveyed. 4.32 ha (10.67 ac) of future parkland conveyed through Planning Act provisions and negotiations.
- Supported Secondary Plan Program, Official Plan Review and other studies and initiatives as Stakeholders for Parkland. Staff contributed to several secondary plan studies by providing technical input and local expertise related to the parks and open space system. This includes reviewing proposed parkland locations, sizes, and connections and ensuring alignment with municipal policies, standards, and long-term

recreational needs. Staff helped ensure that parks and open spaces are well integrated into the overall land use framework and support livable, complete and sustainable communities.

- Advanced Secondary Plan Program.
 - Markham Road-Mount Joy Secondary Plan –Negotiated settlements to three appeals to the Markham Road – Mount Joy Secondary Plan
 - Milliken Centre Secondary Plan – Advanced discussions with the Ministry of Municipal Affairs and Housing on the Council adopted Secondary Plan to support the Provinces approval process.
 - Markville Secondary Plan – Completed the Draft Final Study Report with policy directions and recommendations to inform the preparation of the Secondary Plan Official Plan Amendment.
 - Yonge Corridor Secondar Plan – Completed Interim Study Report informing emerging concept and policy directions. Hosted stakeholder engagement and a second Community Information Meeting to inform refinements to the emerging concept plan. Currently finalizing the final study report and preparing Draft Secondary Plan policies.
 - Cornell Centre Secondary Plan – Advanced CCSP with Community Information Meeting held February 5, 2025, Statutory Public Meeting and PIMR brought to DSC June 17, 2025. Completed extensive stakeholder consultation and refinements continue towards final draft SP in early 2026
- Advanced implementation of the Housing Strategy Actions through the Housing Accelerator Fund and new provincial legislation. Including:
 - #3 Develop an Inclusionary Zoning By-Law for Major Transit Station Areas
 - #6 Review permissions for additional residential units
 - #8 Reduce residential parking requirements near transit
 - #12 Support affordable housing projects that are funded
 - #14 Develop incentive package for affordable/supportive housing
 - #30 Facilitate Partnerships for affordable housing
- Housing Accelerator Fund – CMHC. Implementation of Markham’s 7 Action Plan Initiatives, using \$58.8 million in funding secured to support the delivery of 1,641 residential units, to be completed by the end of 2026.
 - HAF Initiative 1 – Public Partnerships - Direct Grant Stream – The City entered into partnerships with government, non-profit and private sector organizations to deliver new affordable and purpose-built rental housing.
 - HAF Initiative 2 (ARUs) – Delivered a recommendation report to DSC for an Official Plan and Zoning By-law Amendment to permit 4 units as-of-right.
 - HAF Initiative 3 – Council approval of an Official Plan and Zoning By-law Amendment to permit buildings of up to four storeys in height on lands that permit residential dwelling units within Major Transit Station Areas.
 - HAF Initiative 4 – Completed a technical assessment report, consulted with stakeholders, and prepared a draft Official Plan and Zoning By-law Amendments to introduce an inclusionary zoning policy framework with a phased approach that delay implementation until market conditions improve.
 - HAF Initiative 5 – Incentive Program for Affordable Housing – Development Charge Deferral Policy – This initiative was impacted by York Region's Development Charge Deferral for Non-Luxury Rental Buildings Policy. Hence the scope of this initiative was adjusted to support the low rental supply in the City.
 - HAF Initiative 6 – Involves 2 components. Completed 1 of 2 planning workflows in the City’s development review software, Project Dox. The second component involves an Automated Zoning (AI) Compliance service.
 - HAF Initiative 7 – Parking & TDM Standard Update – The City is establishing parking standards and TDM requirements tailored by parking zones. These standards will be incorporated into the City’s Comprehensive Zoning By-Law Amendment.
- Collaborated with City departments to Complete the pre-planning phase of the City’s Official Plan Review which including Hosting a Special Meeting of Council to commence the OPR and get input from stakeholders and Council on the workplan and key areas of study, preparation of a Terms of Reference/Scope of Work for the Review, and Retaining a Consultant through the procurement process to undertake the work for the City.
- Initiated the Markham Employment Area Study to inform an approach to managing employment land conversion requests in the short-term to respond to new provincial policy.

- Sixth annual report of performance indicators that measure and track the progress of the Official Plan's policy objectives, provides input to further policy review and development, and assists in monitoring growth targets.
- Received the PlanON Award of Merit from the Ontario Professional Planners Institute and the Lee Symmes Municipal Award from Ontario Nature for the City's Natural Heritage Management Study and Natural Assets Study.
- Monitoring of Priority Invasive Plant Species in Natural Areas. Initiated a pilot project to monitor four priority invasive plant species in City natural areas. Monitored 250 hectares (one-quarter) of our natural areas for the presence and abundance of: European Buckthorn, Phragmites, Dog-strangling Vine and Wild Parsnip.
- Environmental Impact Study Guidelines Update. Updated the City's Environmental Impact Study Guidelines to reflect changes due to Bill 23 and changing responsibilities of partner agencies.
- Official Plan Review – Environmental Mapping Updates. Completed the city-wide and comprehensive update to the City's environmental mapping layers including the mapping of woodlands, wetlands, valleylands and natural heritage system, to support the Official Plan Update.
- DFO – Employment Development Support. The DFO supported 40 applications over 2025, with just over 1 million square feet of employment uses being constructed
- CZBL – Consolidated Zoning By-law. Additional appeals of the CZBL were resolved, with only 3 remaining. Staff have drafted housekeeping amendments to be adopted in early 2026.
- Development Applications Received and Circulated for Review and Applications Approved.
 - Received and circulated a total of 291 development applications (pre-consultation, official plan amendment, zoning amendment, plan of subdivision, site plan control, plan of condominium, minor variance, consent).
 - Approved a total of 252 development applications (pre-consultation, plan of subdivision, site plan control, plan of condominium, minor variance, consent).
 - Approved a total of 113 residential units and 151,304.42 m² of non-residential development (site plan control).
 - Approved a total of 244 residential units (subdivision).
- Road Safety Plan Development.
 - Successful in obtaining a \$326,024 grant for the Road Safety Plan Development project from the Federal Enhanced Road Safety Transfer Payment Program.
 - Worked collaboratively with York Region to ensure alignment with their Vision Zero Traveller Safety Plan.
 - Facilitated Public Information Centres, Public Survey, Stakeholder Advisory Meetings and Special DSC workshop, to obtain feedback and guidance on the Road Safety Plan Development.
 - Completed the Road Safety Plan Technical Report and 5-year Countermeasures Plan.
- Automated Speed Enforcement (ASE) Feasibility Review.
 - Conducted a systemic review of all public and private schools in the City to identify suitable locations to deploy 16 ASE cameras.
 - Prepare detailed signage plans for each of the 16 locations to establish Community Safety Zones (CSZ) in support of ASE.
 - Although the Province stopped ASE in Nov 2025, layouts will be implemented to clearly define schools as designated CSZs, subject to future capital budgets.
- 19th Avenue Traffic Safety Improvements. Following completion of an In-service Road Safety Review in 2024, implemented short and medium-term recommendations that improve traffic safety on 19th Avenue, between Warden Avenue and Kennedy Road, through the hamlet of Almira.
- Active School Travel Program. Continued partnership with the York Region District School Board (YRDSB), working with participating schools to implement site-specific engineering measures and support travel planning and active travel awareness. There is plan to expand to schools such as Black Walnut Public School, Cornell Village Public School, Greensborough Public School, and others to be determined.
- National School Streets Initiative. Successfully secured 50% funding (i.e. \$40,000) through the Public Health Agency of Canada's Healthy Canadians and Communities Fund to accelerate School Streets implementation in partnership with YRDSB. Launched in 2025 with implementations planned for 2026 and 2027.
- Markham Transportation Master Plan.

- Collaborated with internal and external stakeholders to ensure alignment on the study vision, guiding principles, and integration with parallel planning initiatives.
 - Delivered broad engagement activities, including pop-ups, stakeholder meetings, and online tools to gather feedback on MTMP development.
 - Completed key technical deliverables, including the Background Study Report, and advanced the Micromobility Strategy, multimodal network development, and technical white papers.
 - Had Council Workshop to gather feedback on micromobility and network alternatives
- Citywide Parking Strategy.
 - Completed the Implementation and Monitoring Plan, including a multi-year phased plan to support city-building objectives.
 - Finalized the Study Recommendation Report consolidating policies, governance, financial principles, implementation plan and monitoring plan.
- Parking and Transportation Demand Management (TDM) Standards Update.
 - Advanced development of updated Parking and TDM Standards, including completion of the Best Practices Review, Parking Needs Assessment, and draft technical recommendations.
 - Preparing the draft zoning by-law amendment, with study completion anticipated in Q1 2026.
- Markham School Zone Safety Guide.
 - Developed a comprehensive framework of engineering measures, education, and programs to improve school zone safety.
 - Completed the Final Study Report, with presentation to DSC planned for January 2026 for endorsement.
- Transportation and Engineering Review of Secondary Plan Transportation and Master Servicing Plan Studies. Advanced transportation and servicing components of the Markville and Yonge Corridor Secondary Plans, in alignment with overall secondary plan planning exercises.
- Completed Active Transportation Master Plan (ATMP) Design and Construction – 7 Locations:
 - Clegg Road (Rodick Road to South Town Centre Boulevard) –700 m of pavement marking works. Roadway reconfigured to include bike lanes and a centre left-turn lane.
 - Allstate Parkway (Valleywood Drive to Highway 7) –700 m of pavement marking works. Roadway reconfigured to include protected bike lanes with flex bollards and a centre left-turn lane.
 - Ferrier Street (Gibson Drive to Steeles Avenue) – 500m of pavement marking works. Roadway reconfigured to include protected bike lanes with flex bollards.
 - Gillingham Avenue and Elson Street (Hillcroft Drive to Markham Road) – Completed 2.5 Km Pavement marking. Roadway being reconfigured to protected bike lanes.
 - Main Street Markham (Bullock Drive / Parkway Avenue to 16th Avenue) – Completed 1.2 km of pavement marking works. Roadway reconfigured to include bike lanes and a centre left-turn lane.
 - Carlton Road (Kennedy Road to McCowan Road) –1.7 Km Pavement marking, reconfigured the corridor to include bike lanes and a centre left-turn lane.
 - Calvert Road (Woodbine Avenue to Warden Avenue) 2.1 Km Pavement marking works.
- Substantially completed Main Street Unionville Reconstruction Project.
 - Delivered all construction phases while managing safety, emergencies, business access, and multi-department/agency coordination in a highly constrained corridor.
 - Maintained strong stakeholder, public, and Councillor engagement while controlling costs, enforcing safety, and protecting completed infrastructure and City interests.
- Advanced Woodbine Avenue Watermain Design (for Highway 404 North Secondary Plan).
 - Finalized design of the woodbine watermain project in support of Markham MiX.
 - Tendering for construction in winter 2026 and anticipated construction start of spring 2026.
- Completed Rouge Valley Trail Highway 7 Underpass and Bullock Extension Design and Construction.
 - Completed construction of an underpass along Highway 7, east of Main Street Unionville, providing a connection between Denby Valley Park and Mildred Temple Park, within budget and ahead of schedule.
 - Completed construction of a 3.0 m asphalt multi-use pathway connecting the York Region Transit bus stop at Bullock Drive and Highway 7 to Austin Drive Park.
- Completed Rouge Valley Trail Phase 4B Design.
 - Completed the design and preparation for tender to commence construction in 2026

- Completion of Traffic Signals and PXO Design and commencement of construction.
 - Successfully completed the design and tender package preparation for 9 locations of Traffic Signals and Pedestrian crossings within budget.
 - Construction is anticipated to start in Spring 2026.
- Commencement and Advancement of Elgin Mills Road Widening Design.
 - Procured design consultant and advanced the design to 60% design stage.
 - Identified required property acquisition for the widening (approx. 51 properties) and initiated internal discussions with Real Property and Legal to initiate the process in early 2026.
- Completion of Markham Centre Trail 3 Construction.
 - Completion of the Markham Centre Trail Phase 3 which includes a 3.0m wide paved multi-use Pathway and is located south of the Rouge River and extends for approximately 350m from Wardenview Park to the Verclaire Gate. Construction was completed in June 2025 within budget.
- Completion of 2024/2025 Sidewalk Construction.
 - Completed the construction of 8 sidewalk locations as a part of the sidewalk completion program within budget and ahead of schedule.
- Commencement, advancement and completion of major infrastructure components of Ontario Honda Dealers Indy at Markham Racetrack
 - Led all infrastructure design and construction components of Honda Indy race event starting in Markham in 2026.
 - Aiming to complete the project within the committed timeline of spring 2026.
- Progressing the City's involvement on Yonge North Subway Extension 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.
- Supporting York Region in Delivering Capital projects within Markham. Continued to support the Region in the delivery of third-party projects through the diligent review of design packages for City assets, the negotiation of legal agreements, and effective coordination with multiple City departments. Projects:
 - Kennedy Road
 - 16th Avenue widening
 - Warden Avenue
 - McCowan Road
 - 9th line
 - Mid-Block Crossing North of 16th Avenue
 - South York Greenway Trails
- In house Sidewalk Feasibility Study. Staff have successfully initiated an in-house sidewalk feasibility study based on the Sidewalk Completion Program, assess the feasibility of each location.
- Engineering Design Criteria Update. Engineering Design Criteria revised and updated for standard drawings (i.e. MR10 – 8.5m ROW, MR23 – pedestrian walkway, MR36 – Road Restoration, etc.), design criteria sections (i.e. Section B – walkways, sidewalks, and laneways, G – Utilities), and Appendices (i.e. Annex 1, 3A, 5 – Pavement Restoration, 7 – Subd. Agmt.).
- Development Applications Received and Circulated for Review by Engineering. Data is to end of Q3 2025:
 - 92 TEC (Engineering Drawings) submissions
 - 125 PLAN (OPA, ZBA, Draft Plan) submissions
 - 38 SPC (Site Plan Control) submissions
 - 216 RGS (Residential Infill Grading and Servicing) submissions
 - 124 CSNT + MNV (Consent & Minor Variances) submissions
 - 30 SALT (Site Alteration Permits) submissions
 - 11 CNDO (Draft Plan of Condo) submissions
- Tributary 5 Watercourse Environmental Assessment. Substantially advanced the EA Study to alleviate local flooding along tributary 5 and realign the watercourse to best facilitate development in support of the Markham Centre Secondary Plan. Anticipated completion date in Q1 2026.
- Non-Conventional SWM Facility Policy, Procedures and Design Criteria. Substantially advanced the Policy and Design Criteria guidelines to reach major milestones including presentation to external stakeholders including relevant review agencies, development industry, SWM tank manufacturers and

engineering consultants. Final guideline document will streamline the review and approval process for underground SWM facilities by establishing City's policies, design criteria, and engineering specifications.

- Consolidated Linear Infrastructure – Environmental Compliance Approval (CLI-ECA). In collaboration with Environmental Services staff, the City has received its official CLI-ECA issued by the MECP, which gives pre-approval for municipal water, sanitary and stormwater infrastructure that is covered within certain conditions and criteria, adding a much more streamlined and efficient approach to obtaining environmental compliance approvals.
- Mount Joy Creek Flood Mitigation Class EA Study. The EA Study has been substantially advanced to address local flooding issues along Mount Joy Creek (between Major Mackenzie Drive and Bur Oak Avenue) and realign the watercourse to facilitate development in support of the Markham Road–Mount Joy Secondary Plan. Anticipated completion date in Q1 2026.
- Building Standards issued building permits for 2062 new residential dwelling units.
- Building Standards issued occupancy permits for 1517 new residential dwelling units.
- Building Standards received and processed 20% more building permits in 2025 than 2024.
- Issued building permits with a construction value of 3.76 Billion Dollars. This is around 70% more than 2024 and a record for Markham Building Standards.
- At the end of November 2025 issued 317,123 m2 of ICI building area. This is a 57% increase from 2024.
- Building Standards maintained all regulated timeframes for building code review. This accommodation in capacity is directly related to efficiencies gained by ePlan and the departments investment in technology.
 - Review timeframe of house: 9 days (legislative timeframe: 10 days)
 - Review timeframe of small building: 12 days (legislative timeframe: 15 days)
 - Review timeframe of large building: 12 days (legislative timeframe: 20 days)
 - Review timeframe of Complex Buildings: 13 days (legislative timeframe: 30 days)
- Conducted 921 building investigations in response to citizen-initiated complaints. Investigations resulted in the issuance of 304 Building Violations.
- Issuance of 44 unsafe orders.
- Proactive inspections to follow up and review of inactive issued permits. This reduces the department liability associated with carrying inactive permits and increases public safety in the built environment. Closed 2880 dormant inactive permits.
- Completed 40 038 (24% more than 2024) building inspections within 2 business days of the request.
- Identified over 25,000 building code deficiencies throughout the building permit process (review and inspections), playing a critical role in protecting public safety by reducing hazards, improving building reliability, and safeguarding occupants and emergency responders.
- Building Standards continued to liaison with City of Vaughan and City of Richmond Hill and Toronto Building Standards to develop points of consistency for transit stations.
- Successful implementation of the new Building Code, which incorporated over 3,000 individual changes, across all relevant operations. This initiative involved coordinating with multiple teams, updating internal procedures, and providing guidance to staff and stakeholders to ensure full compliance.
- Successful implementation of Development Charge deferrals to occupancy legislation including the provision on the restriction to occupy with pending development charges.
- Building Standards supported the Development Facilitation office with the project management of over 40 building permits for high priority developments of economic significance.
- Building Standards ongoing Process Improvements- Workflow Automation & Platform Upgrades.
 - Rolled out ProjectDox v9.4 with enhanced markup tools and stability fixes.
 - Expanded AMANDA automation for permit routing and inspection scheduling.
 - Introduced dynamic fee calculation and integrated payment workflows
- Building Standards ongoing Process Improvements- Compliance & Regulatory Alignment.
 - Embedded Ontario Building Code 2025 updates into review templates.
 - Launched digital compliance checklists for faster validation of Applicable Law.
- Building Standards Strategic Housing Initiatives.
 - Integrated HAF reporting automation and compliance dashboards.
 - Supported streamlined approvals for affordable housing and ARU projects.
 - Published three ARU guides for homeowners
 - Completed several phases of AI enabled zoning review software.

- Legal Services, in partnership with relevant departments, resolved OLT appeals of development applications, heritage designation by-laws, fee complaints, City-initiated OPA, and various site-specific appeals of the CZBL. Notable settlements include appeals in respect of developments at:
 - 7115 Yonge Street
 - 5305 and 5307 Highway 7
 - 5871 Highway 7
- Real Property acquired property at Elgin Mills and Hwy 404 for future Municipal purposes including parkland. Site is being rezoned as part of a value enhancement strategy and to provide permitted uses consistent with the abutting residential neighborhood.
- Real Property established a Lease with Markham District Energy to permit a wastewater energy recovery project which provides heating and cooling for the community.
- Legal Services negotiated various Agreements and Schedules with Metrolinx in respect of the infrastructure contemplated to be built in Markham for the Yonge-North Subway Extension.

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.*

Additional 2025 Accomplishments:

- Presented to Council the yearly status of the Strategic Plan including accomplishments from the previous year. Provided key metrics linking to strategic plan.
- In collaboration with ITS, selected a vendor to begin the full digital reporting process for the corporate strategic plan. Onboarded the strategic plan, began testing of the platform for 2026 launch and commenced staff training on the portal.
- Celebrated the sixth year of World Council on City Data Platinum Certification for the City of Markham. Included WCCD Markham-specific data in yearly accomplishments and mapped out relevant metrics to strategic plan.
- Corporate Communications advertising grew 11.5% year-over-year, increasing to \$91,750 in 2025. Sponsorship grew 32.6% year-over-year, increasing to \$315,700 in 2025. New sponsorship programs launched included Park and Play Fun Tour (\$15K in support) & Kylemore Lounge Officially opened in March 2025. Event specific sponsorship increased for all major City events with the largest increases seen for Mayor's Annual Business Luncheon (\$55,000 in 2025, up from \$40,000 in 2024) and Santa Claus Parade (\$21,000 in 2025, up from \$15,500 in 2024).
- Budget 2025: A Markham Milestone publication received a 2025 Hermes Creative Gold Award, recognizing its clear, creative and accessible financial communication publication for residents. This was the second consecutive year that the City won an award in this competition.
- Markham Fire and Emergency Services procured and deployed \$74K in decontamination equipment and were awarded a grant for \$25K towards mental health initiatives in 2026.
- Successfully bargained and ratified Collective Agreements for CUPE (Inside & Outside Worker's) and Markham Fire & Emergency Services
- Markham Racing Forward: Budget 2026 of \$677.9M was adopted on Oct. 31, 2025, continuing its focus on community building while keeping Markham affordable. The tax rate increase of 3.90% means \$54.99 for the average Markham home.
- For the twenty-fifth consecutive year, the City of Markham has been awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 2025 Budget. This award is the highest form of recognition in governmental budgeting and validates the City's planning and budgeting adherence to best practices, transparency, and comprehensive communication to stakeholders. In addition to receiving the award, the City of Markham's 2025 Budget received special recognition for the category of Strategic goals & Strategies. Special recognition is given when all three reviewers give the highest possible score in particular categories.
- GFOA Award - For the past twenty-four years, the City has received the Government Finance Officers Association (GFOA) 'Canadian Award for Financial Reporting.' The award provides recognition for excellence in governmental accounting and financial reporting. The receipt of this award signifies that Markham delivered a comprehensive annual financial report that demonstrates full transparency and disclosure over and above the minimum requirements of Generally Accepted Accounting Principles.
- Amongst the Top 5 out of large Canadian municipalities for municipal fiscal accountability and transparency, as ranked by CD Howe Institute.
- As part of a transformation initiative, Finance is working with Clerks to update the By-law user fees for 2026 and standardize the format to ensure consistency across the entire document. The updated 2026 fees will be calculated in Excel and converted to PDF to eliminate manual transcription and significantly reduce administrative effort.

- Financial Planning implemented an impactful update to the Life Cycle Reserve Study by introducing a ‘supercharged’ approach to align with the City’s 2025 Asset Management Plan defined levels of service. Financial Planning effectively communicated and managed the cross functional collaboration of this task to ensure the Reserve remains relevant for future capital budgets.
- Finance authored the Financial Strategy section of the 2025 Corporate Management Plan update, which was formally endorsed by Council. This Provincially legislated document was submitted to the Ministry of Infrastructure and provides an assessment of the financial forecast for the City’s assets.
- Finance has revamped the full-time staffing exercise process, resulting in greater transparency and improved communication. A key highlight is the use of Mentimeter, which enabled anonymous voting and discussion during DF, allowing every Director to advocate for their staffing requests.
- Financial Planning implemented process improvements for the TCA Conveyed Asset acceptance workflow, enhancing efficiency and accuracy in asset management. Finance also conducted a comprehensive assessment of deferred revenue recognition approaches and ensured alignment with future ERP system integration to support streamlined financial operations.
- The Financial Planning team is developing Standard Operating Procedures (SOPs) for several recurring and significant workstreams to improve documentation and facilitate knowledge transfer. Some SOPs include Life Cycle Reserve Model, Stormwater Model, Indirect Model and Personnel Databases.
- In 2025, Procurement achieved \$1M in negotiated savings on projects prior to contract award and \$1.1M in negotiated cost avoidance.
- After finalizing the revenue distribution model with Finance, AMPS team worked with Cash Management to set-up payment processes for all of the non-parking fines/fees through the online payment portal.
- Sustainability and Asset Management, as well as Finance completed 2025 Asset Management Plan update in compliance with Ontario Regulation 588/17, summarized as follows:
 - The City’s assets have a combined current replacement value of \$17.5B
 - The City’s assets are in a GOOD state of performance (90%)
 - No assets are assessed as very high risk
- Third and final phase of Lucity EAM (Enterprise Asset Management) system was implemented, significantly improving Facility Work Orders, Inventory Management, and Reserve Fund Study and Lifecycle Planning for facilities.
- Operations Streamline various maintenance projects through the work order/ asset management system in Fleet, Parks, Roads, and Survey. Continued implementation and customization of EAM to better serve the Operations Department into the future.
- Internet Modernization service provider experiences downtime. Improved Bandwidth and Resiliency to City and Public Wi-Fi services.
- Amended Tree Preservation Bylaw, in partnership with Urban Design and the Forestry Department, with new fee structure was approved by Council to regulate the destruction and injury of private and City’s trees.
- Environmental Services Flow Data/Rain Data Analyzing Tool: The in-house Flow and Rain Data Analysis Tool has transformed the management of millions of data points collected annually through monitoring programs. Previously dependent on costly external consultants, the team now independently processes large datasets and performs tailored, on-demand analyses—enhancing flexibility, efficiency, and technical capacity. This innovation has delivered significant time and cost savings across multiple City projects, representing a major milestone in the City’s commitment to smarter, data-driven wastewater system management.
- Completed 2025 Tax-funded and Water-rate Lifecycle Reserve Study update within the strict timelines.
 - Applied Asset Management Best Practices to analyze and prioritize candidates for rehabilitation and replacement
 - Updated existing programs and rehab records

- Updated asset inventories and condition
 - Reviewed 2025 condition assessment reports for ES assets
 - Coordinated with various sections within the department to complete 2025 LC for structures, streetlights, stormwater, wastewater and water assets.
 - Environmental Services Mobile DMA/Watermain Leak Detection/High Water consumption Investigations: Achieved annual cost savings of \$192,000 through the implementation of new procedures for installing Anti-Tampering Devices, reducing the likelihood of water theft from hydrants.
- Operations procured 2 autonomous lawn mowers to pilot sports field grass cutting.
- Operations and SAM collaborated in development of a low-carbon fleet vehicle strategy (with a supporting policy) to achieve significant GHG emissions reductions for our City-owned fleet vehicles.
- The publishing and implementation of Annex 5 into the City's Engineering Design Criteria. Aimed to outline situational examples of restoration criteria to set a precedent and standardize restoration strategies for all internal departments and their contractors, ensuring the longevity of the City's right-of-way assets.
- Successful implementation of the City's award-winning AI Pavement Assessment program. This program utilizes AI to conduct pavement assessment of the City's road network. Recipient of the 2024 Public Works Project of the Year Award by Professional Engineers Ontario and 2025 IRF Global Road Achievement Award in Asset Management and Maintenance Management Category; further solidifying the City of Markham's continued leadership role in innovation.
- Building Standards provided the following monthly building statistical reports to other City internal departments:(finance, operations, planning)
 - Occupancy tracking reports
 - Building permit activity reports
 - Financial performance reports
- Provide the following monthly building statistical reports to external agencies.
- Building Standards Ongoing Process Improvements- Data Intelligence & Reporting.
 - Implemented real-time dashboards for permit cycle tracking and KPI monitoring.
 - Deployed predictive analytics to forecast review timelines and resource needs.
- Varley Art Gallery – Grants/Support.
 - Received Ontario Arts Council annual operating grant,
 - Received a Canada Council for the Arts project grant for a 2026 exhibition.
 - Received CSJ support for staff positions.
 - Received an Ontario Seniors Community Grant to develop and implement a series of free workshops for older citizens, 2024-25 with the Markham Museum.
 - Received annual support from the Varley-McKay Art Foundation
- Varley Art Gallery – Facilities.
 - Commissioned an Accessibility Audit of the McKay Art Centre and initiated short term upgrades to the building.
- Markham Museum – Increased Attendance & Revenue.
 - Markham Museum received over 54,000 visitors in 2025. This is the highest ever attendance for the Museum.
 - Notable areas of increased attendance include AppleFest, Education Programs, Camp participants, and Barkham.
- Markham Museum – Site Improvements.
 - With the assistance from the team in Asset Management & Operations a wide range of site improvements were completed including;
 - Church Sanctuary Renovations
 - Repainting Collections Building and Exhibition Halls

- Collections Building heat pump replacement project
- Bandstand Repair
- Mini Putt Restoration
- Replacement of sections of split rail fencing
- Building Animal Exclusion Project
- Landscaping improvements
- Extensive site wide clean-up
- Markham Museum – Grants/Support.
 - Received Canada Summer Jobs support for staff positions in various departments.
 - Received an Ontario Seniors Community Grant to develop and implement a series of free pottery workshops for older adults, 2024-25 with the Varley Art Gallery.
 - Received the York Region Greening Action Partnership to support environmental programming and related infrastructure.
 - Young Canada Works Grant support for curatorial staff positions.
 - Received Canadian Parks and Recreation Association – Green Jobs Initiative to support the redevelopment of our environmental based geocaching tour.
 - Increasing grant revenues by 77% from 2024.
- Flato Markham Theatre – Fundraising.
 - Flato Markham Theatre hosted a fundraising gala to celebrate our 40th Anniversary.
 - Monies raised at the gala went to support programming at the theatre and outreach within the community.
- Flato Markham Theatre – Facility Upgrades.
 - Renovated the lobby of the theatre, updating it in addition to creating a safer space with replacement of older tiles.
 - Replaced large parts of the audio system creating a clear and better balanced system that will reduce areas of high sound levels.