

**APPENDIX B**  
**BUILDING MARKHAM'S FUTURE TOGETHER 2020-2023 STRATEGIC PLAN**  
**ADDITIONAL 2023 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 2023 Accomplishments:**

- Launch of new Program and Facility Booking Registration System, Xplor – achieved 93% conversion rate from EZ reg accounts by August, surpassing goal of 60%.
  - Xplor Recreation has been able to process 460% more registration within the first hour of registration than the old registration system (CLASS)
  - Over 101,000 Xplor accounts have been activated since launch of program in June 2023.
  - 11,088 registrants in Xplor for the opening hour of registration vs. 1383 registration in CLASS
  - 169,082 transactions were processed since Fall 2023.
- Updated the AI-enabled Virtual Assistant 2.0, providing users with 24/7 access to an even wider range of topics, anywhere, anywhere and on any device.
- First 2 graduating Humber Scholarship students complete recruit training and are assigned to the Suppression Division of MFES.
- Revamped the DEI Checkmark page for an improved user experience and updated content.
- Led diverse DEI training sessions across multiple city departments.
- Collaborated and provided knowledge-sharing support to various municipal caucus' and groups that Markham is a member of including AMO, Ontario Big City Mayors, FCM, Canada Big City Mayors' Caucus, GTHA Mayors and Chairs.
- Multi-commission process to obtain World Council on City Data (WCCD) platinum certification for fourth consecutive year.
- Presented annual strategic plan tracking report to General Committee in April 2023 and launched process to update strategic plan in Summer 2023, led council and public consultations in Fall 2023 with workshops and launch of online survey.
- Presented results of 2022 Markham Citizen Satisfaction to General Committee in early 2023.
- Supported ongoing construction of York University through the negotiation and finalization of various agreements. Parking lot to serve York University Markham Campus commenced construction in 2023 and will be ready for Spring 2024.
- Worked collaboratively with Eabametoong staff and consultants to prepare and submit a federal grant application. Provided subject matter expert (SME) support to community.
- Continued membership and recognition by Excellence Canada. Markham named top municipal employer for third consecutive year by Forbes.
- Planned, facilitated and supported 2022 Inaugural meeting of Council. Provided council orientation in early 2023, as well as media training to interested participants.
- CAO's Office worked alongside various commissions to development and execute 7 departmental customer satisfaction surveys.
- Hosted annual Employee Appreciation Day and Winter Holiday/Christmas event.
- Legal reviewed and provided advice on the newly implemented *Municipal Act, 2001* "Strong Mayor" powers; including a comprehensive presentation to Council and advising staff on the scope of effect of new mayoral powers.

- Implemented a new People Services Department Structure to provide more strategic support and input to the various Commissions and to support the implementation of BMFT.
- Supported the implementation of Perfect Mind by implementing changes to cost centres in EPIC to align with financial and reporting needs.
- Completed the HR and Payroll process review. PS is currently in process of reviewing and implementing recommendations to minimize manual and work around interventions and maximize use of system and best practices.
- Supported Corporate Training on 365 Teams rollout in partnership with ITS.
- Successfully planned and executed Take Our Kids to Work Day for 40 grade 9 students.
- Enhanced our proactive recruitment strategy by creating a revamped Employer Branding poster in partnership with Corporate Communications.
- Repaired and replaced over 1,400 stopped water meters, in collaboration with Alectra Utilities and Neptune Technology Group, to reduce the amount of estimated water billings.
- Developed design drawing review manual related to water, wastewater design drawing review. Trained Development engineer on the manual.
- Installed new makerspaces to advance digital literacy at Markham Village and Cornell branches, introducing new technologies and services including sound recording. 2023 saw 847 Makerspace bookings, 1,770 hours of Makerspace Time used, along with 1,082 participants in programs focusing on makerspace technology, and 91% of participants reporting they learned a new skill.
- Completed a resident survey of approximately 300 residents who utilized the City's Animal Services. 90% positive outcome/feedback on the service delivery.
- Recognized with national and provincial awards for service innovation pilots, including:
  - 2023 Willis Award for Innovation (CAMA)
  - 2023 EA Danby Award in Municipal Administration (AMCTO)
  - 2023 Peter J. Marshall Municipal Innovation Award (AMO)
  - 2023 IPAC Award in Innovation
- Participated in a post-election technology study with Brock University and the Digital Governance Standards Institute to assess business risk posture and contribute to the development of national standards and guidelines.
- Prepared submission to the Government of Ontario for amendments to Ontario's municipal election law supported by customer and collaborator feedback.
- Facilitated, planned and supported total of 98 Council & Standing Committee meetings (27 DSC, 19 DSC Public, 27 GC & 25 Council) and 77 Advisory & Board Committee (ABC) Meetings including agenda production, minute preparation and follow-up.
- Prepared and mailed out 11,066 meeting notices per the Planning Act and 7, 213 notices for complete applications. Received and prepared response packages for 14 OLT Appeals.
- Completed Mitel phone system enhancements including recording on demand access, Ignite web interface with viewing dashboard available.
- Celebrated 20<sup>th</sup> year anniversary of the City's Contact Centre.
- Created an Infill Investigative Team to address Infill constructions proactively in providing service excellence and identify synergies and opportunities for efficiency.
- Assigned By-law officer to signs – to enhance our commitment to keep Markham beautiful and to assist with various education and enforcement blitz.
- Created a team to review incidents that occurred to by-laws written at the City of Markham – to ensure it is relevant, updated, and aligned with best practices with other cities.
- Created a Fleet Committee in the pursuit of an ideal Bylaw Fleet protocol that are aligned with all the major specs of financial acumen and operational enhancement.

- Created a robust enforcement team to provide uniform enforcement for special signage in heritage districts (Main St Markham and Main St Unionville).
- Full replacement of the public-facing portal used to submit, review and approve City building plans.
- Tied to ePlan Portal implementation with the full upgrade of project documentation applications for the review and approval of submitted City building plans.
- Extended support for ITS Service Desk to provide 24x7 support to the organization through engagement and secure implementation and training with a third party provider.
- An online application enabling members of the public to look up various development applications and tree removal permits and their status.
- Harnessed a predictive analytics AI/ML model to identify and learn key concepts as well as retrieve data to inform decisions.
- Migrated all user mailboxes from on-premises to Cloud. Completed rollout of Cloud Collaboration Tool.
- Enhanced the ePropertyTax Online Portal's property enrollment rate, elevating it from 25.6% as of December 31, 2022, to 29.0% by December 31, 2023, ensuring property owners enjoy seamless, round-the-clock access to tax information at their convenience.
- In response to the impacts of Bill 109, staff completed the development of an interim Tree Permit process to establish staff protocols, procedures and permit letter templates.
- Development application fee study completed and a new development fee by-law approved for implementation, leading to easier navigation, application, and administration while ensuring full cost recovery of providing development application review service.
- Received and circulated a total of 338 development applications, approving a total of 295 development applications.
- Approved a total of 2,359 residential units and 87,685.30 m<sup>2</sup> of non-residential development (site plan control) and approved a total of 466 residential units (subdivision).
- Issued building permits for 1980 new residential dwelling units. Issued occupancy permits for 2524 new residential dwelling units.
- Tracked the application process of 25 employment development applications, and actively supported 15 employment development applications, to support key economic projects within the City. Provided resources to owners and applicants on the development process to assist in meeting their development timelines.
- Staff have developed and issued a multi-year unit-based contract for residential service connections after extensive research across the GTA. This new contract has improved the delivery timelines on these service connections.
- New process for the review and approval of Municipal Services to ensure the proper control of City infrastructure and Right of Way during the development process due to Bill 109.
- Provided outward facing public information sessions related to small business tenant zoning and building permit information.
- Department re-organization of Building Standards, providing resource to key department functions aligned with the functional areas of the Ontario Building Code.
- Consolidated department staff of Development Services in one work location to reduce office footprint and promote cohesion within the departments' functional work areas
- Sharing statistical reports from Development Services on a monthly basis with internal and external stakeholders and agencies.
- Development Services maintained 100% of 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.

## **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 2023 Accomplishments:**

- Launched MarkhamNow, a dedicated page on Portal where residents and the community can find information at-a-glance about City news, events and Council meetings.
- Worked with Unionville High School students to produce participatory democracy short format City services information videos for use on social media.
- Modified the Diversity Action Plan and Anti-Black Racism Elimination Plan to align seamlessly with the City's existing strategic initiatives.
- Developed and established a comprehensive four-year implementation work plan, introduced an action plan reporting tool, and commenced the execution of year one recommendations.
- Inaugural Mayor's Black Youth Liaison event and revitalized the MBYL program for the 2023-2024 cohort, crafting new Terms of Reference and established as an official City Committee.
- Created and launched an internship program with MIIPOC to enhance inclusion and reduce participation barriers for individuals from racialized communities, aspiring to gain experience in the field of planning.
- Continued ongoing commitment to towards Truth and Reconciliation Calls to Action and created opportunities for staff training and undertook projects.
- Commemorated third annual Truth and Reconciliation Day, in partnership with Flato Markham Theatre with a flag raising opportunity to watch the dress rehearsal of the world premiere of Walking Through Fire, a collaboration with world music group, Sultans of Swing, and numerous indigenous musicians from across Canada.
  - Additionally, the following training and major projects were undertaken:
    - Reconciliation education session with ELT/DF Leadership Team
    - Panel Discussion on inclusive engagement for Development Services Day
    - Launch of library Research project (delayed but commencing early 2024)
- Celebrated and commemorated Days/Months of Significance through internal events and collaborated with community stakeholders to support community led events.
- Enhanced public education as well as created content for social media/website with development of education videos for Green Bin as well as Private Plumbing Protection Rebate Program.
- Issued 8,127 Youth Cards in 2023, providing fine-free, equitable access to library content bringing total Youth Cards issued since launch to 17,632. Issued over 3,520 eCards, providing "anywhere" access to the Library's online content and resources bringing total eCards issued since launch to 8,865, resulting in 1,183,177 e-items borrowed in 2023.
- Library branches were visited by over 2,108,066 constituents in 2023.
- Launched a renewed Black Heritage collection to enrich and strengthen the community through awareness of the heritage and literature of Black Canadians, resulting in borrowing of 1,897 Black Heritage items.
- Amplified the Markham Wellness Strategy for staff and the community through the development of a library wellness strategy, including inclusive access to library wellness content and programs. To be implemented in 2024.
- Developed Markham's digital skills and digital literacy through programs and camps that focus on STEAM, coding and robotics, resulting program attendance of 1,174.
- Advanced economic development at grass-roots level through affordable business, entrepreneurship and job-skill programs/events delivered by community partners.

- Advanced inclusive digital literacy through development of a Digital Literacy initiative for Newcomer Older Adults (funded through Ontario Seniors Community Grant - \$16,000) for 2024 launch.
- Supported Destination Markham and the Economic Development Strategy by enhancing the trail experience and continued to expand and promote the library trail hub.
- Developed MPL's Inclusion, Diversity, Equity and Accessibility Plan, amplifying the DAP and EABRAP. Revised MPL's multi-year Accessibility Plan. Developed a new strategy to support neurodiversity, mental health and cognitive health for customers of all ages through library digital services, collections and community education.
- The Lifesaving Club of Markham continued its success with a total of 330 participants. The competitive teams accomplished the following:
  - 2023 Provincial Championship: Lifeguard, Senior and Masters, Junior Lifesaving
  - 2023 Canada Pool Lifesaving Championship
  - 4 athletes named to the Canadian National Team and participated at the world lifesaving championships
- The Markham Pan Am Centre hosted 95 events over 48 weeks and welcomed 500,000 athletes and spectators to numerous international, national and provincial events. including: Artistic Swimming World Cup, Yonex Cup International Badminton(26 Countries), International Dancesport Grand Prix, National Volleyball Showcase U17, Canadian Championship in Rhythmic Gymnastics, Wushu Canada National Championship, Canadian National Kendo Championship, Ontario Cadet Juvenile Provincials (Wrestling), Ontario Jiu Jitsu Association Provincial Tournament and 2 training camps for Special Olympics Canada.
- Continued the YRDSB continuing education partnership providing 41 York region high school students with high school credits and aquatic certifications needed to become future lifeguards and swim instructors. Due to the success of the program, we have negotiated with YRDCSB to introduce the program to their students.
- Fitness Memberships at 3602, equates to a 25% increase year over year. 25% year over year increase of fitness memberships, with 3 for 2 memberships exceeding 180% of the target. Offered group fitness at 4 Satellite locations to support local needs in areas that do not have a fitness centres at their Community Centre. Offered group fitness at 4 Satellite locations to support local needs in areas that do not have a fitness centres at their Community Centre.
  - Unionville BIA summer partnership expanded to include: weekly Zumba classes every Wednesday with 600+ attendees; and weekly Yoga classes every Sunday with 250+ attendees
- Launch of Community Food Pantry at the Aaniin Community Hub to initiate community engagement to serve local community members who are impacted by food insecurity and hunger.
- Successfully ran another Leader-in-Training course, teaching and training new camp counsellors through the Welcome Centre for Immigration Services and recruited new camp counsellors through the course. Due to an overwhelming need for inclusion programming, Recreation redeveloped staff training modules in behavior management and disability studies and offered 117 opportunities for campers with a disability to attend camp with a specially trained support person.
- Park and Play program conducted 16 visits to parks and camp locations across the City of Markham during the summer months. In 2023, the program received over 750 attendees and distributed 1000+ Recreation Activity passes.
- Utilized social media channels, placed signage, attended resident groups to educate the public on specific animal related issues including wildlife management (coyotes) and the importance of obtaining a pet licence.
- Conducted online training sessions for several licensing categories to provide application assistance and answer FAQ's.
- Use of information postcard that is provided to business owners during proactive inspections and new vanity URL added to the City's website, Instagram videos throughout the year providing information to business owners.
- Changed taxi industry from metal plates to new sticker plates and first full year of new PTC category

- Participated, planned and supported Ministry staff in the execution of Citizenship Ceremony on July 1, 2023 in Council Chambers.
- Implemented a newsletter committee comprised of Bylaw, Corporate Communications and Commissioner of Corporate Service's office to ensure all quarterly released newsletters that provides information to residents and constituents on by-law related matters exceeds the expectations of Corporation's goals.
- Created a School Zone Safety Pamphlet that was comprised of the 7 common languages spoken in Markham and conducted several School Safety initiatives.
- Proactively engaged key ratepayer groups and community groups to promote awareness of bylaw services and requirements and to address specific local issues over the course of 128 engagements in partnership with YRP, YRDSB, Guelph-Humber College, Seneca, and A.B.L.E.
- Hosted annual By-Law and Regulatory Services holiday donation drive, with all collected items being donated to the Markham Food Bank.
- Completed 5 new Parks totalling approximately 13 acres of new public parkland.
- Implemented the City's first Off-leash Dog Area Pop-up Pilot Program for eight pilot sites, including one site per ward. Eight fenced Off-leash Dog Area Pop-up Pilot sites were constructed in the summer of 2023.
- Replaced or refurbished 7 playgrounds, 17 playground safety surfaces, 6 shade structures and 4 backstop/outfield fences in existing parks to ensure public safety and optimal value of the assets within our existing parks.
- Engaging over 1,100 community stakeholders, the Economic Growth, Culture and Entrepreneurship Department developed a new Economic Development and Culture Strategy to guide the City's work to ensure Markham's economy is built on a foundation of arts, culture and innovation.
- Developed and began implementation of the Destination Markham Tourism Strategic Master Plan.
- The Digital Main Street team supported 1,438 small businesses with hands-on digital transformation support, while helping 371 of those businesses qualify for grants totalling \$1,124,300 to fund their digital transformation initiatives.
- Developed and launched a new economic development website to promote the City's supports for business and investment attraction.
- Completed three studies focused on advancing the Markham Innovation Exchange (MiX).
- Secured \$1.25M from the Province of Ontario and \$1.7M from Rogers to launch the Markham Centre Automobility Demonstration Zone.
- The Varley Gallery won an award from Ontario Galleries for Innovation in A Collections Based Exhibition for Field Notes.
- Celebrate Markham 2023-2024 Annual Program awarded \$276,000 to 58 applicants.
- Supported and delivered 201 community events in the city, including City-delivered events such as Canada Day, Applefest, Scaryfest, and the Children's Festival.
- Developed, launched and sold-out Jazzilicious as a new destination focused event that brought together music, restaurants and hotels to package a winter experience for visitors to Markham.
- Ranging from the historical to the modern, the Varley Art Gallery, Markham Museum and Flato Markham Theatre, all offered visitors insight into the experiences, contributions and perseverance of the Chinese-Canadian community.
  - The Museum's exhibit – Standing in the Doorway: Lived Histories & Experiences of the Chinese Community – was a joint project with community partners, York Region District School Board Museum and Archives and students from the University of Toronto's Museum Studies program. This exhibition explores the history of Chinese immigration to York Region.
  - The Varley's exhibit – Longing Belonging, 100 Years 100 Stories – was a community engagement project and exhibition organized by the collective Long Time No See (LTNS), tackled Canada's troubled colonialist history by marking the 100th anniversary of the Chinese Exclusion Act. LTNS members engaged with local Markham communities, interviewing and photographing people in

spaces that elicited sentiments of belonging, and gathering images and stories to be presented in the gallery.

- Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached 197,828 people, growing beyond pre-pandemic attendance numbers.

### **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 2023 Accomplishments:**

- Removal and responsible disposal of Class A and Class B firefighting foam from all fire apparatus and replaced with a bio-degradable food grade substance that is environmentally safe and highly effective.
- 40 firefighters trained by a third party to perform rescues in construction cranes that are becoming prolific in our City.
- Developed and trained 12 firefighters to form a Rapid Emergency Operations Centre Activation Team (REACT)
- Obtained Superior Court judgment in favour of the City in connection with the enforcement of the Heritage Easement Agreement regarding 233 Main Street. (Currently before Court of Appeal).
- Supported the implementation of OPA 42 (which introduced significant procedural changes to the planning process), including responding to appeals and negotiating with stakeholders (i.e. BILD).
- A new Maintenance Hole (MH) inspection program is established and implemented. The City has approx. 15,000 MHs, under this program, 3,438 MH were inspected in 2023 and will be running on a 5-year cycle.
- The Sewer Effluent Sampling Program has been re-established.
- Environmental Services and Operations worked together to raise the performance of Locates completion to a consistent 99 to 100% compliance, in preparation to the new Centralized Locates Management model lead by Environmental Services in 2024.
- A new SCADA system has been developed and implemented for the centralized systems, as well as a new SCADA Design Standard has been developed and completed for future implementation on all Waterworks facilities.
- Six compost events held over three weeks in September with over 2,500 residents registered online through Xplor to pick up bagged compost.
- Rebate partnership with RYOBI™ and The Home Depot Canada where Residents received \$50 coupon for electric outdoor equipment when they recycled their gas mower – 150+ gas lawnmowers recycled at City's Recycling Depots.
- Launched the pilot of 100L green cart designed to support households that generate a lot of organic waste
- Due for expiration in 2024, the required documentation for renewal, including an updated Operational Plan and Water/Wastewater Financial Plan, have been finalized and are ready for submission to MECP.
- Continue to implement Flood Control Remediation program in West Thornhill by completing Phase 4B construction by Q4, 2024. Complete Markham Village Flood Control Remediation Phase 1 and Don Mills Channel SWM Pond and Culverts #1 & #2 Designs by Q4, 2025.
- Obtained 100% compliance with annual MECP inspection.
- Advanced the development of complete communities through participation in growth management projects, including the Langstaff West (Condor) Community Space opportunity, the Langstaff East (Kylemore) community facilities study, and the Secondary Plans for Markham Centre and Markville.
- Developed MPL's Sustainable Library Strategy to build environmental literacy in the community, and support awareness and education of sustainable practices.
- Improved City roads and road right-of-way maintenance practices to increase the long term availability of roads and to ensure the safe passage of traffic.

- Development of a low-carbon fleet vehicle strategy to achieve significant GHG emissions reductions for our City-owned fleet vehicles.
- Ontario Public Works Association recognized the City of Markham, in partnership with Visual Defence Inc., with Project of the Year award (Technical Innovation Category).
- Better Road Infrastructure Engineering Practices Using AI Project was awarded 1st place in the Medium Project Category of the 2022 PEO York Chapter Engineering Project of the Year Award.
- Mature trees in entire City blocks elevated for both roadside and sidewalk clearance to provide safe passage for vehicles and pedestrians.
- Playground retrofits of safety surfacing, access ramps, curbs and pathways to provide access for all children and caregivers in compliance with the AODA guidelines for public spaces.
- Planted over 11,000 trees and shrubs to create 5.0 ha of forested area as part of Markham's Trees for Tomorrow program to create new woodlots, provide new habitat and move closer to our 30% canopy goal.
- Successfully completed the noise mitigation project in 2023 and installed a new silencer and modified the acoustic barrier at German Mills-Blower House to ensure the noise level is compliant to the governing Acts and MECP regulations and guidelines.
- Recreation Services completed an engineering study aimed to determine the appropriate type of refrigerant used at community arenas across the City of Markham. The recommendations align with the City's Net Zero roadmap and ensure that the type of refrigerant being utilized is safe, effective and efficient.
- Ensuring public safety relating to the outbreak of Avian Bird Flu in Markham by removing approximately 360 infected bird carcasses from the City and worked with Corporate Communications to educate residents on the disease and proper safety precautions.
- 92% of cats who entered the shelter have a positive outcome and 95% of dogs. These represent the highest positive outcome rates for animals in the City for the last decade.
- Developed a Tree Preservation Services Pamphlet for all residents of the City of Markham, to educate, enhance and enforce our Tree Preservation Bylaw. This proactive approach led to over 50 Community engagements with our residents.
- Earned 4 awards and recognition for leadership in fighting climate change, and improving energy-efficiency and operational excellence.
  - FCM-ICLEI Canada Partners for Climate Protection program (PCP) - Milestone 4 (Implementing a local climate action plan)
  - FCM-ICLEI Canada Partners for Climate Protection program (PCP) - Milestone 5 (Monitored and Reporting results of climate action plan implementation)
  - Climate Challenge Network - Excellence in Building Operations for 2022
  - FCM Sustainable Communities Award: Actionable Roadmap to Net Zero Ice Rinks. Earned in conjunction with consultants, private industry leaders, and other 7 municipalities in the GTA, developed a replicable and detailed retrofit framework for ice rinks to achieve net-zero
- Launched pilot projects to study, develop, and test innovative low-carbon solutions through four (4) Near Net-Zero "Proof of Concept" retrofit projects.
- Secured external funding and executed agreements with Infrastructure Canada's Green & Inclusive Community Buildings (GICB) program and Federation of Canadian Municipalities' (FCM) Green Municipal Fund (GMF) program for four (4) pilot projects to achieve deep energy and GHG reductions.
- In support of the greenMarkham campaign, the City hosted its annual Earth Month celebration in April 2023. This initiative aimed to increase education and awareness on how to live more sustainably. Key events included Markham Celebrates Earth Day, Earth Month Photo Contest and a film screening.
- Partnered with The Home Depot Canada and RYOBI to develop a Citywide pilot and raise awareness for residential electric lawn equipment. From March 30 to May 21, residents were invited to bring their old gas-powered or electric lawn mower to any of Markham's four recycling depots for recycling. In exchange, participants received an instant rebate for \$50 off the purchase of select RYOBI electric lawn mowers, to be



redeemed at any of the three Home Depot locations within Markham. 137 lawnmowers were recycled through the program.

- Hosted a variety of corporate and community home energy retrofit workshops to improve education and awareness of retrofit technologies and rebates/incentives.
  - **Home Energy Retrofit Orientation (HERO):** Partnered with Enbridge Gas, Humber College, and the City of Richmond Hill to deliver four free virtual workshops on how to incorporate best practices for energy efficiency upgrades in the home. Attended by 150+ community members across five separate webinars.
  - **Sealing Energy Leakage (SEL):** Partnered with Enbridge Gas and Humber College to deliver four free virtual workshops on simple, low-cost ways to seal air leaks in the home. Attended by 80+ community members across four separate webinars.
  - **Markham Power Homes (MPH):** In support of Asset Management’s work towards net zero and net zero ready buildings, staff involved with facilities were invited to attend a presentation by Laszlo Energy Services on retrofit technologies such as air source heat pumps and how they can replace a building’s furnace, air conditioner, and water heater. Attended by 30+ city staff, two presentations were held.
- Enhanced and targeted use of social media to increase awareness of #greenMarkham. More than 2000 residents attended Sustainability events throughout the year.
- Successfully awarded maximum amount of \$10,000 in external funding from Enbridge Gas’ Municipal Climate Action Incentive Offer to fund Phase 2 of the Markham Power Homes program.
- Submitted application to the Federation of Canadian Municipalities’ (FCM) Community Efficiency Financing (CEF) initiative in partnership with the City of Richmond Hill. This initiative will explore the potential to develop a Local Improvement Charge (LIC) or similar to help residents incorporate more deep home energy retrofits that fit their lifestyle and budget.
- Following Council endorsement of the City’s Sustainability Metrics in 2022, staff developed a strategy to implement the program, including developing a Checklist and Sustainability Assessment Tool for development applications, identifying department roles and responsibilities, developing protocols and procedures, and developing and holding a commission-wide training session for staff.
- Developed a number of Terms of Reference documents, including Sun/Shadow Study, Arborist Report and Urban Design Brief, to help streamline and ensure consistent level of quality of submission documents to support development application review.
- Markham Road Mount Joy and Milliken Centre - Prepared and released draft Official Plan Amendments for two new Secondary Plans and hosted statutory public meetings on the draft amendments to inform the recommendation report.
- Milliken Centre - Hosted 3 public engagements events and undertook technical analysis to inform the preparation of an interim report and emerging concept for the Markville Secondary Plan Study that was received by Development Services Commission.
- Yonge Corridor Secondary Plan – Completed the procurement process and hired a consultant for the secondary plan study and internally launched the Yonge Corridor Secondary Plan project.
- Markham Centre Secondary Plan - Staff Presentation to Council in Q3 on the Development Concept with feedback received to inform the Development Concept Report in Q4, which is now being finalized. Community Energy Plan presented to Council in Q3 and finalized in Q4.
- Co-ordinated and prepared a response to a request from the Province for the City to commit to facilitating the construction of 44,000 new residential units over 10 years to support the provincial target of 1.5 million homes.
- Led the co-ordination and preparation of staff reports and letters to provide City of Markham comments on new provincial legislation:
  - Bill 97 (Helping Homebuyers, Protecting Tenants Act, 2023)
  - Proposed Provincial Planning Statement
  - Bill 134 (Affordable Homes and Good Jobs Act, 2023)
  - Bill 150 (Planning Statute Law Amendment Act, 2023)

- Affordable Housing Taskforce Recommendation Response
- Prepared update report on the City's Affordable and Rental Housing Strategy that outlined progress on the action items.
- Prepared a staff report and recommendation in response to a plan prepared by York Region to transition new planning responsibilities to the City of Markham in response to legislation in Bill 23 (More Homes, Built Faster Act)
- Completed a study with provincial funding to determine the feasibility of the City implementing a Community Planning Permit System (CPPS) to support city building objectives.
- Prepared and submitted an application to the newly announced HAF program, designed to accelerate and increase the supply of housing. The application requested \$57.1 million in funding to support the delivery of 1,900 residential units across 7 projects.
- Completed and obtained Council adoption of a new Tree Preservation By-law in collaboration with all Commissions. This new By-law contributes to the ongoing modernization at the City of Markham and adds vastly enhanced protection measures and processes to preserve both our private and public tree canopy.
- Developed and implemented a comprehensive two-year work strategy for a Priority Designation Program to address provincial legislation affecting our Heritage Registry.
- Developed and implemented Minimum Submission Requirements for Demolition Permits (for Designated Properties).
- Transferred processing of major development applications in heritage districts to adjacent district teams to allow heritage staff to focus on heritage design matters, Major Heritage Permit applications, policy development and other heritage programs.
- Obtained contributions from the Federal Active Transportation Funding for seven (7) projects in the Council approved 5-Year Active Transportation Capital Plan.
- Council endorsed the study Terms of Reference for development of the critical City Transportation Master plan and policy in November 2023 and the RFP was released in December 2023.
- Two Level 2 Type B PXOs were installed and activated on Copper Creek Boulevard in July 2023. Additionally, staff have finalized the RFP for design of PXOs at 2 locations and 1 additional provisional location to implement type "D" PXO near elementary school zones:
  - 9th Line, North of 14th Avenue;
  - Village Parkway, South of Briarwood Road; and
  - Provisional PXO
- In coordination with Parks Canada and York Region, staff facilitated the design and installation of a signalized pedestrian crossing on Reesor Road north of 16th Avenue, to provide a safe crossing for Rouge National Urban Park trail users. The signal was activated in summer 2023.
- The City's Active School Travel Program was expanded to three (3) additional elementary schools in 2023, complementing the nine schools where the program was already piloted.
- The 2023 Markham Cycling Day event was a great success with close to 1,000 participants.
- York Region has completed the feasibility study of the South York Greenway this and has prioritized the detailed design of three Markham segments in preparation for their implementation when construction funding is secured. Staff have been working in collaboration with the Region on this project.
- The High Frequency Rail (HFR) Station Strategic Business Case was completed and endorsed by Council. Staff are now following through on the next step of presenting and engaging the HFR Project Office to further advocate for a station on the HFR within Markham.
- The City has also undertaken other critical road safety projects which includes the completion of the Apple Creek Blvd Operational Safety Review and Feasibility Study; and the initiation of the Traffic Calming of Main Street Markham and Carlton Road project.
- Finalized RFP for design of 2 intersections and 3 additional provisional locations to install traffic signals at current Stop-sign operated intersections with higher traffic demands.

- Completed the 90% design milestone of a 3.0m-wide paved multi-use trail located south of the Rouge River, extending for approximately 450m from Wardenview Park to Verclaire Gate.
- Completed the Master Plan study which includes a trail network of about 8 km in length from Apple Creek Boulevard to Main Street Unionville. On December 4, 2023, the project team received Council endorsement for the preferred conceptual trail routes and approval to proceed with filing the Master Plan Environmental Study Report with the MECP.
- Construction of concrete Multi Use Pathway (MUP) and associated streetlights has been completed at the following locations:
  - Esna Park Dr – Rodick Road to Woodbine Avenue
  - John St – Woodbine Avenue to Leslie Rd, including modifications to Highway 404 bridge to accommodate the MUP
- Staff have been working with York Region and Richmond Hill on the completion of the design of the Highway 404 Mid-Block Crossing, with scheduled completion in July 2026. The design was completed, and the project was tendered in 2023. York Region awarded the construction contract in August 2023. Construction has commenced and is scheduled to be completed in July 2026.
- Received Council endorsement of revised Sidewalk Network Completion Program in 2023. The design for seven (7) locations (4.8km) has been completed and is scheduled for construction in 2024.
- The design and construction of multi-use trail that connected the existing Rouge Valley Trail system to the intersection at Kennedy Road and Austin Drive was completed in November 2023. The new trail offers users an alternative route for crossing Kennedy Road, instead of the underpass located south of Austin Drive. This underpass often experiences heavy sedimentation on the pathway during extreme rainfall events.
- The installation of directional, regulatory and warning signs within the Rouge Valley Trail from Treeline Court to 16<sup>th</sup> Ave through the Milne Conservation Park and Toogood Pond was completed in December 2023.
- The construction of the erosion restoration projects at Rouge River northwest of Highway 7 and Rodick Road and Berczy Creek southeast of 16th Avenue and Village Parkway was completed in 2023.
- The survey services for the future Highway 404 North Collector Roads has been awarded and will commence in early 2024.
- Finalized the Elgin Mills Rd EA from Woodbine to McCowan. Received Council endorsement of the Elgin Mills Road EA and approval to file the Environmental Study Report with the MECP.
- Continued to liaison with City of Vaughan and City of Richmond Hill and Toronto Building Standards to develop points of consistency for transit stations for YNSE.
- Prepared public facing guide for second suite conversions and purpose built.
- Overhauled Business Continuity Plan (BCP) and participated in mock BCP exercise. Provided department wide training on the contents of the BCP.
- Maintained and created Builder Tip guides for customers and general public related to interpretations of key building code items.
- Building Standards, Fire Department and By-law Department continued the Public Safety Committee.
- Proactive inspections to follow up and review inactive issued permits. This reduces the Building Standards department liability associated with carrying inactive permits and increases public safety in the built environment. Closed 3991 dormant inactive permits.
- Conducted 847 building investigations in response to citizen initiated complaints. Investigations resulted in the issuance of 307 Building Violations.
- Issuance of 40 unsafe orders.
- Conducted 37,223 inspections within 48 hours of the request.
- An initiative created to tackle high priority case files/large-scale concerns involving different City departments and external enforcement agencies in order to apply a unified and focused approach to enforcing violations and obtaining compliance in accordance with relevant legislation.

#### **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 2023 Accomplishments:**

- New Corporate Sponsorships package that was shared with potential sponsors. This was a year of growth for the City's sponsorship and advertising portfolio, seeing an increase of 33% and 36% for the City's sponsorship and advertising portfolio respectively compared to 2022.
- 6 digital bridge/overpass signs were installed by RCC Media and online this year, enabling Corporate Communications to work with RCC Media to ensure City messaging is displayed on these billboards, which are located throughout Markham – ensuring important messaging is displayed for the community as they travel.
- Negotiated the acquisition or disposition of the key properties to advance City strategic priorities:
  - 5836 16th Avenue (Heritage Estates)
  - 7750 Bayview Avenue (Shouldice Hospital)
  - Rougeside Promenade lands to facilitate the expansion of MDEI infrastructure in Markham Centre
  - 20+ conveyances to support the Cornell development and mobility hub
- Successful prosecution of dumping charges in connection with 4240 14th Avenue (fines totaling \$40,000.00)
- Completed initial steps to digitize paper documents for the People Services filing system to support the City's initiative to move toward an electronic document management system, including the digitization of the beneficiary designation process for all employees.
- A pilot project to test the new technology for sewer assessment was successfully completed and the program will be implemented officially in 2024. Through this new technology, the City could save approx. 70% of flushing/cleaning costs of the 10-year O&M Flushing Program, or equivalent of \$30,000 per year.
- A new online payment and registration system for bulk water sales has been developed and implemented with excellent feedback received from customers.
- Provided Council updates on contract and service impacts of upcoming Blue Box Transition and developed geodatabase to track key Blue Box metrics to simplify reporting and assist with future decision making.
- Library and ITS worked together to upgrade and improve self-service and other tech solutions. As a Canadian leader in adopting RFID-based self-service technologies, the Library is supported by ITS in implementing ongoing lifecycle replacement of equipment to make the user experience more convenient, and to enhance internal efficiency savings. In 2023, 79.93% of items were borrowed through self-service, and 80.74% of returned materials were checked in through self-service.
- Development of a replacement program that reflects City greening initiatives and the timely replacement of equipment and vehicles.
- Streamline various maintenance projects through a new work order/ asset management system in Fleet, Parks, Roads, and Survey.
- Cost analysis of parks maintenance activities related to amenities in new parks to provide right sized funding to ensure parks are maintained as built.
- The complex negotiation process of the new MAA terms and the new proposed Municipal Consent permit fees was successfully completed and executed by with all 8 Telecommunication Companies in 2023.
- Two Funding Agreement were negotiated and executed in 2023 with 2 Telecommunication companies to support construction of Broadband Construction in Markham by expediting Municipal Consent (MC) permit process.
- Completed the digitization of Road Occupancy Permit (ROP) Applications, significantly improving the ROP review and process timeline, work efficiency and effective customer service.
- Completed the cross commission multi-year Trees Preservation Bylaws amendments to modernize administrative procedure while continuing to protect the City's green asset in achieving the City's tree canopy goal.

- Established the framework for the application of Administrative Monetary Penalties (AMPS) on all 2024 pet licensing renewals.
- Completed the physical records management software upgrade from Infolinx to Gimmel. Upgrade to Gimmel will provide additional features for an improved user experience.
- Operationalized by-law amendments and process efficiencies resulting in a ~\$400,000 (or 72% reduction in program costs and 100% of program benefits to Markham residents and property holders. \$138,661.20 issued in rebate cheques.
- Partnered with a third-party consultant to conduct an operational review of By-law and Regulatory Services.
- Completed \$5M of retrofit for ICIP touchless health and safety and accessibility enhancements at the City's 60 largest facilities.
- Completion of two fast tracked projects to repair cracked pool tanks at Angus Glen and Thornlea, with minimal down time to public.
- Continued Implementation of new corporate application to track the City's asset inventory, including work orders and preventive maintenance workflows.
- Full replacement of software used to manage storage and retrieval of the City's extensive physical records inventory.
- Updated and hardened key database application passwords to increase data security.
- Migrated numerous enterprise applications to updated Database versions improving performance and maintaining industry standards.
- Implemented tools and processes to control and manage remote access to City systems by external vendors.
- Completed project to replace aging printer equipment with Newer MFD devices for staff printing.
- Completed move of all Data Centre Network Devices from 10Gig to 25/40/100 Gig Network hardware to significantly enhance response. Migrated Data Centre network closet switches to newer network hardware.
- Completed Tier One firewall replacement, which includes many enhancements such as redundancy and load balance, Advanced threat protection for inbound and outbound Internet traffic, better throughput, and support for larger Internet traffic (increased Bandwidth).
- Implemented Hyper-Converged Private Cloud Infrastructure (HCI) platform and migrated Virtual Machines from legacy three-tier Platform, enhancing scalability, reducing hardware complexity, and boosting overall efficiency, leading to simplified operations and cost savings.
- For the past twenty-two years, the City has received the Government Finance Officers Association (GFOA) 'Canadian Award for Financial Reporting'.
- For the past twenty-three years, the City has received the Government Finance Officers Association (GFOA) 'Distinguished Budget Presentation Award'.
- Procurement achieved \$480k in negotiated savings on projects prior to contract award and \$281K in negotiated cost avoidance.
- The City completed a major review and update of its Planning and Engineering Fee model.
- Continued to monitor legislative developments and implement required legislative changes pertaining to Bill 23, and investigate the fiscal impacts. Markham has implemented the required legislated changes including reduced parkland (and cash-in-lieu) amounts and a phase-in of Development Charges.
- As a result of Alectra Utilities decision and notification to discontinue water billing services for its municipal partners, the City of Markham initiated and completed a discovery of available options related to identifying a new water billing solution and/or service provider which can be implemented by the service exit date of December 31, 2024. This will ensure there is a seamless transition for the residents and business owners of Markham
  - Implemented updated processes for the review and decision/approval of Site Plan, Zoning By-law Amendment, and concurrent Official Plan Amendment/Zoning By-law Amendment submissions and related By-laws supporting those submissions. This further streamlined processes and aims to avoid fee refunds from prescribed timelines by the Province.

- Completed several projects through the Provincial Streamline Development Approval Fund that will help streamline the development process and modernize digital platforms that support development processes.
  - Conducted a Lean review of the development review process
  - Upgraded ePLAN development review and commenting software to version 9.2
  - Implement updated ePLAN website application submission process
  - Developed a mobile inspection app for building permit inspections
  - Acquired 3D modelling software and professional services to build modelling of Markham Centre and Markham Road Mount Joy secondary plan areas to assist with staff recommendations for development applications
  - Developed MappiT for the public to view development application details online.
- Developed and implemented a new official notice process for Property Designation utilizing the City website rather than print media.
- Developed and implemented a Major Heritage Permit process for heritage resources to replace Site Plan Approval that was removed because of Bill 23.
- With support from ITS and Legal, agreements have been executed with the Vendor and York Region to migrate the existing Windows-based platform to a Cloud-based platform.
- Developed a new manual for the effective and efficient delivery of capital projects. The document provides staff with a resource and guidance on the processes, bylaws and policies as well as clarification on the roles and responsibilities on delivering capital projects.
- Development of more robust Request for Proposal documents for Capital Projects being delivered in Engineering, in consultation and collaboration with Purchasing and Legal Departments.
- Implemented mobile inspection APP to accommodate a complete paperless inspection process and provide full infield access to the departments permitting system.
- Created new internal and external facing user guides and instructional videos optimizing new features provided in new ePlan version 9.2.