

BUILDING MARKHAM'S FUTURE TOGETHER

2020-2023 Strategic Plan

GENERAL COMMITTEE UPDATE
APRIL 16, 2024

2023

Accomplishments



Markham City Council

(2022–2026)

(Front Row L to R:)

Ward 8 Councillor **Isa Lee**,
Ward 6 Councillor **Amanda Yeung Collucci**,
Ward 4 Councillor **Karen Rea**,
Ward 7 Councillor **Juanita Nathan**

(Middle Row L to R:)

Regional Councillor **Alan Ho**,
Deputy Mayor **Michael Chan**,
Mayor **Frank Scarpitti**,
Regional Councillor **Jim Jones**,
Regional Councillor **Joe Li**

(Back Row L to R:)

Ward 1 Councillor **Keith Irish**,
Ward 3 Councillor **Reid McAlpine**,
Ward 5 Councillor **Andrew Keyes**,
Ward 2 Councillor **Ritch Lau**





Message from the Mayor

Markham is More

Markham is more than one of Canada's premier municipalities. Markham is a leader in innovation, sustainability, financial management and community building. Our track record speaks for itself. In everything we do, we put people first and continually enhance the customer experience while always respecting tax dollars. Residents have come to expect service excellence and we pride ourselves on excellent and efficient service delivery.

Markham is more than just Canada's most diverse city. We are a beacon of inclusivity, a close-knit set of communities stitched into a beautiful mosaic comprising of people from all over the world. Our Diversity Action Plan anchors the work we are doing to ensure that everyone feels welcome, heard and included. We continued on our Truth and Reconciliation journey and were awarded the hosting rights to the 50th Anniversary of the 2024 Little Native Hockey League Tournament, Cultural Festival and Gala, which took place in March.

Markham is more than just a well-planned city. We have a housing pledge that is guiding our work to support the provincial goal of building 1.5 million new homes, 44,000 of which are earmarked for Markham. We are fast-tracking important construction projects like the new Highway 404 collector bridge north of 16th Avenue to get people moving faster. New pedestrian safety crossings and school safety zones were unveiled to keep residents safe. We were also awarded \$2.5 million to launch an automotive and mobility demonstration zone in Markham Centre.

Markham is more than just an economic powerhouse. Our new Economic Development and Culture Strategy will guide our plan to retain and attract business to Markham while we also seek to advance the Markham

Innovation Exchange, our signature new innovation district. The Markham Pan Am Centre continues its impressive rise as one of the province's top sporting destinations playing host to 500,000 athletes at 95 international, national and regional sporting events.

Markham is more than an environmentally-focused City. We're building trails and parks, planting thousands of trees, and protecting neighbourhoods from the risks of flooding. Five new parks were unveiled in 2023, adding to our already impressive inventory of greenspaces. We are a leader in sustainability, greening our fleet and facilities, improving our waste diversion rate, piloting geothermal energy systems in new housing subdivisions and expanding our award-winning district energy system. To support our furry friends and their owners, we unveiled an off-leash dog park pilot program with locations across the city.

Markham is more than just a responsible caretaker of your tax dollars. Residents receive exceptional services that are fiscally responsible. Markham continues to receive national awards for its budgeting practices and has maintained the 18-year lowest average tax increase in the GTA.

Markham is more because our staff, along with many more people in the community make it so. I thank our residents, our businesses and our many partners who have contributed to our success.


Frank Scarpitti
Mayor



Message from the CAO

The City of Markham is an award-winning municipality with a laser focus on driving efficiencies, innovating in constantly changing times and delivering exceptional services by exceptional people. We are committed to delivering high quality programs and services that meet and exceed the expectations of residents and businesses. This is our excellence journey and I am delighted to present you a report highlighting our accomplishments from 2023.

The City maintained momentum on accomplishing its goals and actions identified in our Strategic Plan. We also approved an extension to our current strategic and launched consultations with members of council and the public on what additional action items to include in the refreshed version.

In 2022, our Contact Centre celebrated its 20th anniversary. This important milestone highlights our efforts throughout the last 20 years to deliver exceptional customer service. We have expanded that service by offering after-hours assistance for emergencies and launched an updated virtual assistant capable of answering over 100 service categories. A new recreation and culture registration system was successfully launched in 2023 with over 101,000 user accounts created. The new system makes enrolling in recreation, culture and library programs, and the booking of City facilities, easier for residents by allowing them to do everything in one place, resulting in a better user experience. We continued important work to keep our community safe, resilient and future-ready with flood mitigation efforts. To support the goal of building 1.5 million homes, 44,000 of which are targeted for Markham, we provided comments to the Provincial Government on various legislation,

adopted a housing pledge and were successful in receiving \$58.8 million from the Federal Government to support the delivery of 1,900 residential units across 7 projects in Markham. Markham also stood above the rest, winning national recognitions for innovations in road operations, sustainability efforts and the 2022 municipal election.

I am honoured to lead a dedicated and passionate group of city builders. In everything we do, we have our customer's interests top of mind. In 2023, we were once again recognized as one of Canada's top employers in Forbes' annual list. The City of Markham also received the Canadian Award for Financial Reporting for the 21st consecutive year. The City is committed to ensuring our workforce reflects the community we serve and we began important work on implementing first year actions in the Diversity Action Plan.

The City has made great strides in accomplishing our goals established in the current Strategic Plan. We remain committed to working closely with our community to deliver a strong, cohesive and livable city where everyone feels included and celebrated. I look forward to sharing more of our progress in 2024.



Andy Taylor
Chief Administrative Officer





Building Markham's Future Together

At the start of each new Council term, Markham Council and staff revisit the Strategic Plan to confirm the City's goals and objectives and identify key priorities for the term.

Building Markham's Future Together (BMFT) establishes the City's vision, mission and values as the framework for both Council decision-making and day-to-day employee focus and ensures that resources are allocated to support the strategies and initiatives that help the City achieve its desired outcomes.



Exceptional Services by Exceptional People

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



Leveraging Technology

19 Million

social media impressions

100,000 Visits

to Your Voice Markham

Launch of

Virtual Assistant 2.0

with 100+ topics & 24/7 answers



9 Million

website views

Launch of

**New Economic
Development Website**

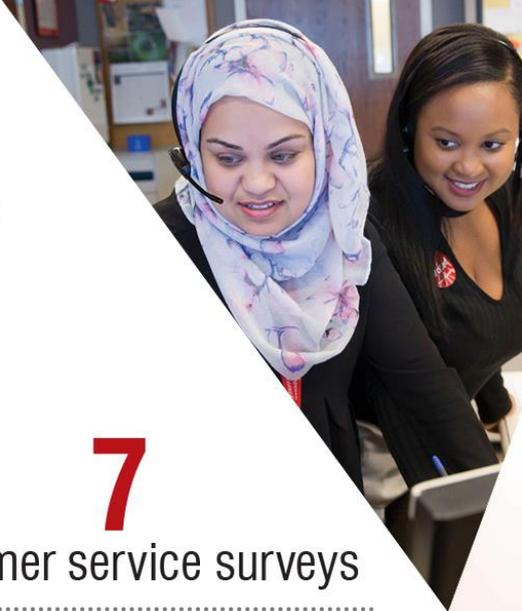
to promote business and
investment attraction

7

customer service surveys

New **Recreation
& Culture Registration**

System resulting in
100,000+ accounts &
93% adoption rate





Service Excellence

91% of Residents
agree that **City facilities** are in
good condition

9,102

emergencies and fires
responded to by **MFES**

\$258 Million

total construction value
reviewed by staff in 2023

20th Anniversary
of Contact Centre

41

small business seminars hosted
supporting entrepreneurs

1,400+

small businesses supported by
Digital Main Street team and
assisted 371 businesses qualify
for grants totaling over \$1.1 million

338

development submissions
processed by Engineering to
support growth

90%+

positive outcome for cats &
dogs lost or needing a home

295

development applications
approved



Recognitions

Platinum Level

certification awarded to the City by WCCD for fourth consecutive year

Artificial Intelligence in Road Operations Honours:

Ontario Public Works Association
Project of the Year

Better Road Infrastructure Engineering
Practices York Chapter Engineering
Project of the Year

79% of Residents

agree that **City services** represent
good value for tax dollar



Sustainability Recognitions:

FCM-ICLEI Canada Partners for Climate
Protection program (PCP)

Climate Challenge Network - Excellence
in Building Operations for 2022

FCM Sustainable Communities Award

Markham 2022 Municipal Election Honours:

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

Ontario Galleries Award

for Varley Art Gallery for
Innovation in a Collections
Based Exhibition



Engaged, Diverse, Thriving and Vibrant City

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



Engaged

201

community events

Jazzlicious

a new destination focused event

Launch of City's
new **eNewsletter** and blog

Markham Now

200,000

attendees and program participants
to **Markham Museum, Markham
Flato Theatre** and **Varley Art Gallery**,
surpassing pre-pandemic numbers

80%

of items borrowed or returned
through self-service at
Markham Public Library

30,000+

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

Over 5 Million

digital and in-person visits to
Markham Public Library



Diverse

66 Proclamations

issued commemorating dates of significance

Committed to

Truth and Reconciliation

through new staff training and initiatives

New Food Pantry

at Aniin Community Centre Hub

Launch of

Black Heritage Collection

at Markham Public Library

8,127 Youth Cards

in 2023 issued, providing fine-free, equitable access to library content

Celebrate Markham provided over
\$250,000 in Funding
to 58 Applicants

Markham Museum & Varley Art Gallery
programs highlighting

Chinese Immigration to Canada

Developed a new

Digital Literacy Initiative for Newcomer Older Adults

Developed Markham Public Library's
**Inclusion, Diversity, Equity
and Accessibility Plan**





Thriving

Markham Pan Am Centre hosted

95 Events

with 500,000 athletes

Markham Is More Economic Development & Culture Strategy

Implementation of
Destination Markham
Tourism Strategic Master Plan

City's First Off-leash Dog Park Pilot Program



Markham awarded hosting of
**2024 Little Native Hockey
League Tournament,
Cultural Festival & Gala**

25% Increase

in fitness memberships



5 New Parks

totaling 13 acres

New Makerspaces

at Markham Village and Cornell
Library branches to advance
digital literacy



Safe, Sustainable and Complete Community

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



Safe

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

15,521 m²

of **Asphalt Maintenance** completed
across 270+ locations

37,000+ building inspections and
847 building investigations

School Zone Safety Pamphlet
to increase awareness on school safety

Construction launch of
New Road Connection
over Highway 404 between
16th Ave. and Major Mackenzie Dr.

51,170 KM

of **salting/plowing** completed over 48
events using 32 snow plows, 146 road
plows and driveway machines

**Replaced and Refurbished
Playgrounds**
to meet **accessibility guidelines**

31 KM

of **Road Rehabilitation** completed
New Pedestrian Crossovers
to enhance safety and reduce speeding

Maintained 100%
of all regulated timeframes for
building code review

Creation of
Builder Tip Guides
featuring information on key building
code items



Sustainable

\$98.6 Million

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

Secured external funding for

4 Pilot Projects

to achieve **deep energy and greenhouse gas (GHG) reductions**

Launch of pilot of

100L Green Cart

for households generating higher amounts of organic waste

2,000+ Residents

attended sustainability events

80% Waste Diversion Rate

11,000+ Trees and Shrubs

planted to create 5 hectares of forest

Electric Vehicle Charging Stations

at all City facilities

City-wide pilot to raise awareness on residential

Electric Lawn Equipment Recycling

Awarded \$2.5M

for **Automotive & Mobility Demonstration Zone** in Markham Centre





Complete Community

Official Opening of **Markham Centre Trails**

Provided comments to Provincial Government on legislative changes to support building of more housing

Issued permits for
1,980 New Housing Units
(under construction)

Advanced Secondary Plans
for **Markham Centre, Milliken, Markville,**
Mount Joy & Yonge Corridor

Produced Business Case
for a **High Frequency Rail Station** in Markham

Advancement of
**Markham Innovation
Exchange (MiX)**
with focused studies

Awarded \$58.8 Million
by Federal Government through
Housing Accelerator Fund to support
increasing housing supply

Issued occupancy permits for
2,524 Housing Units
(construction complete)

Launch of Tunneling
Request for Proposals
for **Yonge North Subway Extension**

City's Housing Pledge 2023

– Supporting Province in building 44,000 new homes in Markham over 10 years





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award
2000-2023*

Stewardship of Money and Resources

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

29% Residents

enrolled in eProperty Tax Online Billing

Over 1,400 Water Meters
repaired and replaced

6 New Digital Signs

to share important messaging with
the community

Procurement achieved

\$480,000

in negotiated savings

Updated planning
and engineering fee model

\$35.3 Million

cumulative savings and revenue
enhancements through
E3 Program with property tax
avoidance of 27.98%

Canadian Award for Financial Reporting

– 21st Consecutive Year

Development of equipment and
vehicle replacement program that
reflects City greening initiatives

Completion of lean review of the
City's development review process

Government Finances Officers Association (GFOA) Distinguished Budget Award

– 24th Consecutive Year

Over 30% Increase

in City's advertising revenue
and sponsorship portfolio

Completion of Health, Safety
and Accessibility enhancements
at City facilities



City of Markham

Accountability





BUILDING MARKHAM'S FUTURE TOGETHER

2020-2023 Strategic Plan

MEASURES OF SUCCESS

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*

Measure of Success	2022	2023
• Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)	92%	92%
• Community facilities are in good condition - % of residents in agreement (2022).	91%	91%
• Overall customer satisfaction (Internal and External Services) from department surveys completed this year (annual)	83%	84%
• % of transactional services that are provided and received online	80+	80+
• Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021)	65.2%	65.2%

GOAL 2:

Engaged, Diverse, Thriving & 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.*

Measure of Success	2022	2023
• Overall quality of life in Markham (every 2 years)	90%	90%
• City Services are accessible - % of residents in agreement.	89%	89%
• City supports, celebrates and promotes diversity, equity and inclusion - % of residents in agreement.	90%	90%
• # of visits to our municipal arts, recreation, library, sporting venues		
• Community Centres	3,853,938	7,700,000
• Libraries	1,073,938	2,108,066
• Cultural Venues	94,566	197,828

GOAL 2:

Engaged, Diverse, Thriving & Vibrant City



Measure of Success	2022	2023
<ul style="list-style-type: none">Number of cultural institutions and sporting facilities per 100k population (ISO data 2021)	122.3	131
<ul style="list-style-type: none">Gross sq. ft. of office space constructed in:<ul style="list-style-type: none">- Centres and Corridors- Business Parks (annual)	0 sq.ft 0 sq.ft	0 sq. ft. 0 sq. ft.
<ul style="list-style-type: none">Total Employment in Markham (biennial)	177,400	177,400
<ul style="list-style-type: none">Number of businesses per 100k population (ISO data 2021)	3,062.3	2,855

GOAL 3: Safe, Sustainable & 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.*

Measure of Success	2022	2023
<ul style="list-style-type: none"> % of trips by mode of transportation for morning peak period to and from Markham: <ul style="list-style-type: none"> - Transit - Auto - Walk and cycle - Other (Transportation Tomorrow Survey was last conducted in 2016 and will be completed this spring but 2023 data won't be released until 2024) 	Not Available	Not Available
<ul style="list-style-type: none"> % of residents in agreement that Markham is a safe city (2022). 	90%	90%
<ul style="list-style-type: none"> Average number of public transport trips per capita (ISO data 2021) 	24.6	16.82
<ul style="list-style-type: none"> KM of bicycle paths and lanes per 100k population (ISO data 2021) 	55.6 km	56.06 km
<ul style="list-style-type: none"> Transportation deaths per 100k population (ISO data 2021) 	1.1	1.4
<ul style="list-style-type: none"> % of population living within 0.5km of public transit running at least every 20 min during peak periods 	76.9%	81.49%

GOAL 3: Safe, Sustainable & 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.*

Measure of Success	2022	2023
<ul style="list-style-type: none"> Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (Annual) 	2021 data: 0% (0 units)	2022 data: 0% (0 units)
<ul style="list-style-type: none"> Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual) 	2021 data: 100% (16 second units)	2022 data: 100% (9 second units)
<ul style="list-style-type: none"> Waste Diversion Rate (curbside and depots) 	79.9%	79.7%
<ul style="list-style-type: none"> % of area designated for natural protection (ISO data 2021) 	32.2%	32.2%
<ul style="list-style-type: none"> Green area (hectares) per 100k population (ISO data 2021) 	1,462.01	1,456.77
<ul style="list-style-type: none"> % reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years). An update to the Community Energy Plan is planned for 2023-2024. Markham staff expect to be able to report on results regularly starting in 2025. 	N/A	N/A

GOAL 4:

Stewardship of Money and Resources



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

Measure of Success	2022	2023
• Net City of Markham operating cost per household (annual)	\$1,327.33	\$1,378.60
• Non-residential property taxes (as a % of total property taxes levied)	16.8	16.5%
• Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/replacement needs (annual)	25 years	25 years
• % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)	79%	79%





Recommendations:

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

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

