



Report to: General Committee

Meeting Date: April 1, 2025

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

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**RECOMMENDATION:**

1. THAT the report entitled Building Markham’s Future Together (BMFT) 2020 – 2026 Strategic Plan Update be received; and
2. THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

**EXECUTIVE SUMMARY:**

In 2024, the City of Markham made significant progress on achieving key actions identified in the 2020-2026 Strategic Plan, while also beginning the process of extending the current strategic plan by holding consultations with Members of Council, City Staff and the public. Through the efforts of staff and Members of Council, the City of Markham is well underway in accomplishing most of its key actions in the current strategic plan. This document is intended to provide a summary of the previous years accomplishments, while aligning those accomplishments within the current strategic plan. The update provided in this report is reflective of the fifth year of the current strategic plan, *Building Markham’s Future Together* (BMFT) 2020-2026.

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

**PURPOSE:**

The purpose of this report is to provide the 2024 progress update on Building Markham’s Future Together (BMFT) 2020 – 2026 Strategic Plan.

**BACKGROUND:**

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

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

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

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

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

**OPTIONS/ DISCUSSION:**

The City of Markham made good progress in 2024 by accomplishing key actions outlined in the 2020-2026 Building Markham's Future Together strategic plan. Related metrics are included in Appendix C.

Listed below are the four BMFT goals. Accomplishments from the year 2024 are indicated within their respective BMFT goal. Additional accomplishments are listed in Appendix B. The list is developed with input from all commissions at the City of Markham.

**Goal 1: Exceptional Services by Exceptional People**

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

Strategic Objective:	Key Actions:	2024 Accomplishments
<p>1.1. Deepen our understanding of what our community and stakeholder’s value and need to inform municipal leadership and continuous improvement of our services.</p>	<p>1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)</p> <p>1.1.2. Leverage technology and non-digital methods for direct two-way communications to effectively gather feedback on services and push information out to stakeholders.</p>	<ul style="list-style-type: none"> <li>• Undertook eleven (11) Customer Service surveys.</li> <li>• Completed Building Markham’s Future Together Strategic Plan update.</li> <li>• Implemented new/revised features and processes in support of the new online Registration and Facility Booking system.</li> <li>• Added 10 new digital information screens in community centres</li> <li>• 125,000 visits to YourVoiceMarkham and 16 new projects featured</li> <li>• 21 million views on social media and 10 million website visits.</li> </ul>
<p>1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<p>1.2.1 Implement new technology to enhance business operations.</p> <p>1.2.2 Streamline the development process to support the creation of complete communities and the building of more housing.</p> <p>1.2.3 Advance Digital Markham:</p> <ul style="list-style-type: none"> <li>• Pilot test digital city technology</li> <li>• Expand digital access and literacy programs</li> <li>• Continue to embrace innovation and relevant technologies in delivery of service</li> <li>• Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</li> <li>• Accelerate City’s web portal modernization to create a better user experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Awarded a platinum certification from World Council on City Data (WCCD) for the fifth consecutive year.</li> <li>• Established a new process for Major Heritage Permit applications using EPLAN and PDox, along with the completion of detailed Standard Operating Procedures for both Major and Minor Heritage Permit applications.</li> <li>• Received and circulated a total of 303 development applications, approved 236 development applications.</li> <li>• Implemented Cashiering (POS) System Replacement initiative, a significant corporate-wide enhancement aimed at modernizing and securing payment processing systems.</li> <li>• Received CIO award for IT Innovation and Business Value.</li> <li>• Economic Developer Council of Ontario Award for OVIN Demonstration Zone.</li> <li>• Project of the Year from Ontario Public Works Association for Enterprise Asset Management – Data Model.</li> <li>• Launch of user-friendly MappIT application for information on development activity.</li> <li>• Successful launch of City’s new website with improved services &amp; focus on accessibility.</li> <li>• MPL new accessibility page on website highlighting and promoting accessibility services available.</li> </ul>

<p>1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>1.3.1 Empower employees to continue to take risks and pursue innovation</p> <ul style="list-style-type: none"> <li>• Reduce barriers / bureaucracy</li> <li>• Clarify roles, accountabilities (including for Centres of Expertise) and authorities</li> </ul> <p>1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)</p> <p>1.3.3 Provide staff access to technologies to improve service delivery</p> <p>1.3.4 Continue to invest in staff training</p>	<ul style="list-style-type: none"> <li>• Markham recognized as one of Canada’s best employers by Forbes for fourth consecutive year.</li> <li>• MMAH approval of the City of Markham’s Building Official Intern Program. Program will assist with attracting and training new building official talent. Program underway with 4 interns for 2025.</li> <li>• 15 new Suppression Firefighter recruits trained and implemented, 2 new Fire Prevention Officers trained and implemented.</li> <li>• Promotion of 8 Firefighters to the rank of Designate Captain.</li> <li>• Delivered internal new Consolidated Zoning By-law training to Building Standards and By-law enforcement departments.</li> <li>• Delivered 70 hours internal training to Building Standards and Fire Department for the new Building Code.</li> <li>• Hosted two Public Safety Forms for enforcement staff to promote consistency and best practice.</li> <li>• Bylaw and Regulatory Services continued quarterly newsletter in partnership with other departments to disseminate information to Council members, ratepayer groups, and residents on bylaw issues, and requirements.</li> <li>• Increased utilization of curbex street signage to share multi-departmental information.</li> <li>• Finance launched a new CPA internship program, one of the initiatives from Budget 2024 to help attract talent, build capacity, and support succession-planning; successfully onboarded a new CPA Associate to be hosted by units across the department.</li> </ul>
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**Goal 2: Engaged, Diverse, Thriving and Vibrant City**

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

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

Strategic Objectives:	Key Actions:	2024 Accomplishments
<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<p>2.1.1 Explore opportunities to support community and neighbourhood initiatives</p> <p>2.1.2 Expand community hub concept (currently at Aaniin CC) across the City</p> <p>2.1.3 Celebrate and explore Markham’s past and diverse communities</p> <p>2.1.4 Support the growth and sustainability of community events across the city to bring residents and visitors together.</p> <p>2.1.5 Plan for a major civic square with cultural amenities</p> <p>2.1.6 Advance partnerships, historical and cultural understanding of Indigenous peoples and fulfill Municipal Calls to Action from the Truth and Reconciliation Commission.</p>	<ul style="list-style-type: none"> <li>• Completion and launch of City of Markham Good Neighbour</li> <li>• Markham Public Library introduced Newcomer Study Squad, a homework help and ESL support program for teens.</li> <li>• Supported and delivered 151 community events in the city, including City-delivered events such as Canada Day, Applefest, Scaryfest, and the Children’s Festival.</li> <li>• 35,000+ attendees at annual Canada Day and Markham-Milliken Children’s Festival events</li> <li>• Delivered 80 City-organized community events</li> <li>• Completed Phase 1 of Civic Square Vision undertaking comprehensive study of best practices, precedents and examples of renowned civic squares locally, regionally and internationally.</li> <li>• Markham Museum Standing in the Doorway: Lives Histories and Experiences of the Chinese Community won 5 national and provincial prestigious awards.</li> <li>• Varley Art Gallery recipient of two provincial awards.</li> <li>• Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached more then 190,000 people, with Varley Garley seeing highest record attendance in its history</li> <li>• Continued to maintain strong partnership between the City of Markham and Eabametoong First Nation. Collaborated with Eabametoong on the third application intake for the federal</li> </ul>

		<p>government’s Green and Inclusive Community Buildings (GICB) program. Supported Eabametoong during early 2024 school fire with advocacy efforts to senior levels of government and making connections with modular construction manufacturers and sport field turf manufacturers to rebuild recreation facilities. Organized a local sports equipment donation drive in February 2024 to support youth activities in Eabametoong.</p> <ul style="list-style-type: none"> <li>• Celebrate Markham 2024-2025 Annual Program awarded \$276,000 to 57 applicants. Completed Phase 1 of Civic Square Vision undertaking comprehensive study of best practices, precedents and examples of renowned civic squares locally, regionally and internationally.</li> </ul>
<p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p>	<p>2.2.1 Implement Public Arts Master Plan                  2.2.2 Continue to implement the Public Realm strategy across all parts of the City                  2.2.3 Enhance the Volunteer program and opportunities across the City                  2.2.4 Implement Diversity Action Plan, Eliminating Anti-Black Racism Action Plan and accessibility initiatives.</p>	<ul style="list-style-type: none"> <li>• Completed 4 new Parks totalling approximately 28 acres of new public parkland.</li> <li>• Replaced or refurbished 11 playgrounds, 12 shade structures, 1 backstop/outfield fence and 11 tennis/ basketball locations in existing parks to ensure public safety and optimal value of the assets within our existing parks.</li> <li>• Completed the planning, procurement and construction of AODA compliant playground refurbishments at 17 existing parks. This is the second year of the four year AODA refurbishment program.</li> <li>• Approval of the City’s Language and Translation Policy. Policy establishes the languages of communications as well as other considerations and accommodations for accessibility.</li> <li>• Completion of the City of Markham Multi-Year Accessibility Plan 2025-2029.</li> <li>• Completed new Terms of Reference for Race Relations Advisory Committee and</li> </ul>

		<p>Markham Accessibility Advisory Committee.</p> <ul style="list-style-type: none"> <li>Public Art completed the two-stage competition, commissioning and approvals process for each of two components of the Main Street Unionville Public Art Program to be executed in alignment with the Main Street Unionville Restoration Project.</li> </ul>
<p>2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.</p>	<p>2.3.1 Strengthen the City’s brand strategy with a strong value proposition</p> <p>2.3.2 Implement the Economic Development and Culture Strategy</p> <p>2.3.3 Implement the Destination Markham Tourism Master Plan</p>	<ul style="list-style-type: none"> <li>Engaged with several employers and associations and their programming in Markham to facilitate support and retain their presence in Markham.</li> <li>Launched new brand guidelines including City’s secondary logo and slogan “Markham is More” including new street banner program celebrating iconic people and places.</li> <li>Completed 1,400 engagements with clients, business and industry partners to support queries related to business growth and expansion.</li> <li>Developed 5 local business area profiles for website to support business research.</li> <li>Supporting applications to bring 1.7 million square feet of employment space to construction.</li> <li>Markham Pan Am Centre hosted 80 international, national, provincial &amp; invitational events.</li> <li>Hosted the 50<sup>th</sup> anniversary Little Native Hockey League tournament in partnership with Destination Markham.</li> </ul>

**Goal 3: Safe, Sustainable and Complete Community**

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

Strategic Objective:	Key Actions:	2024 Accomplishments
3.1 Accelerate delivery of an	3.1.1 Support implementation of the Yonge North Subway Extension and	<ul style="list-style-type: none"> <li>Worked collaboratively with York Region to successfully</li> </ul>

<p>enhanced comprehensive transportation network in partnership with other levels of government / private sector.</p>	<p>advocate for improved higher order transit such as BRT along Highway 7, GO Train improvements and 407 Transitway, while also planning for integrated comprehensive transit solutions with improved service levels.</p> <p>3.1.2 Continue to implement policy framework to support livable communities, densities and related infrastructure that is supportive of rapid transit.</p> <p>3.1.3 Identify and develop a plan to eliminate gaps in transportation network and leverage technology.</p> <p>3.1.4 Finalize and implement Active Transportation Master Plan and first/last mile solutions.</p> <p>3.1.5 Prepare a road safety plan and establish an annual program that includes road and trail safety education.</p> <p>3.1.6 Revise Markham Transportation Master Plan, including</p> <ul style="list-style-type: none"> <li>• Citywide Complete Street Design Guidelines and Strategy</li> <li>• Micro-Mobility Strategy (eBikes, Scooters)</li> </ul>	<p>complete York Region’s Vision Zero Traveller Safety Plan which provided the basis for initiating and complimented the effort required for the City’s Road Safety Plan Development work.</p> <ul style="list-style-type: none"> <li>• Obtained a \$326,024 grant for the Road Safety Plan Development project from the Federal Enhanced Road Safety Transfer Payment Program.</li> <li>• MPS Safety Stick pilot project implemented through the OVIN Demonstration Zone to utilize technology to identify key areas for strategic parking enforcement in Downtown Markham Centre and York University.</li> <li>• Fifth 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.</li> <li>• Expanded the Active School Travel program to three additional elementary schools in partnership with the York Region District School Board.</li> <li>• Completed a strategic business case for a potential Markham station for the Federal High Frequency Rail program.</li> <li>• Continued working with Metrolinx and York Region on the implementation for the YNSE project and protect Markham’s interests.</li> <li>• Initiated the Markham Transportation Master Plan study, with key deliverables that will include a micro-mobility strategy, complete street design guidelines, and a 5- to 10-year transportation capital program.</li> <li>• Updated development-related transportation demand</li> </ul>
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		<p>management (TDM) guidelines and strategies to address transportation gaps that resulted from new provincial legislation and changing market demands.</p> <ul style="list-style-type: none"> <li>• Completed the transportation study component of the Markham Rd-Mount Joy and Milliken Centre Secondary Plans.</li> <li>• Micromobility solutions piloted in Markham Centres as part of Ontario Vehicle Innovation Network Demonstration Zone.</li> </ul>
<p>3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</p>	<p>3.2.1 Prioritize the implementation of the Affordable and Rental Housing Strategy.</p> <p>3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan</p> <p>3.2.3 Continue to advance planning for major transit station areas and plan for infrastructure and development of employment zones (along 400 series highways), in particular for the Markham Innovation Exchange (MiX).</p> <p>3.2.4 Implement Integrated Leisure Master Plan for the City of Markham’s parks, recreation, culture and libraries and new communities.</p> <p>3.2.5 Establish a City-wide parking strategy.</p> <p>3.2.6 Continue to implement the priority cultural heritage designation program.</p>	<ul style="list-style-type: none"> <li>• Developed and adopted a new Parks &amp; Open Space Agreement process to contribute to meeting aggressive Bill 109 approval timelines. New process brought other important roles to the foreground that will assist with more complete Parks and Open Space planning during development.</li> <li>• Initiated Parking and TDM Standards Update study to define updated parking rates for development as part of the Housing Accelerator Fund program.</li> <li>• Issued building permits for 4,216 new residential dwelling units. Issued occupancy permits for 1,667 new residential dwelling units.</li> <li>• Initiated City-wide Urban Design Guidelines to provide direction and guidance on various urban design topics and built form matters that focus on intensification areas.</li> <li>• 7.32 ha (18.09 acres) of future parkland conveyed through Planning Act provisions and negotiations.</li> <li>• Obtained approval and began first year action items of Markham’s application to the CMHC Housing Accelerator</li> </ul>

		<p>Fund, designed to accelerate and increase the supply of housing. \$58.8 million in funding has been secured to support the delivery of 1,641 residential units across 7 initiatives, to be completed by the end of 2026.</p> <ul style="list-style-type: none"> <li>• Passing of the Comprehensive Zoning By-law 2024-19 and launching of the online interactive zoning by-law.</li> <li>• The Master Plan was completed in 2024 in preparation of various project areas for future Trail EAs, design and construction activities.</li> <li>• Established a new process for Major Heritage Permit applications using EPLAN and PDox.</li> <li>• Implemented a comprehensive two-year work strategy for a Priority Designation Program to address provincial legislation affecting our Heritage Register.</li> </ul>
<p>3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.</p>	<p>3.3.1 Develop a Citwide system to communicate directly to residents during emergency (alert system).</p> <p>3.3.2 Continue to implement the Flood Control Program.</p> <p>3.3.3 Continue to implement strategies to address impacts of extreme weather.</p>	<ul style="list-style-type: none"> <li>• Continued to implement Flood Control Remediation program in West Thornhill and initiated Markham Village Flood Control Remediation.</li> <li>• Completed 78 km of storm sewers and 74 km of sanitary sewers as part of annual CCTV inspection, plus new SL-RAT acoustic inspections of 25 km of sanitary sewer inspections.</li> <li>• Initiated process to streamline the review and approval process for underground SWM facilities and developing policies, design criteria, and engineering specifications.</li> <li>• Completed 100% of the transfer of streetlights and traffic signals into the In-House Locate model, achieving 100% compliance.</li> </ul>

<p>3.3 Protect and enhance our natural environment and built form.</p>	<p>3.4.1 Develop a wildlife and biodiversity strategy.</p> <p>3.4.2 Increase our tree canopy to mitigate climate change and add resiliency that support net-zero initiatives.</p> <p>3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our target of Net Zero Emissions by 2050.</p> <p>3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2)</p> <p>3.4.5 Complete the Markham Centre Rouge River trail system</p> <p>3.4.6 Develop an urban parks strategy to support the Official Plan’s intensification strategy and look for new opportunities to offset the lack of parkland as prescribed by provincial legislation.</p>	<ul style="list-style-type: none"> <li>• Amended Tree Preservation Bylaw, with new fee structure approved to regulate the destruction and injury of private and City’s tree in line with sustaining Markham’s urban forest for a greener community.</li> <li>• Parks Forestry completed Year 5 of 8 Block Tree Pruning.</li> <li>• Removed 0.8 hectares of invasive species and planted over 8,500 trees and shrubs to create 4.0 ha of forested area, supporting the City’s objective to increase the size of our woodland and urban tree canopy cover.</li> <li>• Created 0.42 hectares of new wetland habitat in Berczy Village including planting 1,250 wetland trees and shrubs. The project provides wildlife habitat, local erosion control and water quality benefits.</li> <li>• The Natural Assets Study was completed, providing information to integrate City-owned natural features (woodlands, wetlands, and meadow habitat) into the City’s Corporate Asset Management Plan and Framework.</li> <li>• Markham Centre Trail Phase 3 includes a 3.0m wide paved multi-use Pathway and is located south of the Rouge River and extends for approximately 350m from Wardenvue Park to the Verclaire Gate.</li> <li>• Completed framework and guiding principles for forestry management and funding for the next 10 years.</li> <li>• Achieved 80% gross waste diversion rate from Markham households and municipal recycling depots.</li> </ul>
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**Goal 4: Stewardship of Money and Resources**

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

Strategic Objective:	Key Actions:	2024 Accomplishments
<p>4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.</p>	<p>4.1.1 Funding Strategy: Support development and delivery of strategic plan priorities and longer-term financial strategies while adapting to legislative and other business conditions.</p> <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> <li>• Advocate to other levels of government for enhanced revenue tools</li> <li>• Consider alternate sources of revenue</li> </ul>	<ul style="list-style-type: none"> <li>• In 2024, Procurement achieved \$728k in negotiated savings on projects prior to contract award and \$537K in negotiated cost avoidance.</li> <li>• Implemented a new policy to accept pay on-demand equity bonds in lieu of Letters of Credit to allow developers greater financial flexibility in support of new development in the City.</li> <li>• Implemented the new Low-Income Seniors Property Tax Assistance Program to provide relief to eligible low-income seniors by providing flexible, interest-free repayment plan option for their property tax arrears.</li> <li>• Mobile DMA/ watermain leak detection/ high water consumption investigations achieved cost savings of \$192,000 per year, and new procedures for installation of Anti-Tempering Device to reduce likelihood of water theft from hydrants.</li> <li>• \$36.8M cumulative savings and revenue enhancements through Excellence Through Efficiency and Effectiveness (E3) with property tax avoidance of 29%.</li> <li>• Procurement achieved \$728,000 in negotiated savings and \$537,000 in negotiated cost avoidance.</li> <li>• Achieved 13% increase in City’s advertising revenue and sponsorship portfolio.</li> </ul>
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental &amp; cultural) on taxpayer investment.</p>	<p>4.2.1 Continue to implement Asset Management Plan and ensure climate adaptation is integrated while also achieving Net Zero strategies for the City’s own assets.</p> <p>4.2.2 Develop a comprehensive risk management framework</p> <p>4.2.3 Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle</p>	<ul style="list-style-type: none"> <li>• Published 5-year Corporate Energy Management Plan (CEMP) per O.Reg 25/23.5-year plan that provides an overview of total City energy consumption, highlights performance achievements, and sets out potential energy reduction goals and pathways to achieve them. The City exceeded its targets by reducing facility energy intensity by 12% and municipal GHG emissions intensity by 15%.</li> <li>• Development of the Low-Carbon Fleet Strategy, which addresses governance, technology, electrical and charging infrastructure, and staff engagement to substantially reduce GHG emissions from the City’s 225 municipal vehicles.</li> </ul>

	<p>and improve efficiencies</p>	<ul style="list-style-type: none"> <li>• Continued Operations Roads AI Pavement Assessment Pilot: Better Road Infrastructure Engineering Practices again in piloting a new tool to conduct pavement assessment and showcase the City of Markham leadership role in innovation in public municipality forum.             <ul style="list-style-type: none"> <li>○ The City’s assets have a combined current replacement value of \$17.5B</li> <li>○ City’s asset portfolio is relatively young (average age 33 years and average service life 81 years)</li> <li>○ City’s assets are in a GOOD state of performance (nearly 90 per cent)</li> <li>○ Additional funding will be required for asset repair and replacement, as well as asset acquisition to support growth (610,500 residents and 301,600 jobs by 2051)</li> </ul> </li> <li>• Developed Flow Data/Rain Data analyzing tool that can automate flow data and rain data analysis.</li> <li>• New energy efficient LED auditorium house lighting system at Markham Theatre, increasing visibility and creating a more accessible and safe space for patrons.</li> <li>• Improved the corporate CVOR from a Satisfactory Safety Rating to an Excellent Safety Rating, with Markham ranked number 1 within York Region and all-time best rating in the City’s history.</li> </ul>
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics</p> <p>4.3.2 Implement a plan to communicate and make key City policies available and up to date on City website.</p>	<ul style="list-style-type: none"> <li>• Prepared and delivered annual progress report update on BMFT for General Committee, reporting on progress on BMFT goals, objectives and key actions.</li> <li>• Continued plan to remediate online City documents to meet accessibility requirements.</li> <li>• Update 200+ external code interpretation and training documents to the new building code for customers and the general public.</li> <li>• A- rating (highest ranked municipality in Ontario) for municipal fiscal transparency from C.D. Howe Institute.</li> </ul>

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

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

### Engaging our Customers

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

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

- **Annual Customer Satisfaction Surveys:** every year each department identifies services to measuring using the corporate survey process. The overall satisfaction rate for services surveyed in 2024 was 71.4%. In 2020, the overall satisfaction rate for the services surveyed was 76.3%. However, In the 2024 Citizen Satisfaction Survey, 80% agreed that the City is good at delivering services to residents and 88% agree that the City is a great place for both residents and businesses.
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** Library and Recreation use tools such as *Envionics* to gain a better understanding of market data about the Markham community. Research, benchmarking trends and other data is used to inform decision making and strategy development.
- **Surveys & Polls:** surveys are used throughout the City to collect data about resident experiences, preferences, needs and opinions. *e.g.. in-person survey conducted onsite at recycling depots.* Markham conducted a Citizen Satisfaction Survey of residents in 2024. Results of the 2024 Citizen Satisfaction Survey are available in Appendix E.
- **Public Meetings & Open Houses:** Markham hosts regular public meetings on a variety of topics from planning and development, sustainability, economic growth and entrepreneurship, public art, transportation and important capital projects such as flood protection. Open Houses are also hosted by departments to seek resident and customer feedback while also showcasing designs and concepts.
- **Interviews:** individual, intensive, structured - designed to probe deeply into stakeholder needs and opinions. *e..g. Aaniin Library Post- Occupancy Evaluation to determine how customers are using library space.*

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- **Focus Groups & Consultations:** facilitated discussion to collect data from a group of individuals on a specific topic *e.g. Smart City Focus Groups to collect input on community issues that could be addressed through AI-enabled technology.*
  - **Community Conversations:** used at MPL as part of their unique Community Development framework, this facilitated discussion focuses on understanding the broad goals and challenges of the community.
  - **Online Engagement:** the City of Markham maintains online engagement tools to provide residents with a platform for ongoing input into issues that matter. *E.g., Your Voice Markham, used for service planning.*

### **FINANCIAL CONSIDERATIONS**

Funding for Building Markham's Future Together 2020 – 2026 Strategic Plan priorities are identified and approved as part of the annual budget process.

### **HUMAN RESOURCES CONSIDERATIONS**

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

### **ALIGNMENT WITH STRATEGIC PRIORITIES:**

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

### **BUSINESS UNITS CONSULTED AND AFFECTED:**

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

### **RECOMMENDED BY:**

Andy E. Taylor  
Chief Administrative Officer

Trinela Cane  
Commissioner, Corporate Services

Arvin Prasad  
Commissioner, Development Services

Morgan Jones  
Commissioner, Community Services

Claudia Storto  
City Solicitor and Director of People Services

Chris Nearing  
Fire Chief, Markham Fire &  
Emergency Services

**ATTACHMENTS:**

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