

APPENDIX B
BUILDING MARKHAM'S FUTURE TOGETHER 2020-2026 STRATEGIC PLAN
ADDITIONAL 2024 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 2024 Accomplishments:

- Completed bi-annual Citizen Satisfaction Survey in Summer/Fall 2024. Metrics assisted in the planning of the 2025 Municipal Budget. Results to be shared with Strategic Plan Yearly Update in April 2025. Metrics to be linked to Strategic Plan.
- In coordination with the Mayor's Office, Markham hosted the Fall 2024 meeting of the Ontario Big City Mayors (OBCM) caucus.
- Coordinated advocacy efforts on recent provincial legislation impacting City planning and finances (Bill 183, Bill 23). Supported the Mayor's Office in preparing briefing material for Ontario Big City Mayors' Caucus and Canada's Big City Mayors' Caucus meetings. Provided requested information including housing data to FCM to support federal advocacy campaigns.
- Worked collaboratively with York University to execute the opening of the Markham campus. Supported the University in opening efforts, including events logistics and building-related requests. Successfully coordinated opening of the parking lot supporting the campus in collaboration with Remington Group and York University.
- Led the partnership efforts between the City of Markham and Eabametoong First Nation. Collaborated with Eabametoong on the third application intake for the federal 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.
- Completed 11 customer surveys ranging from recreation to information technology and environmental services.
- Promotion of 8 Firefighters to the rank of Designate Captain.
- MFES Phase 2 – Training Structure Completed (2nd floor, Standpipe system, internal/external staircase).
- Corporate Communications supported the Mayor's Office and Finance Department in the roll out of two budgets. Led the communications efforts to inform the community of the budget process which included YourVoiceMarkham, social media, digital and in-community advertising. Produced two budget books (2024, 2025), one of which received recognition for design excellence.
- City's organic social media reach increased year-over year. Impressions were up by 10.4% and reach increased by 24% over 2023. 9,139 posts were shared. Effectiveness of paid campaigns also increased in all measurable areas, despite a decrease of 8.3% in spend.
- City saw robust coverage from media in 2024. Asian media saw the most notable increase of 15% more coverage over 2023. A series of staff interviews were conducted in Chinese from MFES, Operations and the Theatre. Top news mentions of the year are the York University Markham campus (Total reach 18.2M), Markham Olympic Parade (total reach 70.3M), and Budget 2024 and 2025 (1.26M combined).
- Legal Services drafted staff reports and updated policies and agreements in response to changes in land use planning legislation – Bill 185, Bill 23, PPS 2024, OLT rules.

- Resolved OLT appeals of development applications, heritage designation by-laws, City initiated Official Plan Amendments, Comprehensive Zoning By-law, development fees complaints. Notable settlements include appeals in respect of developments at:
 - 9331-9399 Markham Rd.
 - 17, 19, 21, 23 Morgan Ave.
 - 8200 Warden Ave.
 - 8500 Warden Ave.
- Legal Services, Real Estate and Strategic Initiatives supported the development of York University in Markham by completing various agreements, including lease amendments with York University and an agreement on the development and operation of a parking lot with Remington to provide parking to the York campus.
- Legal Services resolved litigation claims related to the Angus Glen Secondary Plan and related Environmental Assessment. Resolved litigation arising from issuance of City parking tickets (summary judgment obtained in January 2025). Substantively advanced other litigation claims related to developer receiverships and municipal servicing infrastructure.
- People Services introduced dedicated Organizational Development function within organization to provide increased strategic support, updated new employee orientation process, commenced Culture and Business Transformation initiative, undertook an organization wide values survey, and hosted multiple staff focus groups.
- People Services revamped and delivered a variety of health and safety training programs, including those for Markham Fire Captains, Aquatics, Seasonal Operations, and Camp Directors and Supervisors, successfully engaging 300+ staff across 35 training sessions
- People Services delivered 52 consecutive weeks of wellbeing topics and 12 monthly "Lunch and Learn" sessions to promote continuous personal development.
- People Services, in collaboration with Sustainability and Asset Management, completed the Multi-Year Accessibility Plan 2025-2029.
- People Services DEI function supported Diversity Special Events, incl. Black History Month, National Indigenous Peoples Day, Pride Day, Truth and Reconciliation Day.
- Introduced new Terms of Reference for Race Relations Advisory Committee and Markham Accessibility Advisory Committee.
- Launched new Indigenous educational learning program.
- Supported Mayor's Black Youth Liaison (MBYL) Committee
- People Services supported introduction of corporate internship program for Finance, Legal, Engineering, and Planning & Urban Design Departments with a focus on inclusion.
- ITS Re-Launch of the City's portal on a new more robust and secure infrastructure allowing improved services and search capabilities while continuing to focus on AODA compliance.
- ITS replacement of solution to provide library users an easier, more reliable and safer manner to book and use public access computers.
- ITS upgrade of EAM software version and completion and inclusion of work flows, work order management and inventory management capabilities within our enterprise tool for the Operations Teams (Fleet, Roads, Forestry and Parks). This allowed the retirement of two legacy applications.
- ITS development and launch of the MappIT Development application viewer allowing the public access to a visual representation of status and location on a City map that can be filtered by various attributes (ie. Timeline, Ward, type, status, application number).
- Improved use of M365 suite of tools including ability to leverage One drive for secure storage and sharing of files, booking of meeting rooms, Teams communication.
- ITS upgrade and replacement of all city staff computer hardware and peripherals to provide enhanced and more secure computing speed and capabilities for City staff.

- ITS contracted and facilitated to a move to a new ISP provider and provisioned/deployed the hardware needed to support it. The change improves connectivity speeds from 500MB to 10GB allowing the City to continue it's digital strategy path and move towards more cloud computing solutions.
- Legislative Services led Adoption of the City's Council Staff Relations Policy. The Policy sets clear guidelines for interactions between Councillors and staff. It aims to foster a respectful and professional environment by defining roles, responsibilities, and communication protocols. The policy promotes mutual respect and trust, ensuring effective and consistent responses to community concerns.
- Legislative Services conducted 6 appeal hearings virtually in 2024. Under the new appeal process under the Tree By-law allows property owners to appeal a denied tree permit. If a tree permit is denied, the property owner can submit a written appeal request within 10 days of receiving the denial notice. Appeals are heard by an independent Hearing Officer who reviews the case and makes a final, binding decision. The Hearing Officer considers the unique characteristics of each case, ensuring a fair and transparent process. This process aims to ensure fairness and consistency in the application of the Tree By-law.
- Animal Services performed an audit of all outstanding animal licences for the past 5 years. Contacted all lapsed license holders to determine if animal still resides with the resident, collected fees for all outstanding years.
- Expanded the Markham Cat Adoption and Education Centre to include all stray animals and not just cats. Rebranded the facility to host large scale monthly events.
- Exceeded previous positive outcome rates for domestic dogs and cats. Cat positive outcomes are 94% while dogs is 98%. Maintained excellent service levels despite an increase in call volumes by approximately 15%.
- Implemented a mapping database to outline all calls, licences, and animals retrieved by animal services throughout the year. Use this data for resource allocation, community engagement opportunities, and public safety.
- Bylaw and Regulatory Services coordinated strategy with Fire and Building Standards for homeless encampments in York Region (Markham) – 4 Educational Seminars for 2024, with our partners York Region Outreach, YRP, and People Services.
- Conducted a Special General Committee Bylaw Services Workshop to receive Council feedback on enforcement priorities to inform Bylaw Strategy.
- 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. Partnered with YRP and the City of Vaughan to share knowledge and develop strategies to address the rise of unsanctioned car rallies in the City of Markham and York Region
- Assigned By-law officer to signs – to enhance our commitment to Keep Markham Beautiful. Four (4) summer students hired to assist with various education and enforcement blitz.
- Removed 12,400 illegal signs from May to August 2024.
- 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.
- Finance and ITS implemented Cashiering (POS) System Replacement initiative, a significant corporate-wide enhancement aimed at modernizing and securing payment processing systems. In collaboration with the ITS department, implemented a new Point of Sale (POS) software to fully replace the existing cashiering system, ensuring seamless functionality across all departments while achieving PCI (Payment Card Industry) compliance. This modernization enhances the security and reliability of financial transactions, safeguarding sensitive customer data.
- Environmental Services completing Phase II and III for the SCADA system upgrade and adding Enterprise Stormwater pumping station into SCADA.

- Through collaborative work with Operations and Engineering, Environmental Services advocated and convinced the Provincial Government to change direction on the Dedicated Locator (DL) policy to exempt the City to engage into DL Agreements, ensuring a more efficient and cost-effective process.
- Operations improved the corporate CVOR from a Satisfactory Safety Rating to an Excellent Safety Rating. After comparing to other municipalities in York Region – Markham is ranked number 1 within York Region for its current CVOR safety rating and all-time best rating in the City’s history.
- Recreation launched a successful program with a ReFocus on providing high quality client services. The Program included surveying frontline staff and community centre users, development of a training manual and training sessions for frontline staff. As well there was a revision to Facility maintenance checklists. Results of surveys conducted with our sport user groups and our drop in users showed a high satisfaction of the services we provide at our centres. Department will continue with regular surveying to ensure we continue to meet the needs of our clients.
- Recreation continued to support recovery from covid which included ensuring we provided training opportunities for Part time staff to ensure that we had enough certified to support programs, ongoing monitoring of our registration numbers to adjust as required and marketing of our programs. By fall of 2024 we had reached pre-covid numbers.
- Recreation, ITS and Corporate Communications Implemented new/revised features and processes in support of the new online Registration and Facility Booking system. Successfully transitioned in-person drop in registration to online. This process included hosting 15 various meetings with drop in users to get their feedback on the transition and educate on the change. During the transitional time we did provide additional support for those who were not familiar with online registration to help them get their account set up and learn how to use the system. We also had a partnership with MOTM (Milliken on the Move Older Adult Club) to provide assistance at Milliken to support Older Adults with language barriers to learn how to use the system.
- Staff completed Phase 1 of project to inventory and assess Planning and Urban Design documents on the City’s website and develop a remediation strategy.
- Launched the new Planning Social Committee in Q1 and successfully hosted two major events: summer picnic and holiday celebration. These events were speckled with other activities throughout the year. The purpose is to bring people together in a social setting, particularly during hybrid work, to encourage camaraderie and understanding.
- Successfully hosted the 2024 World Town Planning Day event in November that encouraged staff to participate together in online education sessions.
- City of Markham winning the prestigious Municipality of the Year Award with a population of more than 150,000 by Festivals & Events Ontario (FEO). This is the first time Markham putting in an application for this award.
- Canada Day & Markham-Milliken Children’s Festival winning both 2024 Top 100 & 2025 Top 100 Festivals and Events in Ontario
- Supported 3,525 small businesses by organizing 57 training sessions and events, as well as providing consultations and responding to inquiries.
- Provided 14 small businesses with Starter Company Plus grants and offered 13 summer students Summer Company grants, totaling \$109,000.
- Markham Museum - Standing in the Doorway: Lived Histories and Experiences of the Chinese Community exhibition earned recognition for its impactful community-drive approach and programming by being honoured with the following awards:
 - 2024 Governor General’s History Award for Excellence in Community Programming.
 - 2024 Canadian Musuem Associations Outstanding Achievement Audience Outreach Award
 - Ontario Museum Associations Award of Excellence in Programs
 - Archives Association of Ontario Institutional Award of excellence

- Received two GOG (Galleries Ontario –Ontario Galleries) Awards at the 47th annual ceremony
- Varley Gallery received Ontario Arts Council annual operating grant and received CSJ and YCW support for staff positions. Received an Ontario Seniors Community Grant to develop and implement a series of free workshops for older citizens, 2023-2024 and received annual support from the Varley-McKay Art Foundation
- Received and circulated a total of 303 development applications (pre-consultation, official plan amendment, zoning amendment, plan of subdivision, site plan control, plan of condominium, minor variance, consent).
- Approved a total of 236 development applications (pre-consultation, plan of subdivision, site plan control, plan of condominium, minor variance, consent).
- Approved a total of 3,202 residential units and 101,740.57 m2 of non-residential development (site plan control).
- Approved a total of 344 residential units (subdivision).
- Support OMLCBO (Ontario Municipal Large Chief Building Official Association) with Building Official training of the new Building Code.
- Provide comments on proposed EMTC (Encapsulated Mass timber Construction) Code Consultation
- Code Consultation- Public review of proposed changes to the 2020 National Model Codes
- Ministry of Municipal Affairs and Housing approval of the department’s Building Official Intern Program. Program will assist with attracting training new building official talent. Program underway with 4 interns for 2025.
- Building Standards Department provided the following monthly building statistical reports to other City internal departments and external agencies
- Building department maintained all regulated timeframes for building code review. This accommodation in capacity is directly related to efficiencies gained by ePlan and the departments investment in technology.
- Initiated the first draft of the updated Department’s Standard Operating Procedural manual for Site Plan Review in Q4 that will ensure predictability in the review process following the legislative changes to the Planning Act.
- Initiated the review and integration of the new Minister’s Zoning Order Framework with the City’s processes in Q4 that will provide assurance and direction for staff when future MZO’s are requested, which will ensure consistency in the process.
- Implementation of the updated Telecommunication Protocol in Q4 that will see an updated process that reflects the legislative responsibilities of the City as a commenting agent on new and updates to existing telecommunication proposals.
- Implementation of the Updated Planning District Maps in Q4 that will right-size roles and responsibilities of each district and reflect the equal distribution of workloads to encourage work-life balance and encourage succession planning and knowledge transfer.
- Implementation of the Department’s File Closure Protocol in Q4 that will see improvements to the Departments data metrics on the review of all applications. This protocol will require accountability by the applicant to respond to staff’s comments on a timely basis and by Staff with updating the info code information in AMANDA.
- Established a new process for Major Heritage Permit applications using EPLAN and PDox in Q4, along with the completion of detailed Standard Operating Procedures for both Major and Minor HP applications. Updated the website to comprehensively explain all aspects of these processes.
- Secured additional Heritage Markham Committee delegation of review to Heritage Staff - certain Minor Variance Applications, Specific Consent Applications and review of development applications adjacent to individual and district heritage properties, which will ensure efficiency in the review process.
- Amendments were made to the Committee of Adjustment workflow to incorporate variances to CZBL/Former by-laws, including educating members of the public and providing training to Committee members on implementation and consideration of variances to By-law 2024-19.
- Coordinating with Staff and Applicants on moving priority applications through Committee of Adjustments, including the 120 South Town Centre Blvd where 340 new daycare spaces were delivered; the approval of the Microsoft Data Centre; the approval of the Kings Square Mall Consent and Variance; and the issuance of over 20 Consent Certificates of Official for various residential and ICI sites.

- Staff participated in various Ontario Land Tribunal negotiations that have resulted in settlements including, but not limited to, the 44 storey residential high rise development at 17-23 Morgan Avenue (which secured 1.5% affordable housing component and acquisition of off-site parkland); Leitchcroft 6 residential high rise towers, including at grade commercial uses (which secured a grocery store); and the redevelopment of the Hilton site in Markham Centre.
- Staff, through the review of applications, also endorsed the first site plan-like application in the Langstaff TOC area (49 storeys); approved applications in the Markham Road Mount Joy area; and completed other development projects during economic uncertainty, including 8350 Kennedy Road, and 35-51 Old Kennedy Road in Central District. These approvals would segway into construction and the contribution of housing units in the near future.
- Implemented a comprehensive two-year work strategy for a Priority Designation Program to address provincial legislation affecting our Heritage Register (removal of all listed properties after Dec 31/24) Completed 151 Research Reports, 121 Statements of Significance, secured approval of 94 designation
- Session Speaker at the provincial conference on Markham’s priority designation program and how to encourage designation.

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 2024 Accomplishments:

- Approval of the City’s Language and Translation Policy, an action item identified in the 2020-2026 City of Markham Strategic Plan. Policy establishes the languages of communications as well as other considerations and accommodations for accessibility.
- Launched corporate rebranding strategy with over 60 new administrative templates, secondary logo, design guidelines, stationary, social media graphics refresh. Unveiled “Markham is More” corporate slogan, including social media campaign.
- Launched new street banner program celebrating new corporate brand “Markham is More.” New corporate style, secondary logo included in banner program.
- Partnered with Unionville High School for second year to provide information technology students an opportunity to engage with local government and create public information videos for the City of Markham. Videos were amongst the most viewed and interacted with for the City on social media accounts, reflecting the success of the program.
- Soft launched Millie as the official corporate mascot in the Good Neighbour Handbook, as well as the City’s new street banner program.
- Incorporated AODA compliance into new website software training, ensuring that the approximately 200 Content Authors, responsible for all updates to the markham.ca website, have a thorough understanding of AODA expectation in writing and website formatting.
- Supported Special Events team with the planning, execution, fundraising and marketing of corporate events such as Canada Day, Markham-Milliken Children’s Festival, Mayor’s Business Luncheon and Santa Claus Parade.
- Digital communications messaging across all community centres, libraries, Civic Centre and theatre remains robust with 123 unique messages in MP4 format being uploaded in 2024.
- Maximized use of the two 407 digital signs in Markham and the seven digital signs at railway crossings in Wards 1, 7 and 8.
- Corporate Communications collaborated closely with Recreation to execute the physical design of the Good Neighbour Handbook, and worked closely with departments across the City to compile, verify and edit content. The Handbook is an important action item identified in the City’s Strategic Plan. Corporate Communications also ensured AODA compliance of the document and launched a high-profile advertising campaign to promote the Handbook, including a social media contest to help increase open rates and readership.

- Corporate Communications worked collaboratively with ITS throughout the migration process, including, consulting on design, AODA adherence and structure upgrade opportunities and accuracy. Developed two rounds of city-wide training of over 200 Content Authors - First to conduct User Acceptance Testing, and the second to fully teach the website content management system. Developed user-friendly training documents and videos to support training efforts.
- Finance, ITS and Recreation Services introduced the Markham E-Gift Card initiative, providing residents and visitors with a convenient way to access a wide range of recreational, educational, and cultural activities, including swimming, arts, coding, sports, camp registrations, and fitness programs. The initiative includes the development and implementation of a new policy, reflecting the growing significance of gift cards as tools for engagement and promotion. This policy establishes a standardized approach to gift card management, ensuring compliance with legal requirements while minimizing risks.
- Sustainability and Asset Management led the completion of Markham's Multi-Year Accessibility Plan which outlines how the City will comply with the Accessibility for Ontarians with Disabilities Act. Development included robust consultation process with community and staff surveys, interviews, analysis, drafting and discussion and feedback on the proposed initiatives with the Markham Accessibility Advisory Committee, staff representatives and ELT. The plan was endorsed by Council on December 4, 2024 and posted on the City's website.
- Operations – Roads improved 3rd party special events traffic closure safety within the City right of way and implementation of a traffic safety procedure to guide external event organizers.
- Markham Public Library: Over 4.5 million library items borrowed by Markham readers – 12.4 items per capita. A first: Over 1,000,000 ebooks borrowed. Achieved a 9.2% year-over-year increase in active library users: 100,402 (median).
- Expanded library career programs including our first Skills and Trades Fair and a Business Expo networking program for local business owners and entrepreneurs.
- Markham Public Library collaborated with ITS to upgrade public computers, self-service technology, digital media labs and public printing services (new feature: online printing), creating a modern, connected and sustainable tech environment, ensuring: Convenient and efficient digital services for residents, with 84.8% of library materials borrowed through self-service, and inclusive public access to modern innovative digital equipment.
- Markham Public Library expanded digital literacy programs including innovative new programs and services, such as:
 - Girls in STEM mentorship program to address gender inclusion in STEM related careers.
 - STEM Community Club with York U Engineering students leading activities related to engineering, robotics and coding.
 - Smart Life, in partnership with CNIB, exploring technology supporting the visually impaired. Device lending and digital literacy program for Newcomer Older Adults, funded by an Ontario Seniors Community Grant.
- Markham Public Library advanced new innovative library services to inclusively serve Markham's neurodiverse community, including:
 - In collaboration with Children's Treatment Network: STEAM programming to children and youth with disabilities and development needs.
 - First Neurodiversity Resource Fair providing information about available community and library resources
 - Incorporated sensory kits into camp programs to support participants with ASD (Autism Spectrum Disorder).
- Advanced inclusive literacy services through new supports, including:
 - Supported by ITS, deployment of assistive software on all public computers for those with print disabilities.
 - Expanded dyslexia-friendly reading material to support dyslexic readers.
 - Improved functional reading material for adults struggling with functional literacy.
- Markham Public Library introduced Newcomer Study Squad, a homework help and ESL support program for teens.
- Markham Public Library supported understanding of Indigenous History through:
 - Improved library webpage content related to Indigenous history, including Treaty information specific to Markham and booklists connecting readers to relevant library materials.

- New program building awareness of colonialism and its impact on Indigenous people through the Truth & Reconciliation board game.
- Connected the library and its materials to local history through:
 - Creation of new local history webpage. Procurement of a new microfilm reader/printer improving public access to historical newspaper content on microfilm.
- Recreation led a multi-departmental effort to host the 50th Anniversary of the Little Native Hockey League (LNHL) tournament, gala and opening ceremony. Markham opened its doors for a 4-day hockey tournament for Indigenous Youth of Ontario. Successes included:
 - Largest LNHL tournament with a record 245 teams
 - Over 10,000 players and families visited Markham (4000 players)
 - 500 games on 12 rinks in Markham, Stouffville and Richmond Hill
 - 1700 hotel rooms in Markham & an additional 500 rooms in York Region with additional Airbnb and hotel rooms booked outside of LNHL reservation system
 - \$7.9 million in economic impact for Markham in initial survey results through hotel, dining and shopping locally – Destination Markham
 - Significant media coverage for Markham with mainstream broadcasters, print and digital and Indigenous websites and publications
 - Based on the success of the tournament a 3-year deal (2025 – 2027) was signed with the LNHL
- Recreation Successfully hosted 4 International events, 8 National events, 8 Provincial events and 59 Invitation events at the Markham Pan Am Centre. This significantly contributes to the Economic Impact through sport tourism. Our ability to successful hosts sport events has attracted new events to Markham Pan Am Centre for 2025 which include: Yonex Canadian Open International, Kendu Provincial Championship and Ontario University Athletics Swim Championship. As well we will be hosting the Canadian Robotics Championship at Aaniin and the OMHA AAA U14 Championship at Thornhill Arena.
- Urban Design Staff hosted the 34th session of the Municipal Urban Design Roundtable: “*Emerging Downtowns in the GTA, Where Are they Now?*” in Q4/2024, with 20 municipalities from across the province attending. The event showcased Markham Centre with presentations on other emerging downtowns in the GTA.
- Worked closely with Legal department to execute the very first agreements with First Nations communities using new City Guidelines. These agreements are for the communities engagement and participation during the Archeological field work.
- Attendees and program participants at the Markham Museum, Markham Flato Theatre and Varley Art Gallery reached more then 190,000 people.
- Celebrate Markham 2024-2025 Annual Program awarded \$276,000 to 57 applicants.
- Delivered 80 city-organized events and activities, including park openings, flag raisings, media events, business address & luncheon & Santa Claus Parade
- Delivered Canada Day Celebrations attracting over 28,000 attendees.
- Delivered Children’s Festival attracting over 7,000 attendees.
- Delivered Olympic & Paralympic Parade & Celebrations
- Supported the delivery of 71 community festivals and third-party events, including Taste of Asia, Unionville Festival, Shoppers Run for Women, Markham Village Music Festival and TD Markham Jazz Festival
- Engaged alongside York Region, the province and independently across avenues like Site Selector Guild Conference, MedTech Conference, Collision, CIX, Elevate, DiscoveryX, Startupfest, Afri-Future Tech Conference and Toronto Tech Fest to facilitate dialogue with companies towards expanding into Markham and place Markham on the map across various avenues.
- Engaged with several employers and associations and their programming in Markham – including York University, Markham Board of Trade, TechConnex, ACCE, CPBC, MRVCBA and others - to facilitate support and retain their presence in Markham.
- Created 5 Local Business Area Profiles on the Markham Business website to facilitate data driven support for companies in Markham towards their Marketing and Sales efforts.
- Through exhibitions and major events including Lunar Nights, Applefest, Scaryfest, Night at the Museum, and the Markham Community Makers exhibition the Markham Museum positioned itself as a cornerstone of the city’s cultural economy, driving tourism, commerce, and artistic engagement. These events celebrated local talent and expertise through impactful partnerships with artists, organizations, and

businesses, including Rouge River Brewing Company. Foundations for continued partnerships and new community connections have already been laid for 2025 securing new events including Barkham 3.0!

- The 2024 annual attendance is the highest on record since the Varley gallery opened in 1997: 55,409 by the end of October 2024
- Mounted 6 exhibitions:
 - *Lost and Found: A Public Art Project with Holly Ward and Kevin Schmidt*
 - *Subject: Landscape*
 - *To go boldly*
 - *Summer Solstice*
 - *Meera Sethi a Brief History of Wear*
 - *Tracing Patterns.*
- Mounted three rotations (Winter, Spring, Summer) of children's and adult art classes, and workshops, March Break, Winter Break and 8 weeks of Summer Camps
- Maintained rentals at the Varley and Exhibition Rentals at the McKay.
- Mounted numerous free public drop-in events for LunarFest, Black History Month, Unionville Festival, Doors Open Markham, Culture Days and Old Tyme Christmas and three exhibition launches (winter-Spring, Summer and Fall)
- Successfully organized and conducted the 2024 Markham Cycling Day event that attracted over 800 participants with the support of over 80 community volunteers on June 9, 2024.
- 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.
- Developed a 10-year agreement with Quadreal/Steelcase West Holdings for an art wall located at Woodbine and Steelcase, approved by Council in September.
- Completed first draft of a multi-year York Downs Public Art Program Plan
- Flato Markham Theatre's creation of new Broadway Performance Workshops – thus offering training programs throughout the year. Sensory Friendly performances returned this in November – this creates a safe space for people on the spectrum or have other sensory issues to enjoy shows in a judgement free atmosphere. Theatre camps reached capacity limits in 2024. Outreach activities restated this fall with a great response from the public.
- Completed 4 new Parks totalling approximately 28 acres of new public parkland.
- Replacing or Refurbishing 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.
- Working with the Doors Open Markham Committee and Corp Communication, planned and executed a successful Doors Open Event in June.
- Co-hosted with Oakville and Waterloo a heritage designation workshop with approximately 20 other municipalities in attendance.
- Heritage Week Display and presentation to Council on our heritage conservation program over the last 49 years (Feb); presentation on the history of Markham to Unionville residents (Nov); presentation on the origin of Markham and the importance of William Berczy's to 80 visiting Germans from our sister city, Nordlingen (August).
- Undertook a Main Street Unionville Wayfinding Project to develop the appropriate infrastructure for directional signage and worked with Public Art staff on the Rouge Connection pathway Art Project, the Staircase Fencing Art Project and the Decorative Tree Guard/Grates Art Project for Main Street.
- Regularly updated the YourVoiceMarkham platform with Main Street Unionville project milestones, timelines, and notifications, ensuring the public and stakeholders were informed throughout the project.
- Facilitated a Public Information Centre, Public Survey, Stakeholder Advisory Meeting and Special DSC workshop, to obtain feedback and guidance on the Road Safety Plan Development.
- 2-Year Provincially funded program to support SMEs pilot transportation/automobility technology in a real-world environment- Downtown Markham Zone.
 - **1st Round Applications:** Received 41 applications; shortlisted 8 for Markham. Completed 1 project (Scooty); 1 project (MPS) currently live in Markham.

- **Awards:** Won the Community Economic Development Award (EDCO). Received Gold in Regional or Cross-Border Partnership category (IEDC).
- **Showcase Events:** Held the first showcase event in December 2024. Second showcase planned for March 2025 in Markham.
- **2nd Round Applications:** Received 24 applications; review process to begin.
- Collaborated with industry/ecosystem partners (including York Region, Toronto Global, Ontario Province, ventureLAB, YSpace) to delivered/articipated in 13 innovation and industry programs: The Site Selectors Guild Conference, MedTech Conference, Collision Conference, CIX, Elevate, DiscoveryX, Startup Festival, Afri-Future Tech Conference, HardTech Conference, Elevate, and Toronto Tech Fest to promote Markham and attract investments to Markham’s key industry sectors.
- Partnered with local stakeholders/business associations including MBT, TechConnex, ACCE, MRHBA, CPBA to support 15 local business events/programs.
- Completed 1400 engagements with clients, business and industry partners to support queries related to business growth and expansion
- Supporting Development Facilitation Office (DFO) with 14 prioritized/ critical industrial/commercial development applications transitioned from site plan to construction as part of economic development’s ongoing expansion efforts in collaboration with Planning.
- Developed 5 local business areas profiles for website to support business research.
- Over 19 earned media pieces that featured tech stories featured in established media outlets (CTV, Toronto Star, BNN Bloomberg, CBC, etc.) based on work with Mars PR.
- Featured 28 company stories on Department website/social channels to promote industry businesses as part of marketing / business retention efforts.

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 2024 Accomplishments:

- 6 New Fire apparatus were purchased, inspected, delivered and deployed in 2024 (3 Engines, 1 Air-Light, 2 Auxiliary/Drags)
- 15 new Suppression Firefighter recruits trained and implemented, 2 new Fire Prevention Officers trained and implemented.
- Received \$74,000 from the Provincial Government for Cancer prevention for firefighters
- MFES continued to partner/collaborate with Building and By-Law to refine joint file process and delivery of excellent customer service (quarterly forums).
- Legal Services engaged in legislation mandated consultation with First Nations representatives regarding the following projects:
 - Rouge Valley trails
 - Elgin Mills road widening
 - East Don Tributary restoration project
 - Markham Centre trails
 - Highway 404 Ramp extension
 - Langstaff MZO development
- Animal Services hosted the first annual Animal Services Roundtable to provide a public overview of animal services and solicit public feedback on our service delivery. Expand a little on the format of the roundtable and the post-event survey.

- Animal Services continued to promote a harmonious approach to coyote management by providing education to residents through the Coyote Response and Co-existence Strategy. Reviewed the strategy document to ensure it is up to date on current standard practices.
- Bylaw and Regulatory Services worked alongside Economic Development on 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
- Amended Tree Preservation Bylaw, in partnership with Urban Design and the Forestry Department, with new fee structure was approved by Council to regulate the destruction and injury of private and City's tree in line with sustaining Markham's urban forest for a greener community.
- Sustainability and Asset Management completed and published 5-year Corporate Energy Management Plan (CEMP) per O.Reg 25/23. The CEMP is a 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. Through the 2019 CEMP, the City set targets to reduce facility energy intensity by 5% and municipal GHG emissions intensity by 5%. The City exceeded its targets by reducing facility energy intensity by 12% and municipal GHG emissions intensity by 15%.
- Sustainability and Operations completed 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. The Strategy aligns with the Government of Canada's zero-emission vehicle targets, the City of Markham's targets, and the GMF program. The project was supported by a \$95k grant from the Federation of Canadian Municipalities (FCM) and the Government of Canada. The Low Carbon Fleet plan will be brought forward for approval in 2025.
- Sustainability and Asset Management hosted the community for our annual Earth Day event at the Remington Centre in Downtown Markham. Approximately 500 attendees, 34 Vendors, 245 Passport activities completed. Paid social media engagement (clicks, shares, likes, comments): approx. 2,500 (compared 427 in 2023). Organic (not paid) social media engagement (clicks, shares, likes, comments): 1,825 (compared to 874 in 2023). Webpage visits on Markham.ca: 6,224 (compared to 3,641 in 2023). Electric vehicle test drives during event: approx. 100 (compared to 57 in 2023)
- Environmental Services continued to implement Flood Control Remediation program in West Thornhill by completing Phase 4B construction by Q2, 2024. Initiated Markham Village Flood Control Remediation Phase 1A construction by Q2, 2024. Continued with Don Mills Channel SWM Pond and Culverts #1 & #2 Designs.
- Environmental Services 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.
- Achieved 80% gross waste diversion rate from Markham households and municipal recycling depots.
- Collaborative review and acknowledgment of acceptable conditions with Ministry under new requirements for pre-authorization and operating conditions for Sanitary and Stormwater systems.
- Environmental Services completed 100% the transfer of streetlights and traffic signals into the In-House Locate model, achieving 100% compliance.
- Operations Parks Forestry completed Year 5 of 8 Block Tree Pruning. Mature trees in entire City blocks elevated for both roadside and sidewalk clearance to provide safe passage for vehicles and pedestrians.
- Operations Parks Forestry completed framework and guiding principles for forestry management and funding for the next 10 years. Completed public engagement phase.
- Operations Parks Replaced out of date by-laws with one comprehensive By-Law to provide oversight for all public properties to obtain Council approval in 2025.
- 8500+ trees and shrubs planted to provide new habitat and move closer to our 30% canopy goal.
- – Winter Maintenance implementation of a new long term winter maintenance contract along with an enhanced level of service on Senior's Windrow program reducing completion time from 8 hours to 4 hours.
- Operations Roads Permanent Restoration Best Practices Within a Public Right-Of-Way Guideline: The creation and implementation of this document is to outline situational examples of restoration best practices to set a precedent for all internal departments and their contractors to follow. This document provides help in mitigating any issues related to current restoration practices where a company or contractor has excavated, broken up or otherwise disturbed the surface or structural integrity of a right-of-way for the purpose of any type of utility or infrastructure works.

- Continuation of 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.
- Operations Utility & ROW Executed Funding Agreement in support of Broadband Construction: One Funding Agreement were negotiated and executed with Telecommunication companies to support construction of Broadband Construction in Markham by expediting Municipal Consent (MC) permit process by hiring additional contract dedicated staff. Successfully processed high volume of complex MC permits and exceeded the agreed to KPIs under Funding Agreement.
- Utility & ROW German Mills – Blower House Upgrade: Successfully completed the noise mitigation project 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. Continuous improvement of the header system through the design and construction of the eastern header.
- Completed the planning, procurement and construction of AODA playground refurbishments at 17 existing parks. This is the second year of the four year AODA refurbishment program.
- 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.
- Approved a total of 344 residential units (subdivision).
- Removed 0.8 hectares of invasive species and planted over 8,500 trees and shrubs to create 4.0 ha of forested area. Received \$92,000 from York Region in grant funding to support the restoration projects. The initiative supports the City's objective to increase the size of our woodland and urban tree canopy cover.
- Created 0.42 hectares of new wetland habitat in Berczy Village (Robinson Creek Valley) including planting 1,250 wetland trees and shrubs. The project provides wildlife habitat, local erosion control and water quality benefits.
- Completed the Natural Heritage Management Study to serve as a guiding framework for the stewardship and improvement of natural areas owned by the City of Markham and inform updates to the City's Asset Management Plan and Official Plan.
- The Natural Assets Study was completed and endorsed for implementation by Council in May 2024. Building on the Natural Heritage Management Study, the Natural Assets Study provides information to integrate City-owned natural features (woodlands, wetlands, and meadow habitat) into the City's Corporate Asset Management Plan and Framework. The information and integration with Corporate asset management planning improves business processes and capacity for managing the City's natural assets more effectively.
- Working with other departments to streamline process for MECP (CLI-ECA). This will result in quicker approval for ECA, as it will be delegated to the City for sanitary and stormwater
- Retained external consultant to work on streamlining the review and approval process for underground SWM facilities and developing policies, design criteria, and engineering specifications
- Completion of the updated Policy and Procedures for Conveyance of Lands to the City.
- Completion of the new Policy and Procedures for Managing Excess Soils.
- Completed an In-service Road Safety Review, that includes a series of short- and long-term recommendations to improve road safety on 19th Avenue between Warden Avenue and Kennedy Road.
- Completed safety improvements to existing bicycle lanes on South Unionville Avenue by leveraging Operations Department's contractor to reduce cost.
- Completed a strategic business case for a potential Markham station for the Federal High Frequency Rail program.
- Completed the Traffic Calming of Carlton Rd and Main Street Markham project that included public consultations and detailed design, and successfully obtained Council approval for the recommended design for Carlton Rd.
- Expanded the Active School Travel program to three additional elementary schools in partnership with the York Region District School Board.
- Continued working with Metrolinx and York Region on the implementation for the Yonge North Subway Extension (YNSE) project and protect Markham's interests.
- Initiated Parking and TDM Standards Update study to define updated parking rates for development as part of the Housing Accelerator Fund program.

- Initiated the Development of a School Zone Safety Guide to streamline school zone safety measures, crossing guard program and other school-based programming.
- Initiated the Markham Transportation Master Plan study that will develop policies to support growth to 2051 and beyond, feeding into the Official Plan Review, with key deliverables that will include a micro-mobility strategy, complete street design guidelines, and a 5- to 10-year transportation capital program.
- Continued to provide critical oversight of transportation needs for development applications to ensure alignment with Markham's transportation vision, policies and interests, which included:
 - Updated development-related transportation demand management (TDM) guidelines and strategies to address transportation gaps that resulted from new provincial legislation and changing market demands.
- In conjunction with the completion of the overall secondary planning exercises, completed the transportation study component of the Markham Rd-Mount Joy and Milliken Centre Secondary Plans, which have been endorsed by Council.
- Issued building permits for 4216 new residential dwelling units. Issued occupancy permits for 1667 new residential dwelling units.
- Delivered outward customer facing public education training session on accessory apartment
- Update 200+ external code interpretation and training documents to the new building code for customers and the general public.
- Delivered internal new Consolidated Zoning By-law training to Building Standards and By-law enforcement departments.
- Delivered 70 hours internal training to Building Standards and Fire Department for the new Building Code.
- Host two Public Safety Forms for enforcement staff to promote consistency and best practice.
- Issued 2.19 billion dollars of construction value.
- 194,024 m2 of ICI building area issued.
- Continue to liaison with City of Vaughan and City of Richmond Hill and Toronto Building Standards to develop points of consistency for transit stations.
- Proactive inspections to follow up and review inactive issued permits. This reduces the department liability associated with carrying inactive permits and increases public safety in the built environment. Closed 3841 dormant inactive permits.
- Conducted 1023 building investigations in response to citizen initiated complaints. Investigations resulted in the issuance of 321 Building Violations.
- Issuance of 47 unsafe orders.
- Joint Enforcement 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.
- 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. Completed several key milestones, including project launch presentation to DSC in Q2, developed project website in Q3, and completed Mayor/Councillor interviews in Q4.
- Completed Phase 1 of Civic Square Vision undertaking comprehensive study of best practices, precedents and examples of renowned civic squares locally, regionally and internationally.
- Removed the Townhouse Siting Approval application process to align with updated Provincial legislation and to streamline the overall development application process including consideration for Architectural Design Control.
- Developed and adopted a new Parks & Open Space Agreement process to contribute to meeting aggressive Bill 109 approval timelines. In addition to accomplishing reduced timeframes, the new process brought other important roles to the foreground that will assist with more complete Parks and Open Space planning during development.

- 7.32 ha (18.09 acres) of future parkland conveyed through Planning Act provisions and negotiations.
- Markville Secondary Plan – Hosted stakeholder and community engagement events and a third Community Information Meeting to inform refinements to the emerging concept plan.
- Yonge Corridor Secondary Plan – Publicly launched the Secondary Plan and hosted several community and stakeholder events to inform the development of a vision and interim report (emerging concept and policy directions).
- Cornell Centre Secondary Plan – Re-launched the Cornell Centre Secondary Plan and prepared an updated draft Secondary Plan that was presented to DSC with direction to undertake community consultation.
- Markham Centre Secondary Plan - Presentation to Council in Q3 on the draft policies. Q4 involved Staff's edits to the draft policies in response to stakeholder engagements conducted in Q3 and Q4 that streamlines the draft policies to ensure successful implementation.
- Led the co-ordination and preparation of City of Markham comments on proposed and new provincial plans and legislation that impact land use planning: of staff reports and letters to the Province City of Markham comments on new provincial legislation.
- Initiated the implementation of Housing Strategy Actions 3, 4, 8, 10, 12, 14, 16, 17 and 30 through the Housing Accelerator Fund and new provincial legislation.
- Obtained approval of Markham's application to the CMHC Housing Accelerator 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.
- Presented a workplan report for the Official Plan Review to Council and prepared and sent out statutory notices to publicly launch the Official Plan Review through a Special Meeting of Council to be held January 2025.
- 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.
- Passing of the Comprehensive Zoning By-law 2024-19, along with scoping of appeals to bring by-law into force on most lands in the City. launching of the online interactive zoning by-law.
- Supporting applications to bring 1.7 million square feet of employment space to construction.
- Development application fees updated with new by-law in effect on January 1, 2025. Main changes to the by-law include permitting payment at each phase of a subdivision, moving telecommunication fee to the Municipal Fee By-law, and clarify language on additional conditions for fee payment adjustment at each payment stage.
- Procured design consultant for the Phase 4 of the Markham Centre Trails Phase 4 (From Apple Creek to Highway 7) and initiated the detailed design process.
- 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 Wardenview Park to the Verclaire Gate. Construction was substantially completed in 2024 with paving in early spring 2025.
- Completion of Design and commencement of construction for Main Street Unionville Restoration Project.
- Capital Projects implement the warranted traffic signal and PXO crossings from design to construction.
- Commenced and advanced design for 7 locations of the ATMP considering timing restrictions of the grant funding from Infrastructure Canada.
- Advanced tree removal for all sidewalk locations and completion of the sidewalk construction at Carlton and Heritage.
- Worked closely with York Region and City of Richmond Hill to start construction and reach major milestones for the 404 Mid-Block Crossing. Advanced the tri-party agreement.
- The EA for Elgin Mills Road widening from Woodbine Ave to McCowan was approved in 2024 and detailed design RFP was issued and awarded.
- The Master Plan was completed in 2024 in preparation of various project areas for future Trail EAs, design and construction activities.

- Successful in obtaining a \$326,024 grant for the Road Safety Plan Development project from the Federal Enhanced Road Safety Transfer Payment Program.
- Worked collaboratively with York Region to successfully 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.

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 2024 Accomplishments:

- Completed a refresh to Markham's Strategic Plan, Building Markham's Future Together 2020-2026. Hosted community information session, consulted with council & staff and provided recommended Strategic Plan 2020-2026 to committee for approval in April 2024. Year long process culminated in unanimous consent from Council to approval the City's action plan for the remaining years to 2026.
- Presented to council the yearly status of the Strategic Plan including accomplishments from the previous year. Provided key metrics linking to strategic plan.
- Celebrated the fifth year of World Council on City Data Platinum Certification for the City of Markham including extending the agreement for an additional three years. Included WCCD Markham-specific data in yearly accomplishments and mapped out relevant metrics to new strategic plan.
- MFES 4 Major Multi-Year Contracts awarded over the course of 2024: Station wear, Dress Uniforms, Structural Firefighting Boots, Daily Safety Footwear.
- Corporate Communications added 10 new digital screens to City community centres at no cost and are generating new revenue for the City. Advertising revenue at \$82,250, 48% increase over 2023. 27% of advertising revenue was generated by the new digital screens. Entered into partnership with Sports Digital Network (SDN). 27% digital revenue increase is self-generated.
- Corporate Communications sponsorship revenue for 2024 was \$248,500, up 13% over 2023 (\$219,000). Substantial sponsorship increases for Markham-Milliken Children's Festival, Applefest, Scaryfest and Night at the Museum.
- Legal Services and Real Estate negotiated the acquisition or disposition of the following key properties to advance City strategic priorities:
 - Highway 404 and Elgin Mills
 - 66 and 68 Morgan Avenue
 - 9 Clegg Road (strata park)
 - 10 strata permanent easements to Metrolinx in support of the underground tunnelling required for the Yonge North Subway extension
 - 16 Permission to Enter Agreements obtained for work on private properties to address ponding, flooding, road closures, secondary access, public parking needs, deliveries and general street aesthetics
- Legal Services drafted consolidated administrative penalty by-law, assisted with the establishment of internal processes related to enforcement, and providing ongoing advice to client departments with respect to operational issues.
- Legal Services finalized settlements to successfully resolve development charge appeals in respect of 10 Grenfell Crescent, 29 Carolwood Crescent, and 7570 Ninth Line, including obtaining delegated authority from Council to be able to resolve similar future appeals at the staff level.
- Legal Services provided legal advice and support in connection with six funding agreements, resulting in the City receiving over \$2M in grant funds in 2024.

- ITS further integration and implementation of enhance cyber monitoring tools and applications as well as continued and more comprehensive cyber awareness training for City staff.
- Legislative Services eLearning module on the City’s Records Classification and Retention By-law provides a comprehensive overview that is both informative and easy to follow. It is an excellent resource for all staff, offering a clear guidance on the by-law’s key principles and how it ensures proper management of records throughout their lifecycle. This module will help staff gain a solid understanding of the retention requirements and how to comply with the by-law, ensuring that all records created are handled efficiently and in accordance with the retention schedule.
- Administrative Monetary System (AMPS) Development and Implementation:
 - Onboarded Manager, Business Analyst positions and transitioned administrative functions (staff) related to screening and hearing reviews from By-law Services.
 - Recruitment of 2 additional Screening Officers to meet operational goals as it relates to screening reviews.
 - Set up general AMPS email account to assist with triaging inquiries related to AMPS processes
 - Established internal working group consisting of Legal, as well as compliance unit’s which will be impacted by the next phase of AMPS expansion.
 - By-law passed in June which included 18 additional non-parking By-laws for AMPS use.
 - Conduct reviews of existing policies, processes and SOP’s for Business Licensing, Animal Services, By-law Services and Fire Prevention to maximize efficiency and effectiveness of services and improve regulatory performance.
 - Worked with GTECHNA to enable online screening tool (which allows residents to simply submit a screening review via email as opposed to having to come in-person).
 - Collaborated with ITS and software vendors (GTECHNA) to create reports, dashboards, and key performance indicators (KPIs) for the AMPS implementation and ongoing analysis.
 - Established an annual performance report.
 - Developed, monitored, and disseminated performance metrics to evaluate the progress and return on investment of the AMPS implementation and other process improvements.
- For the past twenty-three years, the City has received the Government Finance Officers Association (GFOA) ‘Canadian Award for Financial Reporting.’ The award provides recognition for excellence in governmental accounting and financial reporting. The receipt of this award signifies that Markham delivered a comprehensive annual financial report that demonstrates full transparency and disclosure over and above the minimum requirements of Generally Accepted Accounting Principles.
- For the past twenty-four years, the City has received the Government Finance Officers Association (GFOA) ‘Distinguished Budget Presentation Award.’ In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.
- In 2024, for the first time, the City won 2023 Financial Information Return (FIR) Recognition Award for our due financial due diligence and timely submission of the City’s FIR to the Province.
- In 2024, Procurement achieved \$728k in negotiated savings on projects prior to contract award and \$537K in negotiated cost avoidance.
- Finance 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.
- Finance 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. Once arrears are addressed, seniors will have the option to be enrolled into the City Tax Deferral Program, which will freeze property tax increases until their property is sold.
- For 2024, Ontario Regulation 588/17 requires an update to the city’s asset management plan which includes an assessment of all city assets based upon current service levels, and to provide financial

projections (minimum of 10 years) for major operating and capital expenditures. The findings are summarized as follows:

- The city's assets have a combined current replacement value of \$17.5B
- City's asset portfolio is relatively young (average age 33 years and average service life 81 years)
- City's assets are in a GOOD state of performance (nearly 90 per cent)
- 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)
- The city is applying and should continue to improve its asset management practices, including governance, standards, data management, and resource planning.
- Environmental Services 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.
- Environmental Services developed Flow Data/Rain Data analyzing tool that can automate flow data and rain data analysis.
- Operations completed tendering and award of the new Corporate AVL program with ITS and Procurement including a number of improvement initiatives.
- Streamlined various maintenance projects through the work order/ asset management system in Fleet, Parks, Roads, and Survey. Completed Phase 2 implementation (Operations) of the EAM.
- Operations and Sustainability and Asset Management completed the extensive 2025 Asset Management Plan review and exercise on all Operations assets, provincial surveys within tight timeline and existing resource to meet legislated requirement.
- Revisions to Engineering Fee and the Fee By-law to including Phasing options
- In the summer of 2024, a pilot program was launch with the Sustainability & Asset Management Department as they took over the facility management of Markham Museum. With this new level of support and expertise substantial improvements to Markham Museums buildings and grounds have been achieved and recognised by the many members of the public and long-standing supports of the Markham Museum. As part of this pilot, additional support has also been provided by the Operations Department to support the 25 acres of parkland and roadways which make up the Museum property.
- Flato Markham Theatre replaced original incandescing system with a new LED auditorium house lighting system. This increases visibility and creates a more accessible and safe space for our patrons. Additionally LED lighting systems are more energy efficient and better for the environment and require less bulb replacements.
- Flato Markham Theatre implemented new strategies to increase audiences, utilizing different marketing approaches. Results - Subscription and Ticket sales at highest levels since the pandemic. Started new initiative for audience growth, analyzing our current and past audiences to create a picture of who our ticket buyers are, and which markets are untapped.
- Major process improvements were completed in Capital Projects office in 2024 including development of two manuals (Contract Delivery and Field Services) and update of all the procurement documents (RFP, RFT, GC and agreements).