

APPENDIX C
BUILDING MARKHAM'S FUTURE TOGETHER 2020-2026 STRATEGIC PLAN
MEASURES OF SUCCESS - 2025

GOAL 1 Exceptional Services by Exceptional People	Measure of Success	2025	2024	2023	2022
Goal Statement: <i>We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment</i>	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders - % of residents in agreement (2024).	88%	88%	92%	92%
	Community facilities are in good condition - % of residents in agreement (2024).	93%	93%	91%	91%
	Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)	10 surveys 85%	11 surveys 71.4%	7 Surveys 83.6%	8 Surveys 83.2%
	Number of transactional services that are provided and received on-line	110	110	80+	80+
	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021)	N/A	N/A	65.2%	65.2%
GOAL 2 Engaged, Diverse, Thriving and Vibrant City of Markham Goal Statement: <i>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.</i>	Overall quality of life in Markham (2024) - % of residents in agreement.	93%	93%	90%	90%
	City Services are accessible - % of residents in agreement (2024).	92%	92%	89%	89%
	City supports, celebrates and promotes diversity, equity and inclusion - % of residents in agreement (2024).	90%	90%	90%	90%
	# of visits to our municipal arts, recreation, library, sporting venues				
	Community Centres	9,100,000	9,200,000	7,700,000	3,853,938
	Libraries	2,430,449 Digital: 4,619,459)	2,400,000 (Digital: 4,500 000)	2,108,066 (Digital: 3,720,798)	1,073,938
	Cultural Venues	221,856	207,143	197,828	94,566
	Number of cultural institutions and sporting facilities per 100k population (ISO data 2025)	128.75	134.09	131	122.3

	Square meters of public indoor recreation space per capita	0.31	0.31	0.32	0.32
	Square meters of public outdoor recreation space per capita	13.30	13.35	13.55	13.13
	Gross sq. ft. of office space constructed in:				
	- Centres, Corridors,	3,577.43 sq. ft.	0 sq. ft.	0 sq. ft.	0 sq. ft.
	- Business Parks (annual)	0 sq. ft.	0 sq. ft.	0 sq. ft.	0 sq. ft.
	Total Employment in Markham (biennial)	184,645	184,645	177,440	177,440
	City of Markham Unemployment Rate (ISO data 2025)	8%	6.3%	6.4%	9%
	Number of businesses per 100k population (ISO data 2025)	2,711.68	2,855	2,855	3,062.3
GOAL 3- Safe, Sustainable and Complete Community Goal Statement: <i>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.</i>	% of trips by mode of transportation for morning peak period to and from Markham: - Transit - Auto - walk and cycle, - other (2022 Transportation Tomorrow Survey, data released in 2025) % of residents in agreement that Markham is a safe city (2025). Annual number of public transport trips per capita (ISO data 2025) KM of bicycle paths and lanes per 100k population (ISO data 2025) Transportation deaths per 100k population (ISO data 2025) % of population living within 0.5km of public transit running at least every 20 min during peak periods Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (Annual)	Not Available Not Available Not Available Not Available 87% 30.85 70.98 1.10 70.06% 2024 data: 0% (0 Units)	6% 78% 11% 4% 87% 24.8 71.49 1.38 70% 2023 Data: 0% (0 Units)	Not Available Not Available Not Available 90% 16.82 56.06 1.4 76.8% 2022 Data: 0% (0 Units)	Not Available Not Available Not Available 90% 24.6 55.5 1.1 76.9% 2021 Data: 0% (0 Units)

	Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)	2024 data: 100% (44 second suite units)	2023 Data: 100% (293 Units)	2022 Data: 100% (9 second units)	2021 Data: 100% (16 second units)
	Waste Diversion Rate (curbside and depots)	80.3	80%	79.7%	79.9%
	Percentage of water loss (unaccounted for water) (ISO Data 2025)	7.96%	9.03%	10.28%	10.95%
	% of area designated for natural protection (ISO data 2025)	32.40%	32.2%	32.2%	32.2%
	Green area (hectares) per 100k population (ISO data 2025)	1,503.79	1,448.77	1,456.77	1,462.01
	% reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years). Markham staff expect to be able to report on results regularly starting in 2025.	Data not available	0.76% decrease (2020-2023) mainly due to a reduction in natural gas emissions	Data not available	Data not available
GOAL 4 Stewardship of Money and Resources Goal Statements: <i>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.</i>	Net City of Markham Operating Cost per Household (annual)	\$1,453.03	\$1,428.79	\$1,378.60	\$1,327.33
	Non-Residential Property taxes (as a % of total property taxes levied)	16.6%	16.4%	16.5%	16.8%
	Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)	25 years	25 years	25 years	25 years
	% of agreement that City services represent good value for tax dollar (2024).	71%	71%	79%	79%