

**BUILDING MARKHAM'S FUTURE TOGETHER 2020-2023 STRATEGIC PLAN
MEASURES OF SUCCESS**

GOAL 1	Measure of Success	2021
<p>Exceptional Services by Exceptional People</p> <p>Goal Statement: <i>We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment</i></p>	Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years)	**N/A
	Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)	5 Surveys 70.3%
	% of transactional services that are provided and received on-line	80+
	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021)	65.2%
<p>GOAL 2 Engaged, Diverse, Thriving and Vibrant City of Markham</p> <p>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></p>	Overall quality of life in Markham (every 2 years)	**N/A
	# of visits to our municipal arts, recreation, library, sporting venues	1,123,049
	Gross sq. ft. of office space constructed in: - Centres, Corridors, - Business Parks (annual)	1,668 sq. ft. 8,913 sq. ft.
	Total Employment in Markham (biennial)	**N/A (biennial)
<p>GOAL 3- Safe, Sustainable and Complete Community</p> <p>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></p>	% of trips by mode of transportation for morning peak period to and from Markham: - Transit - Auto - walk and cycle, - other (Every 5 years last available data 2016. Census data not available until Nov 2022)	**N/A
	Maintain or Increase % of residents that rate Markham as a safe place to live (every 2 years)	**N/A
	Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (Annual. 2021 data not available from York Region until June 2022)	2020 data: -3% (26 units)
	Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)	2020 data: -100% (37 units)

	<p>Waste Diversion Rate (curbside and depots)</p> <p>% reduction of Citywide GHG emissions (goal net zero by 2050) (2-4 years). 2021 information will be made available in Q2.</p>	<p>79.1%</p> <p>2021: Not Available</p> <p>2020: 32.9%</p>
<p>GOAL 4 Safe, Sustainable and Complete Community</p> <p>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></p>	<p>Net City of Markham Operating Cost per Household (annual)</p> <p>Non-Residential Property taxes (as a % of total property taxes levied) Due to COVID 19 not available</p> <p>Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)</p> <p>% residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years)</p>	<p>\$1,293</p> <p>17.01%</p> <p>25 years</p> <p>**N/A</p>

NOTE: The City did not conduct Citizen Satisfaction Survey in 2021 – data is Not Available (**N/A) at this time