

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

GOAL 1	Measure of Success	2023	2022
<b>Exceptional Services by Exceptional People</b>  <b>Goal Statement:</b> <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 (2022).	92%	92%
	Community facilities are in good condition - % of residents in agreement (2022).	91%	91%
	Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual)	7 Surveys 83.6%	8 Surveys 83.2%
	% of transactional services that are provided and received on-line	80+	80+
	Employee satisfaction with the Organization from Current Staff Satisfaction Survey (every even year – Conducted Spring 2021)	65.2%	65.2%
<b>GOAL 2</b> <b>Engaged, Diverse, Thriving and Vibrant City of Markham</b>  <b>Goal Statement:</b> <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 (2022) - % of residents in agreement.	90%	90%
	City Services are accessible - % of residents in agreement (2022).	89%	89%
	City supports, celebrates and promotes diversity, equity and inclusion - % of residents in agreement (2022).	90%	90%
	# of visits to our municipal arts, recreation, library, sporting venues	7,700,000	3,853,938
	Community Centres Libraries	2,108,066 (Digital: 3,720,798)	1,073,938
	Cultural Venues	197,828	94,566
	Number of cultural institutions and sporting facilities per 100k population (ISO data 2022)	131	122.3
	Gross sq. ft. of office space constructed in: - Centres, Corridors, - Business Parks (annual)	0 sq. ft. 0 sq. ft.	0 sq. ft. 0 sq. ft.
	Total Employment in Markham (biennial)	177,440	177,440
	Number of businesses per 100k population (ISO data 2022)	2,855	3,062.3
<b>GOAL 3-</b> <b>Safe, Sustainable and Complete Community</b>  <b>Goal Statement:</b> <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,</i>	% of trips by mode of transportation for morning peak period to and from Markham: - Transit - Auto - walk and cycle, - other  (Transportation Tomorrow Survey was last conducted in 2016 and will be completed this spring but 2023 data won't be released until 2024)	Not Available Not Available Not Available	Not Available Not Available Not Available
	% of residents in agreement that Markham is a safe city (2022).	90%	90%

<p><i>infrastructure management, and services.</i></p>	<p>Average number of public transport trips per capita (ISO data 2022)            KM of bicycle paths and lanes per 100k population (ISO data 2021)            Transportation deaths per 100k population (ISO data 2021)            % of population living within 0.5km of public transit running at least every 20 min during peak periods</p> <p>Amount and % of new affordable ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (Annual)</p> <p>Amount and % of new affordable rental housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)</p> <p>Waste Diversion Rate (curbside and depots)</p> <p>% of area designated for natural protection (ISO data 2022)            Green area (hectares) per 100k population (ISO data 2022)</p> <p>% 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.</p>	<p>16.82            56.06            1.4            81.49%</p> <p>2022 Data:            0% (0 Units)</p> <p>2022 Data:            100% (9 second units)            79.7%</p> <p>32.2%            1,456.77</p> <p>Data available starting 2025</p>	<p>24.6            55.5            1.1            76.9%</p> <p>2021 Data:            0% (0 Units)</p> <p>2021 Data:            100% (16 second units)            79.9%</p> <p>32.2%            1462.01</p> <p>Data available starting 2025</p>
<p><b>GOAL 4</b>  <b>Stewardship of Money and Resources</b></p> <p><b>Goal Statements:</b> <i>We demonstrate exceptional leadership using sound, transparent and responsible fiscal &amp; 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)</p> <p>Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual)</p> <p>% of agreement that City services represent good value for tax dollar (2022).</p>	<p>\$1,378.60            16.5%            25 years            79%</p>	<p>\$1,327.33            16.8%            25 years            79%</p>