



2010 BUDGET

Town of Markham

Ontario, Canada

Cover photo Canadian flag collage:

Cover images represent the four pillars of the Town of Markham's Community Sustainability Plan —

• Healthy Environment • Economic Vitality • Social Equity • Vibrant Culture



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
**Town of Markham
Ontario**

Special Performance Measures Recognition

For the Fiscal Year Beginning

January 1, 2009

President

Executive Director

EXECUTIVE SUMMARY

We are pleased to present the 2010 Operating, Capital, Building Standards, Engineering, Planning & Design and Waterworks Budgets for the Town of Markham. After extensive discussion and planning involving residents, community and business groups, Council and staff have produced a balanced budget which addresses the social needs of the community, and maintains service levels with a zero percent net tax rate increase in the municipal portion for the second consecutive year. Vital Markham services such as fire protection, waste management and roads services have been supported at 2009 levels.

The Town of Markham approved the following 2010 Budgets, totalling \$316.2 million:

➤ Operating	\$ 153.8 million
➤ Capital	\$ 77.9 million
➤ Building Standards	\$ 7.2 million
➤ Engineering	\$ 5.1 million
➤ Planning & Design	\$ 4.9 million
➤ Waterworks	\$ 67.3 million

Operating Budget

The table below reconciles the 2009 Approved Operating Budget (revised to exclude Planning & Design and Engineering along with Building and Waterworks to match 2010) to the 2010 Operating Budget from \$151,268,685 to \$153,807,527 (figures exclude prior years surplus/deficit):

REVENUES

Approved 2009 Budget Revenues	151,268,685
2010 Assessment Growth - Tax Revenue	2,105,491
2010 Increase in Investment Income	1,000,000
2010 Adjustments in Other Revenues	-566,649
Total 2010 Budget Revenues (excluding prior year surplus/deficit)	<u>153,807,527</u>

EXPENDITURES

Approved 2009 Budget Expenditures	151,268,685
2010 Increase in Expenditures	4,276,977
2010 Additional Transfer to the Capital Programs	500,000
HST Provision for Operating and Capital Budgets	355,000
Reduction in Tax-Funded Capital	-2,593,135
Total 2010 Budget Expenditures (excluding prior year surplus/deficit)	<u>153,807,527</u>

At a high level, a lot of work, meetings and inputs are considered in developing the Town's budget. The preliminary budget was developed with information from a forecast of 2010 economic pressures. All Town departments prepared business plans that were



incorporated into the preliminary budget. The Town of Markham continues to face inflationary pressures in many aspects of its operations. General inflation, waste collection and winter maintenance contracts, other contract renewals, and wage settlements have resulted in increased operating expenditures. Further, the Budget Sub-Committee approved the continuation of the Town's practice of phasing-in future personnel costs related to facility openings and funds have been allocated towards the Cornell Fire Station, the next Library/Recreation facility and a future sports facility. In addition to inflationary pressures, Markham continues to add to its inventory of parks, streetlights, and roads each year, thereby requiring additional resources for the maintenance and replacement of these assets. These pressures increased expenditures in 2010 by \$6.1M.

Staff continued the Excellence through Efficiency and Effectiveness initiative (E3) that focuses on corporate wide business transformation. This initiative has become an integral part of the annual business planning process and through this process many processes have been reviewed to find expenditure reductions as well increased revenues.

To mitigate the increased expenditures, Staff reviewed and identified the following expenditure reductions:

- \$0.5M by reduction in the utility budget through lower consumption resulting from Town-initiated energy efficient programs
- \$0.2M reduction in the Town's fuel budget due to lower consumption and a price analysis
- \$0.3M from a phase-in of winter maintenance requirements

Further, \$2.6M reduction in tax-funded capital budget was achieved through the following measures:

- \$1.0M was saved through the development of a pavement preservation strategy. This strategic initiative preserves the roads by proactively treating the surface early in its life to prolong its state of good repair. In fact, this method strengthens the roads during the rehabilitation for longer life and it employs green technologies to reduce emissions, save energy and recycle aggregates and asphalt
- \$0.8M by deferring and/or sustainable reductions in the capital program
- \$0.5M use of alternative funding source (gas tax)
- \$0.3M by extending the life cycle of Town owned fleet

The total impact of the above described pressures, totalling \$6.1M, and listed reductions, totalling \$3.6M, on expenditures is \$2.5M.

Also, the revenues were reviewed and increased by \$2.5M in the areas of assessment growth and investment income along with adjustments to other revenues.

The net of the expenditures and revenues is a balanced budget and, thus, a zero percent tax rate increase for the second consecutive year.

Capital Budget

The 2010 Capital Budget of \$77.9M includes funding from various sources. The 2010 Capital budget includes \$4.2M from the Federal Gas Tax grant, which will fund capital projects in the following areas:

- Facility Energy Retrofits
- Curb & Sidewalk Repairs
- Green Print Community Sustainability Plan
- Culvert Replacement
- Civic Centre Conversion to MDE Connection, and
- Storm Sewers Upgrades

In addition, the Town received funding from the Infrastructure Stimulus Fund in the amount of \$8.8M and the Recreation Infrastructure Fund in the amount of \$5.1M.

The Infrastructure Stimulus Fund is being used to fund the following projects:

- Facility Accessibility Retrofits (\$2.1M)
- Facility Energy Retrofits (\$2.0M)
- Emergency Operations Centre Retrofit (\$0.7M)
- Thornhill Community Centre & Library Renovations/Additions (\$4.0M)

The Recreation Stimulus Fund is being used to fund the following projects;

- Saint Roberts Artificial Turf and Bubble (\$2.0M)
- Tennis Court Facility at Angus Glen Community Centre & Library (\$1.1M)
- Outdoor Civic Centre Skating Rink (\$2.0M)

Other significant Capital projects include the continuation of the tree planting initiative, construction of the Cornell Fire Station, erosion protection and stormwater management projects, waste management initiatives (including new and continuing recycling programs), continuation of Travel Demand Management, design & construction of 6 new parks, town-wide illumination & sidewalk requests, rehabilitation of bridges & culverts, road rehabilitation across the Town, watermain and sanitary sewer construction & replacement, facility improvements at town-owned buildings, permanent washrooms on Markham Main Street, a pool sanitization upgrade at Milliken Mills pool, and the continuation of the facility accessibility program.

The 2010 Budget reflects the Town's commitment to maintain service levels to the community and balances social needs with fiscal prudence. This is a reflection of the Town's commitment towards fiscal stewardship. Further, consistent with existing Town policies, one-time funding is not used to balance the operating budget and the Town's



commitment to increase contribution to the capital program by \$0.5M is maintained. The Town has also continued to ramp-up the operating budget for future expenditures related to new community centres, libraries and fire Stations. In addition, the Town will be contributing a total of \$0.75M to the Land Acquisition and Environmental Land Acquisition Reserve Funds.

Building Markham's Future Together and Strategic Focus

Markham has experienced dramatic growth and change during the past decade – and the Town needs to prepare for and manage this change in the years ahead. In 2007, recognizing that we must take the right steps today to prepare for the future, Markham Council and senior staff identified six strategic priorities for Markham. The Town's goal is to ensure that Markham continues to be a vibrant, successful and sustainable community.

First, to check that the Town was on the right track, the Town launched Click with Markham, an innovative award-winning program. The Town asked residents, people who work in Markham and other stakeholders, to share their thoughts on the Town's strategic priorities, the action plans associated with each priority, and any concerns the Town may have overlooked. More than 5,000 people responded, making Click with Markham one of the most successful programs of its kind in Ontario.

Based on this feedback, Council developed Markham's official strategic direction for the coming years. The Town's top six strategic priorities include:

- **Growth Management:** Design and construction of new parks, the continuation of a Town Directed Growth Strategy, and supporting the development of a Markham Centre Open Space Plan design guideline.
- **Transportation/Transit:** New road constructions and road improvements, more street lighting and sidewalks, a Markham Cycling and Pathways system, and the continued implementation of Markham Transportation Demand Management (TDM) initiatives.
- **Environment:** Development of a Markham GreenPrint strategy that will further protect the Town's air, land, water, vegetation, wildlife and all living species and funding for a major tree planting initiative. Investments are also made for additional Stormwater Management Ponds, installing geothermal heating at the Town Civic Centre supplied by Markham District Energy, and the continuation of the Markham Trees for Tomorrow initiative.
- **Municipal Services:** Investments are made on various Road Resurfacing & Improvement projects, maintenance and repair at municipal buildings and construction & replacement of water mains.
- **Parks, Recreation, Culture, Library Master Plan and Public Safety:** The Budget includes additional funding to uplift the budget for the East Markham Community Centre and Library, and new funding for the expansion of the Varley Art Gallery.

- **Diversity:** Increased funding to the CareerBridge/Ability Edge internship program, a mentoring program that provides newcomers or graduates with self-declared disabilities with work experience. In addition, dollars have been invested in a Town Wide Diversity Strategy. This is a three year project with the objective of increasing the Town's cultural competence. The action plan for the 3 year strategy will address the legal requirements to comply with the recently amended provincial regulation that took effect in 2010, increase the diverse representation of Markham Committees and Boards, increase accessibility to employment opportunities, develop an action plan to enhance services to be more responsive to the diverse needs of the community, staff engagement in increasing the awareness and knowledge of diverse issues through education, and outreach program and training.

Looking Ahead

The following initiatives are major programs to be funded in the current and future budgets:

Markham Centre: Markham Centre is Markham's emerging downtown – an environmentally-friendly and transit supportive community that will be a great place to live, work, play, learn and shop. The vision for Markham Centre was set in the early 1990s and since then, staff from across the Town (and Region) have been working hard to make that vision a reality. Staff are currently updating the secondary plan for Markham Centre:

- Current estimates: 41,000 residents and 39,000 jobs
- More than 20 buildings are complete or under development – with many more to come
- The plan includes over 50 acres of parkland and 192 acres of open space
- It is home to 1 secondary and will be home to 3 elementary schools
- Unionville GO station has been identified as “Anchor Mobility Hub” by Metrolinx
- All major residential developments in Markham Centre must follow LEED standards. LEED (Leadership in Energy and Environmental Design) is a benchmark for the design, construction and operation of high performance “green” buildings.
- Markham Centre has 11 principles and a Performance Measures Document, created by Markham staff, residents and businesses to guide development in the area.

Transportation: As a part of Council's Building Markham's Future Together plan, Council recognizes the importance of a successful transportation network. The Unionville GO station has been identified as a Mobility Hub in the Metrolinx plan. Created by the Ontario Provincial Government, the plan is to develop and implement an integrated multi-modal transportation plan for the Greater Toronto and Hamilton Area. Metrolinx defines a mobility hub as a major transit station area that is particularly significant given the level of transit service that is planned for it and the development potential around it. It is a place of high connectivity where different modes of



transportation, from walking to high-speed rail, come together seamlessly. The Town is also working with the Region of York on High Occupancy Vehicle lanes on Regional roads which are being finalized under the Regional Transportation Study.

Environment: In the Mayor's inaugural speech, Mayor Scarpitti committed the Town to plant more trees over the current Council's 4 year term than what were planted in the last decade. The commitment is to plant 75,000 trees by the end of 2010. To date over 50,000 trees have been planted since the commencement of the program.

The Town is also committed to funding the Markham Environmental Sustainability Fund (MESF) each year. MESF is a Town program that funds innovative and leading environmental initiatives that contribute to the health of the natural environment. The fund provides financial resources for projects in Markham that promote environmental responsibility and enhance the protection of the Town's natural resources. The Town has also continued funding for the Markham Energy Conservation Office (MECO). MECO is responsible for leading, developing and implementing energy conservation programs that deliver realistic demand shedding and cost avoidance results. MECO is in line with the Provincial goals of creating a 'culture of conservation'. MECO's portfolio of programs is broad-based and includes initiatives that are focused on improving internal operations by implementing retrofit projects in existing facilities as well as working to ensure new facilities are built to a higher, more efficient standard.

Green Print: Markham's long-term Community Sustainability Plan, called the Green Print, will establish Markham's vision and goals for a sustainable future, and set targets for 2050 and beyond. This plan is currently underway and will be presented to Council in June 2010.

The plan will be developed with input from residents, community groups, businesses, other levels of government and municipal staff. It will help prepare Markham for future challenges, both locally and globally.

Though many municipalities are engaged in sustainability initiatives, there is no "cookie cutter" community sustainability plan. Each municipality's plan is unique, and reflects the history, values, resources, demographics and needs of that community. It also takes into consideration the opportunities and challenges, often called "Forces of Change" Markham may face in the future. For Markham, becoming a "sustainable community" is about considering our community's environmental, economic, social and cultural vitality in every decision we make.

Parks, Recreation, Culture, Library Master Plan and Public Safety: The Town is currently working on an Integrated Leisure Master Plan in 2010 which will establish the short and long-term priorities for Town parks, recreation, culture and library programs and facilities. These priorities will be based on a sustainable financial model.

A Community Safety Plan, which is a comprehensive strategic plan that will provide sustainable solutions to enhance community safety in Markham, will be developed and is expected to be completed in 2010. A Community Safety Plan benefits from strong

linkages with social service and enforcement agencies, urban growth, built form, transportation, and parks, recreation, culture, and library programs and facilities.

The Budget document has been bound in a re-usable binder containing 100% post-consumer recycled paper. The Paper is processed chlorine-free, is Environmental Choice certified and manufactured using biogas energy.

The unprecedented public participation in the Click with Markham program clearly demonstrated an exceptional level of engagement and enthusiasm among all Markham residents and stakeholders. With their endorsement, Town Council has established a clear set of priorities and actions for the next several years. On-going public participation and feed-back on the specific plans as they are developed will truly mean we are Building Markham's Future Together.

A handwritten signature in blue ink that reads 'Frank Scarpitti'.

Frank Scarpitti
Mayor

A handwritten signature in blue ink that reads 'Dan Horchik'.

Dan Horchik
Budget Chief & Ward 6 Councillor

TABLE OF CONTENTS

Section	Page
1. Town Overview	
Markham and the North American Market	1
Markham Street Map	2
Markham Coat of Arms and Motto	3
Markham Council	4
Organization Structure	5
2010 Budget Full Time Complement	6
History of Markham	7
Economic Profile	9
New Dwelling Units and Construction Values	18
2. Corporate Strategic Plan	
Strategic Plan and Initiatives – Building Markham’s Future Together	19
<i>Growth Management</i>	20
<i>Transportation/Transit</i>	22
<i>Environment</i>	24
<i>Municipal Services</i>	27
<i>Parks, Recreation, Culture and Library Master Plan/Public Safety</i>	29
<i>Diversity</i>	30
3. Budget Policies & Guidelines	
Financial Policies	32
Budgeting Policies	36
Investment Policies	38
Reserve Policies	42
Debt Policy	45
2010 Operating Budget Guidelines	46
2010 Capital Budget Guidelines	53
Capital Budget Control Policy	58
Expenditure Control Policy	62
Donations Policy	69
Purchase Order Adjustment Authorization Form	77
4. 2010 Budget	
Business Planning and Budgeting Process	78
Budget Framework	79
Budget Process	79
Budget Summary	80



4a. Funds Summary	
Summary of Funds Overview	84
Summary of Operating and Capital Funds	85
Reserve and Reserve Fund	
<i>Description of Funds</i>	87
<i>Continuity Schedule</i>	90
<i>Explanation of Changes</i>	91
Trust Funds	
<i>Description of Trust Funds</i>	93
<i>Continuity Schedule</i>	95
4b. Budget Presentation	
Public Information Meeting Presentation	96
Treasurer and Commissioner Budget Report to Council	116
Media Release	122
Media Articles	125
4c. 2010 Operating Budget	
Operating Budget Summary	127
Operating Budget	136
Consolidated by Department and Commission	137
Consolidated by Commission and Account	140
4d. 2010 Capital Budget	
Capital Budget	141
Capital Budget by Commission	148
Capital Budget by Department	149
Sources of Funding	156
Capital Induced Operating Costs	158
Long Term Capital Budget Forecast	159
Capital Project Requests for Projects Over \$1 Million	161
4e. Waterworks, Building, Planning, & Engineering Budget	
Waterworks Budget	183
Building Standards Budget	186
Planning & Design Budget	189
Engineering Budget	192

5. Commission Overview, Business Plans & Detailed Operating Budget	
Business Plans Introduction	195
Mayor and Council	197
Chief Administrative Officer	198
<i>Legal Services</i>	201
<i>Human Resources</i>	205
<i>Sustainability Office</i>	209
Corporate Services	214
<i>Legislative Services</i>	218
<i>Finance</i>	222
<i>Information Technology Services</i>	226
<i>Communications and Community Relations</i>	230
<i>Contact Centre</i>	234
Development Services	239
<i>Building Standards</i>	243
<i>Planning and Urban Design</i>	247
<i>Engineering</i>	251
<i>Economic Development</i>	255
Community and Fire Services	260
<i>Facility Assets</i>	267
<i>Right of Way Assets</i>	270
<i>Culture</i>	274
<i>Fire and Emergency Services</i>	278
<i>Markham Public Library</i>	282
<i>Operations</i>	286
<i>Waste Management</i>	290
<i>Waterworks</i>	294
<i>Recreation Services</i>	298
Corporation Consolidated	305
6. Glossary	
Acronyms	306
Glossary of Terms	309

Markham and the North American Market



Markham and the Greater Toronto Area

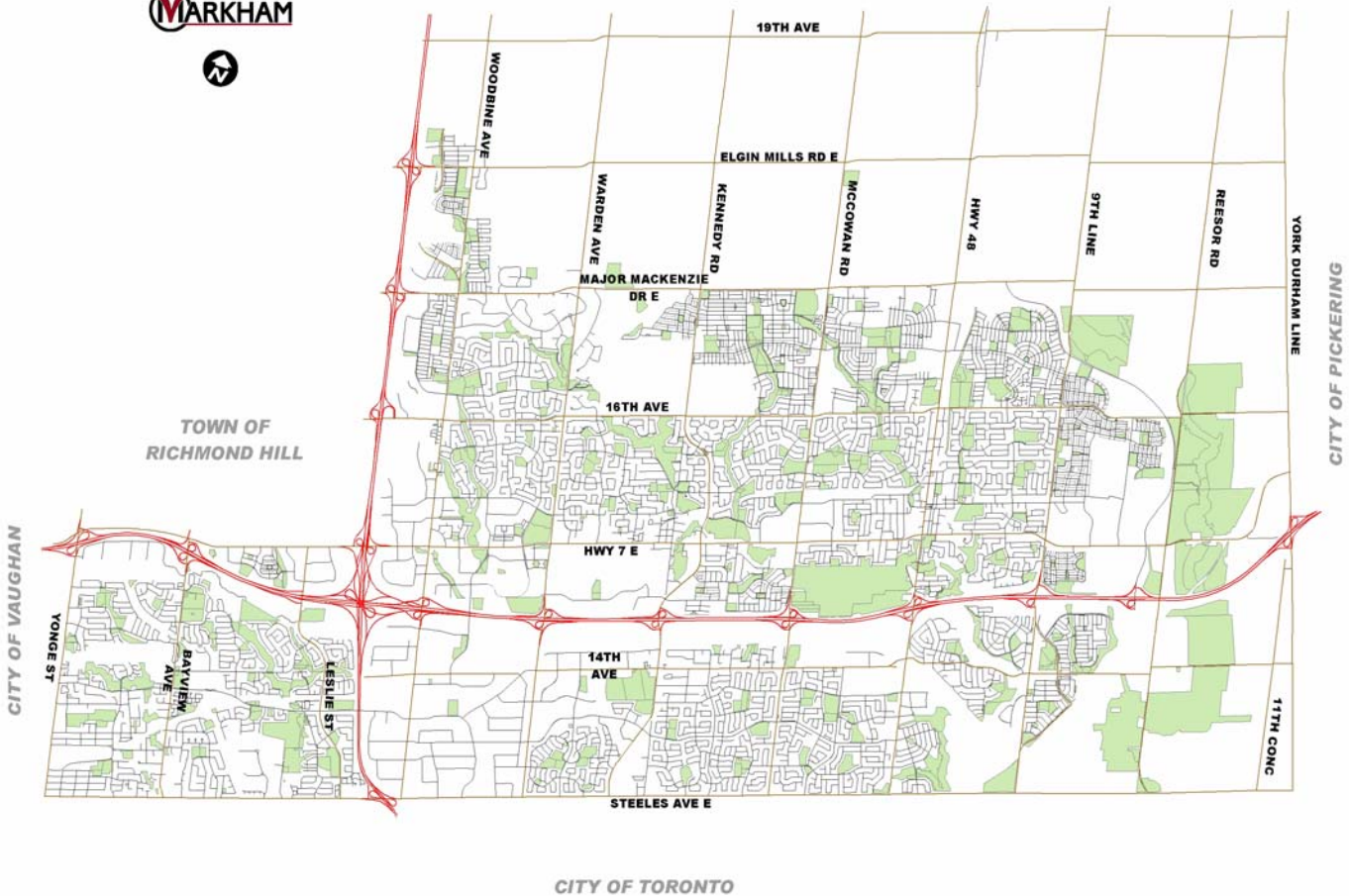




2010 TOWN OF MARKHAM STREET MAP

TOWN OF MARKHAM

TOWN OF WHITCHURCH-STOUFVILLE



TOWN OF MARKHAM COAT OF ARMS



Lion	Strength
Wheat	Agricultural History
Coronet	Canadian Maple Leaf
Helmet	From Sir Markham's Coat of Arms
Horses	Early Transportation and Strength
Medallion	From Berczy Coat of Arms (First Settlers); Fleur De Lis - and the two Acorns for growth
Shield	Four Rosettes for 4 communities: Markham, Milliken, Thornhill, Unionville; Sun Rising -Growth and Strength; Lower Section Computer Chips for a high-tech community
Base	Bed of different flowers, representing the different cultures that make up Markham
Motto	"LEADING WHILE REMEMBERING" - Recognizing Markham's municipal leadership, while remembering the contribution of past settlers and residents and our colourful history.

MAYOR AND MEMBERS OF COUNCIL



**Mayor
Frank Scarpitti**
905-475-4872
fscarpitti@markham.ca



**Deputy Mayor
Jack Heath**
905-415-7506
jheath@markham.ca



**Regional Councillor
Jim Jones**
905-479-7757
jjones@markham.ca



**Regional Councillor
Gordon Landon**
905-415-7534
glandon@markham.ca



**Regional Councillor
Joseph Virgilio**
905-479-7749
jvirgilio@markham.ca



**Ward 1 Councillor
Valerie Burke**
905-479-7747
vburke@markham.ca



**Ward 2 Councillor
Erin Shapero**
905-479-7756
eshapero@markham.ca



**Ward 3 Councillor
Don Hamilton**
905-415-7549
dhamilton@markham.ca



**Ward 4 Councillor
Carolina Moretti**
905-479-7751
cmoretti@markham.ca



**Ward 5 Councillor
John Webster**
905-479-7750
jwebster@markham.ca



**Ward 6 Councillor
Dan Horchik**
905-479-7758
dhorchik@markham.ca



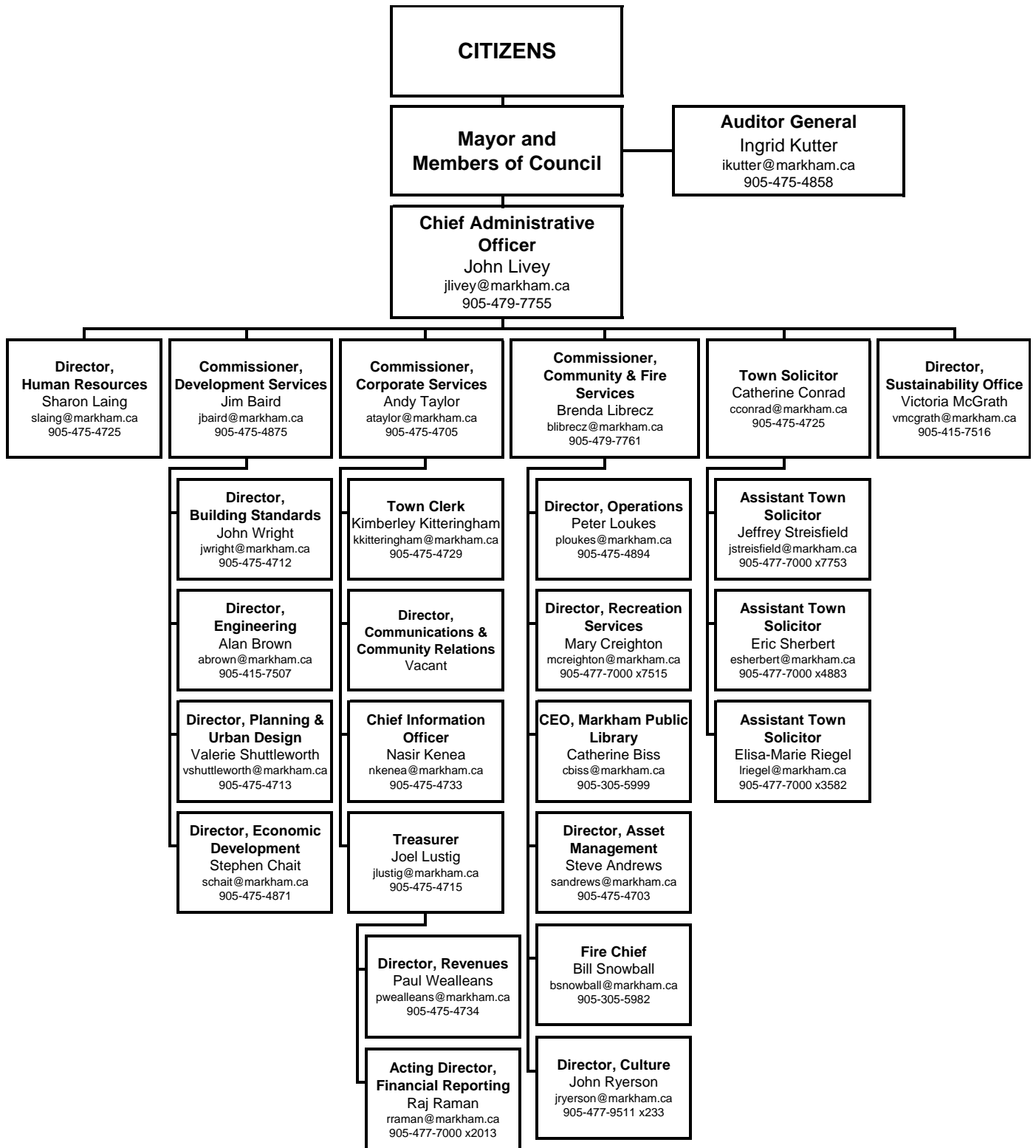
**Ward 7 Councillor
Logan Kanapathi**
905-479-7748
lkanapathi@markham.ca



**Ward 8 Councillor
Alex Chiu**
905-479-7752
achiu@markham.ca



ORGANIZATION STRUCTURE





2010 BUDGET HEAD COUNT APPROVED FULL TIME COMPLEMENT

Department / Commission	2007	2008	2009	2010
Mayor & Council*	3	3	3	3
Human Resources	16	17	17	17
Legal Services	9	9	9	9
Strategic Initiatives	4	4	3	3
CAO's Office	3	4	4	4
Total CAO, Legal, HR & Strategic Initiatives	32	34	33	33
Contact Centre	7	7	7	7
Corporate Communications & Community Relations	5	14	12	12
Financial Services	44	46	46	46
ITS Department	33	33	32	32
Legislative Services	48	50	49	49
Commissioner's Office	3	3	3	3
Total Corporate Services	140	153	149	149
Economic Development	6	7	7	7
Engineering	36	38	32	32
Planning & Design	38	39	39	39
Commissioner's Office	10	11	11	11
Total Development Services	90	95	89	89
Arts Centres	4	5	6	6
Asset Management	9	8	23	23
Capital Works & Utilities	12	14	0	0
Fire Services	236	237	238	238
Fleet	9	9	9	9
Library	62	62	62	62
Museum	6	6	5	5
Operations & Asset Management Administration	4	4	5	5
Operations Administration	13	13	18	14
Parks	43	44	45	45
Recreation Services	93	93	91	91
Roads	38	38	34	34
Strategic Services	12	4	0	0
Theatre	9	9	9	9
Traffic Operations**	0	0	0	4
Waste Management	4	4	4	4
Commissioner's Office	2	2	3	3
Total Community & Fire Services	556	552	552	552
Sub Total	821	837	826	826
Building Services	59	59	59	59
Waterworks	54	57	56	56
Total Corporation	934	953	941	941

* Excludes Mayor & Council Members

**The 2010 Budget did not include any new full-time staff; however, Traffic Operations was created by reallocating existing staff from Operations Administration.

During 2009, staff from Strategic Services was reassigned to other areas and the department was dissolved as well as Capital Works & Utilities staff being merged with Asset Management.

HISTORY OF MARKHAM



The source from which Markham draws its name is rich in both resonance and history.

When Upper and Lower Canada were established in 1791, John Graves Simcoe was appointed the first Lieutenant-Governor of Upper Canada. Simcoe named the Township of Markham, north of the Town of York (now Toronto), after his friend, William Markham, the Archbishop of York.

Markham Township was originally surveyed in 1793-94, but not until 1801 was the land divided into 10 concessions running north and south, with 6 sideroads running east/west. Eventually, the boundaries of Markham Township occupied the area, as follows:

NORTH:	Whitchurch Town Line (Hwy. #47)
SOUTH:	Scarborough Town Line (Steeles Avenue)
EAST:	Pickering Town Line
WEST:	Vaughan Town Line (Yonge Street)

In 1794, William Berczy led 75 German families from New York State to Markham Township. Each was granted 200 acres. Because of hardships, many returned to York and Niagara. In 1797, because of the revolution in France, many nobility fled the country and set off for Canada to take advantage of free land grants in Upper Canada. They were totally unprepared for survival under such crude conditions and most of them returned to their homeland.

From 1803 - 1812, the largest group of settlers was Pennsylvania Germans, most of who were Mennonites. These highly skilled craftsmen and knowledgeable farmers had the best chance for survival because they had already survived harsh conditions in Pennsylvania. From 1830 on, many Irish, Scottish and English immigrated to Upper Canada to escape the famine and overpopulation of their homeland.



Markham's early years blended the rigours of homesteading with the development of agricultural-based industries. The many rivers and streams in the Township soon supported water-powered saw and gristmills, and later woollen mills.

With improved transportation routes, such as Yonge Street and the growing population, urbanization increased. By 1857 most of the Township had been cleared of timber and was under cultivation. Villages like Thornhill, Unionville and Markham greatly expanded and new, specialized industries such as wagon works, tanneries, farm implement and furniture factories sprang up.

In 1871, the Toronto and Nipissing Railway Company, with stations in Unionville and Markham, officially opened its line from Scarborough to Uxbridge. Initially, the railway brought renewed prosperity and rapid development. Farmers and millers had a more convenient means of transporting their products to Toronto. Other merchants had easier access to supplies and business boomed.

The first form of structured municipal government occurred in 1850 when the Township of Markham was created. On November 20, 1872, the Warden of York County signed the By-law of Incorporation, which provided for the election of a Council for the Village of Markham. The Village of Markham grew to a population of 1100 by 1891.

The increased communication with Toronto brought on by the railway and further enhanced by the development of the telegraph, the telephone and the automobile, ultimately led to the demise of the villages in the Township after the turn of the century. Local industries were simply unable to compete with the larger manufacturers and suppliers of Toronto, and Markham soon reverted to a quiet, rural community.

From 1945 onward, the face of Markham began to change rapidly. It was no longer a community whose inhabitants worked mainly within the area. It evolved into a community for those who commuted to work in Toronto. As a result, rural Markham disappeared in the face of tremendous urban growth.

By 1969, the Township of Markham consisted of several villages, including Markham, Unionville, and parts of Thornhill. In 1971, the Regional Municipality of York was established. Northern portions of Markham Township were annexed to the municipalities of Richmond Hill and Whitchurch-Stouffville, while the balance of Markham Township was incorporated in the Town of Markham and the present Town boundaries set.

In 1976, Markham's population was approximately 56,000. Since that time, the population has increased dramatically and is estimated to be over 300,000 in 2010. Through this change and growth, many reminders of Markham's roots endure. Still rich in fertile farmland, it stands as Canada's pre-eminent high technology centre, known worldwide for innovative products and services.

ECONOMIC PROFILE

Economic Profile

Year End 2009

*Markham is Canada's
High-Technology Capital
and is strategically
located in the heart of
the Greater Toronto Area
(GTA) in Canada's
economic heartland*



Town of Markham
Economic Development Department
101 Town Centre Boulevard
Markham, ON L3R 9W3
Tel: (905) 475-4878
e-mail: edinfo@markham.ca
www.business.markham.ca



Economic Overview

High-Tech Capital: Leading the Way with Information Technology & Life Sciences Companies

Markham, strategically located in the heart of the Greater Toronto Area, is one of the fastest growing municipalities in Ontario with more than 300,000 people. More than 400 corporate head offices and over 800 high technology and life sciences companies are located in Markham. These two sectors generate a total employment of close to 33,000, or almost a quarter of the total employment of 123,000. High quality facilities, a highly educated and diverse workforce and a pro-business environment signify the many attributes that continue to attract world-renowned corporations to Markham, including IBM Canada, AMD, American Express, Motorola, Honeywell, Sun Microsystems, Johnson & Johnson and many others.

More recently, Markham has intensified its efforts to maintain economic momentum with the release of its economic strategy for the next decade – Markham 2020. As part of its economic competitiveness strategy, Markham will continue to attract highly-educated and skilled immigrants; build on its leadership position in the high tech and life sciences sectors; and reach out to global markets, both to bring investments into Markham as well as to provide Markham-based businesses with global opportunities.

Markham's top 20 employers

Company	Number of Employees
IBM Canada Ltd.	8,574
AMEX	4,100
CGI Information System & Management Consultants Inc.	1,976
Markham Stouffville Hospital	1,760
AMD	1,750
TD Bank Financial Group, Home & Insurance	1,650
The Miller Group	1,350
Town of Markham – Municipal Offices	941
CAA South Central Ontario	708
Nielsen Canada	662
Allstate Insurance Company of Canada	634
Homelife Bayview Realty Inc.	550
Estée Lauder Companies	520
Clintar Groundkeeping Services	500
Giesecke & Devrient Systems Canada Inc.	500
The Linkage Group Inc.	500
PLM Group	500
Worley Parson Canada Services Limited	450
Ceridian	450
Scholastics Canada Ltd	450

High Tech Cluster

Industrial Category	Number of Companies
Computer Systems Design and Related Services	204
Computer, Computer Peripheral and Pre-Packaged Software	100
Specialized Design Services	46
Engineering Services	40
Management, Scientific and Technical Consulting Services	35
Electronic and Precision Equipment Repair and Maintenance	34
Electronic Components, Navigational and Communications	32
Companies that did not show an NAIC code (identifiable category)	26
Computer and Peripheral Equipment Manufacturing	24
Wireless Telecommunications Carriers (except Satellite)	24
Semiconductor and Other Electronic Component Manufacturing	16
Scientific Research and Development Services	15
Navigational, Measuring, Medical and Control Instruments Manufacturing	14
Other Professional, Scientific and Technical Services	14
Data Processing, Hosting, and Related Services	13
Software Publishers	12
Communications Equipment Manufacturing	11
Electrical Equipment Manufacturing	11
Other Electrical Equipment and Component Manufacturing	11
Wired Telecommunications Carriers	11
Geophysical Surveying and Mapping Services	10
Management of Companies and Enterprises	8
Audio and Video Equipment Manufacturing	5
Internet Publishing and Broadcasting	4
Manufacturing and Reproducing Magnetic and Optical Media	3
Internet Service Providers, Web Search Portals	3
Electronic Power Generation, Transmission, Distribution	2
Total	728

Note: Data was obtained from the 2009 York Region Business and Employment Survey, and while every effort has been made to ensure the accuracy of this information, the Regional Municipality of York and the Town of Markham can accept no responsibility for any inaccuracies, errors or omissions. Some industry categories can be found under the high-tech and life sciences clusters because the functions of the companies belonging to such categories support both sectors.



Life Sciences Cluster

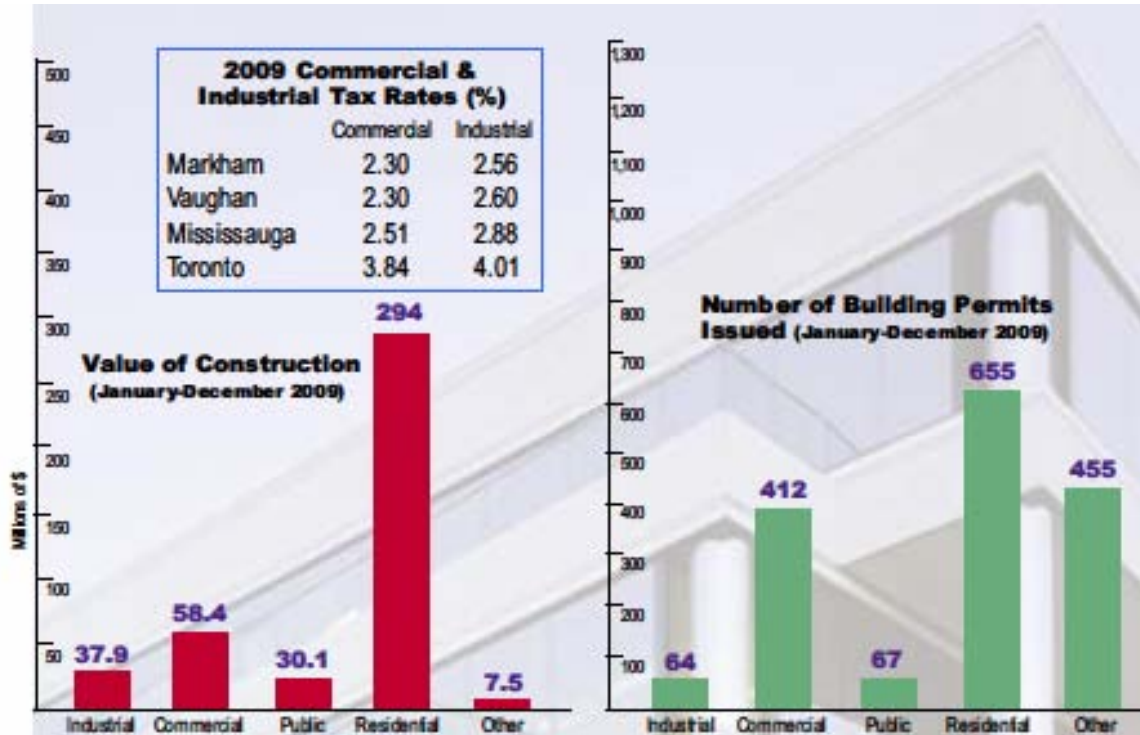
Industrial Category	Number of Companies
Medical and Diagnostic Laboratories	23
Medical Equipment and Supplies Manufacturing	18
Pharmaceuticals and Pharmacy Supplies Wholesaler Distributors	16
Pharmaceutical and Medicine Manufacturing	6
Companies that did not show an NAIC code (identifiable category)	6
Computer Systems Design and Related Services	5
Research and Development in the Physical, Engineering and Life Sciences	5
Management of Companies and Enterprises	3
Computer, Computer Peripheral and Pre-packaged Software Wholesaler-distributors	1
Office Administrative Services	1
Home Health Care Services	1
Total	85



Markham is a proud partner and founder of the **YORKbiotech, a Regional Innovation Network** for biotechnology-related industries at the centre of the Greater Toronto Area. The mission of YORKbiotech is to act as a catalyst, creating a wealth of intellectual and technical resources. YORKbiotech promotes economic success and growth of the biotechnology and related industries as a key component of regional economic development. For more information on YORKbiotech, please visit www.yorkbiotech.ca

If you are interested in getting involved with Markham and YORKbiotech, please contact Christina Kakalikas, Manager, Special Projects at 905-477-7000 x 6590 or ckakalikas@markham.ca

Industrial/Commercial Activity



Industrial/Commercial Development

Available Industrial & Commercial Land, 2010

Industrial available land - serviced and market ready	388 acres
Industrial available land - unserviced	954 acres
Commercial available land - serviced and market ready	186 acres
Commercial available land - unserviced	299 acres

Industrial Inventory, 2009 (Q3)

Total inventory (sq. ft.)	31,887,576
Vacancy rate – class A	5.5%
Average net rent (sq. ft.)	\$5.72

Commercial Office Inventory, 2009 (Q4)

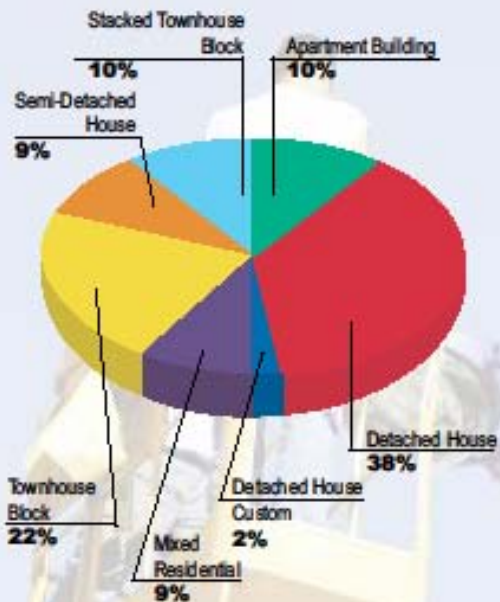
Total inventory Class A (sq. ft.)	1,273,233
Vacancy rate – class A	9.6%
Average net rent (sq. ft.)	\$14.15

All values are in Canadian Dollars

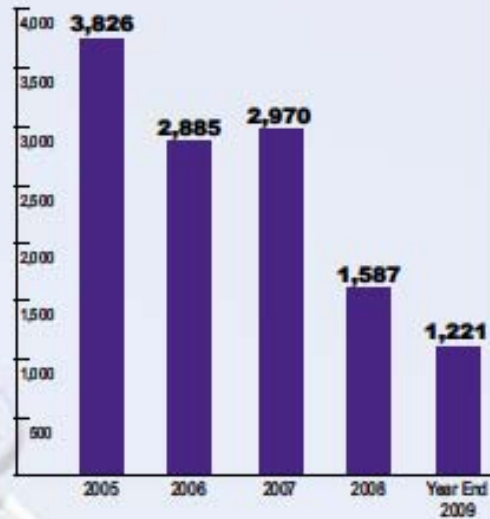
Source: Colliers International

Residential Development

New Residential Units Profile
(January-December 2009)



Number of New Residential Units per Year



Average House Prices (Royal LePage Q.3, 2009)

Detached Bungalow	\$430,000
Executive Detached Two-Storey	500,000
Standard Two-Storey	420,000
Standard Townhouse	330,000
Senior Executive	560,000
Standard Condominium Apartment	280,000
Luxury Condominium Apartment	350,000

Municipal Utilities

Water & Sewer Infrastructure, 2009 Rate

Water & wastewater rate per cubic metre	\$2.0042/m ³
Sewer mains	808 km
Water mains	961 km

Electricity Costs and Charges, Business Rates

50kW or Less		Greater than 50kW Demand	
Distribution rate	\$0.0114/kWh	Distribution rate	\$2.3627/kWh
Monthly fixed charge	\$29.91	Monthly fixed charge	\$302.94

Quality of Life

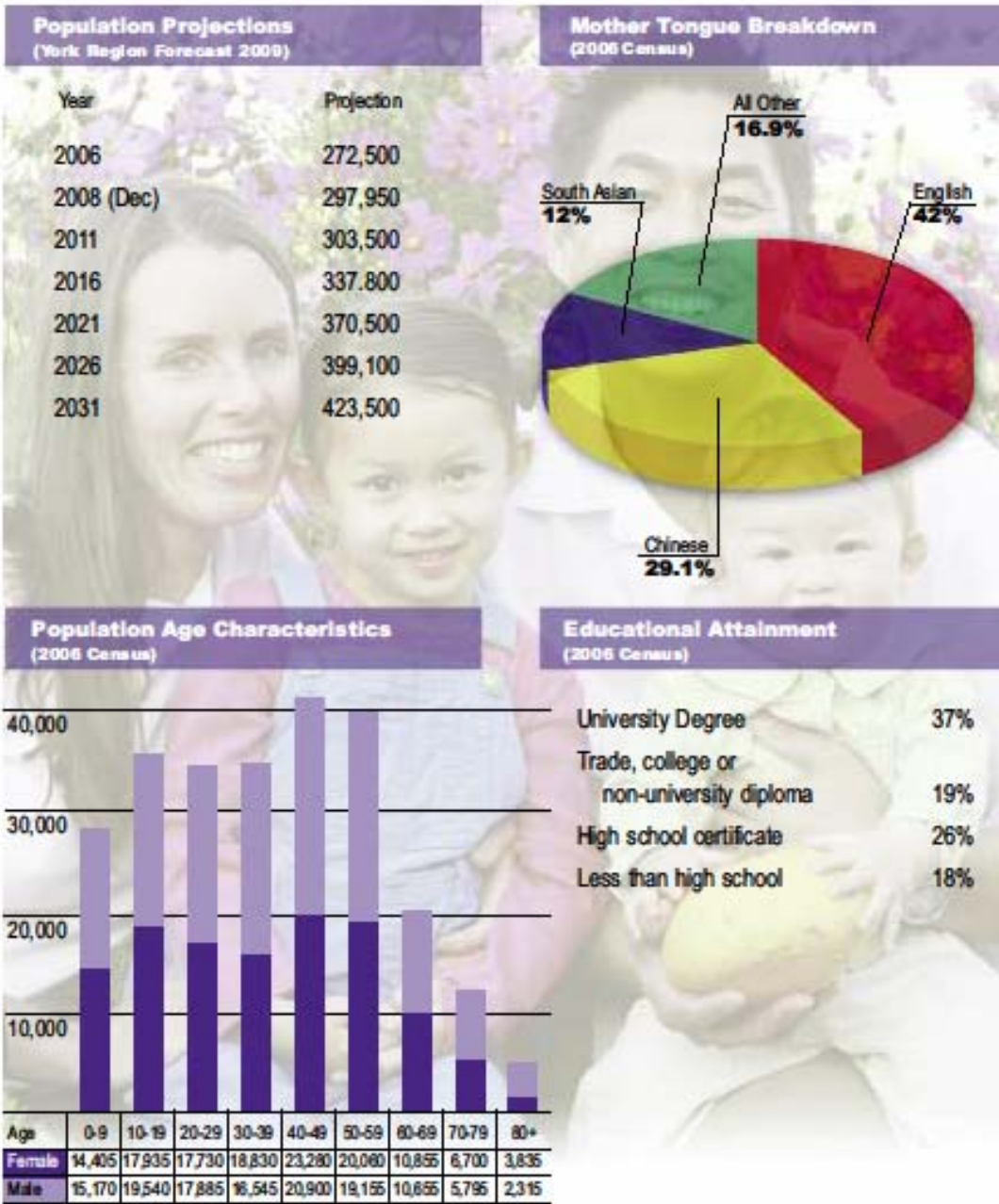
The award-winning Town of Markham is the largest of nine communities in York Region with a population of over 300,000, and a land area of 212 square kilometres. The Town is a blend of four communities – Markham Village, Unionville, Milliken and Thornhill, located on the northern boundary of the City of Toronto. Markham is a growing community with prestigious housing developments and businesses, quality schools, art gallery, museum and theatre, numerous parks and recreational areas. Recently, Seneca College's Markham campus opened, the first post-secondary educational research and training facility in Markham.

Recreation and Culture	
Total land area (sq km)	212
Number of parks	160
Trails/pathway system (km)	120
Public libraries	5
Community centres & facilities	18
Golf courses	12
Markham Theatre, Markham Museum, Varley Art Gallery	
Heritage areas – Thornhill Village, Unionville Village, Markham Village, Buttonville Village	

Public Health and Education	
Markham Stouffville Hospital	220 beds
Shouldice Hernia Centre	89 beds
Elementary schools	70
High schools	18
Community colleges (within 1 hr drive)	8
Universities (within 1 hr drive)	6

Transportation Infrastructure & Service Providers	
Roads	1,014 km
Highways (404 and 407)	32 km
Side walks	830 km
York Region Transit (YRT)/Viva	www.yorkregiontransit.com
Toronto Transit Commission (TTC)	www.toronto.ca/ttc
GO Transit	www.gotransit.com
CN Rail	www.cn.ca
407 ETR	www.407etr.com
Toronto Buttonville Municipal Airport	www.torontoairways.com

Demographic Profile



Notes: For other census topics, please visit www.statcan.ca

Labour Force Profile

Income Levels of Persons Reporting Income (2006 Census)

Markham Average	\$46,529
Ontario Average	\$44,748
Canadian Average	\$41,401

Basic Indicators (2006 Census)

Number of persons employed	141,665
Unemployment rate	7%
Employment rate	68%

Labour Force By Industry (2006 Census)	%
Business Services	22%
Manufacturing	14
Finance & Real Estate	12
Retail trade	11
Wholesale trade	8
Health care & social services	7
Educational services	6
Construction	3
Agriculture & related industries	1
Other	16

Wage Rates in Markham (2006 Census)

Minimum Wage Rate	
Under 18 years of age	\$8.20
Over 18 years of age	\$8.75
Selected Occupation	
Childcare/home support workers	\$19,995
Retail salespersons/clerks	\$30,213
Social services workers/paralegals	\$32,983
Construction trades workers	\$33,342
Secretaries	\$34,726
Mechanics	\$48,943
Business & finance professionals	\$57,634
Teachers and professors	\$64,010
Specialist managers	\$75,158
Health professionals	\$88,527

Notes: For further census topics, please visit www.statcan.ca



NEW DWELLING UNITS (RESIDENTIAL & NON-RESIDENTIAL) AND CONSTRUCTION VALUES

Number of New Dwelling Units in Year 2009

Single Dwellings	493
Double Dwellings	106
Row Dwellings	389
Mixed Residential	113
Apartments	<u>120</u>
Total	1,221

Construction Value in Year 2009

Residential	\$275,720,791
Mixed Residential	\$18,323,300
Industrial	\$37,920,866
Commercial	\$58,387,882
Institutional & Government	\$30,161,519
Other	<u>\$7,538,319</u>
Total	\$428,052,677

Year Ending December 31, 2009

STRATEGIC PLAN AND INITIATIVES

Building Markham's Future Together

Markham has experienced dramatic growth and change during the past decade and we need to prepare for and manage this change. In 2007, recognizing that we must take the right steps today to prepare for the future Markham Council and senior staff identified six strategic priorities for Markham. These priorities were confirmed by Markham residents and stakeholders through an extensive public consultation program, including an innovative online survey process called Click With Markham.

Short-Term Goals

Building Markham's Future Together now represents Markham's strategic direction and includes 31 action plans associated with the six strategic priorities (Growth Management, Transportation/Transit, Environment, Municipal Services, Parks, Recreation, Culture & Library Master Plan/Public Safety and Diversity). In 2008 Markham made significant short term progress on the associated action plans, continuation of public consultation and conducting community-based research.

Also, in early 2009 community residents and stakeholders were invited to attend a series of introductory public meetings and discussions on each of the six strategic priorities. The goal of these meetings was to increase community understanding of the action plans, and for residents and stakeholders to provide their views on important elements for Markham to consider in developing and implementing specific plans and programs. More in-depth public consultation and community research will continue throughout 2009 for each of the six strategic priorities. This process will continue until spring 2010 with completion of many of the 31 action plans.

Long-Term Goals

Looking forward, Building Markham's Future Together will help Markham create a long term Community Sustainability Plan – a plan to help us achieve a balance among environmental, social/cultural and economic factors. The Community Sustainability Planning process began in early 2009 and is a companion process to Building Markham's Future Together that will continue throughout 2010. The Community Sustainability Plan will integrate many of action plans from Building Markham's Future Together.

The following section outlines Markham's progress to date on the 31 action plans associated with the six strategic priorities.

GROWTH MANAGEMENT



Managing the Town's growth:

Through our Click with Markham campaign, residents identified managing growth as a top priority. Markham has been identified as a growth municipality by the Region of York and the Province of Ontario. The Town's strategy to manage the challenges of growth includes:

- Pace of Growth
- Land use
- Environmental protection
- Agriculture
- Cultural heritage
- Economy
- Housing mix
- Quality of life
- Transportation
- Infrastructure

The Town's plan:

- **Develop a "Made in Markham" Growth Management Strategy by Q2 2010. The Strategy will form the basis for a long term vision and plan for sustainable community growth.**

Status: Underway

The Town will develop a 'Made in Markham' plan for sustainable community growth in response to provincial growth initiatives. The plan should protect the Town's natural and cultural heritage, as well as provide for social and economic well-being. The development of a Growth Management Strategy is well underway. The Strategy is based on an 'environment first' approach, starting with the identification and protection of a Town-wide natural heritage network.

- **Develop a plan to deliver the services required to accommodate growth.**

Status: Underway

The Town will develop a plan to deliver the additional infrastructure and services needed to support our new communities. Where these services are not provided directly by Markham, the Town will coordinate with other levels of government and other agencies to ensure the appropriate services are delivered. Work has begun on a Master Servicing Plan, a Transportation Strategic Plan and a Leisure Plan. In addition, the Town is working on Community Infrastructure Capacity Review – that is, a review of all community infrastructure (not only the Town's) needed to accommodate growth (e.g, health care services, education, etc).

➤ **Develop a financial strategy to implement our growth plan by Q1 2010.**

Status: Underway

The Town will determine the fiscal requirements of our growth plan, and develop a financial strategy to implement it. The Town will work with all levels of government to reform legislation, develop new fiscal tools and directly provide the funding for necessary infrastructure.

➤ **Keep citizens involved and informed every step of the way.**

Status: Underway.

The Town will consult and engage the people of Markham and other stakeholders in developing our growth plan. The Town held a number of community meetings throughout 2009 to provide an overview of the issues to be addressed in our Growth Management Strategy, and to gather input on the proposed alternatives for accommodating growth to 2031. Additional community meetings have been scheduled early in 2010 to present various growth options to the public for their input.

The Town has posted numerous presentations and staff reports regarding the Strategy and related studies on the Town website. The Town has also developed a Workbook which summarizes the proposed alternatives and provides an opportunity for the reader to provide their opinions on these alternatives.

TRANSPORTATION/TRANSIT



Improving transportation and transit:

Rapid growth in the Greater Toronto Area, York Region and Markham has resulted in many transportation challenges. These include:

- Congested city streets and highways
- Environmental issues
- Noise pollution
- Reduced quality of life

Markham needs a transportation/transit vision, along with an implementation plan, a funding strategy and a partnership framework. The Town needs to take steps now to protect our neighbourhoods and encourage economic growth.

The Town's plan:

- **Work with partners to address our transit challenges by Q4 2010.**

Status: Underway

The Town needs to work in partnership with York Region, Metrolinx, and other levels of government and government agencies – including Toronto, GO Transit and other stakeholders. Together, the Town can plan and build an integrated Greater Toronto Area transit system and road network. This should address road improvements for the 400 series highways, as well as local and regional roads.

The Town has been providing input into the York Region's Transportation Plan Update, and reflecting to the comments from Council, residents and businesses. The Town also made submissions to Metrolinx regarding the Yonge Subway extension to Richmond Hill/Langstaff, as well as encourage more funding from the Province for other rapid transit projects in Markham. The Town hosted a 2-day Markham Transportation Summit "Gridlock, Rapid Transit and You" in November 2008. A number of community meetings were held throughout 2009 that provided an overview of the issues to be addressed in the Master Transportation Plan. The Town, in consultation with York Region Transit, Ministry of Transportation Ontario (MTO), 407 Express Toll Route (ETR), and York Region's staff have been exploring the opportunities of making Langstaff and Markham Downtown as true transit hubs where there will be major origin and destination of many trips as well as important inter-modal hubs.

➤ **Develop the Town's rapid transit infrastructure throughout 2009 and over the next 8 years.**

Status: Underway

This can include a number of transit initiatives. For example: extending the Yonge Subway line to Hwy 7, Viva and/or GO "Centre to Centre" service, improved GO service levels and services along the 407, supported by sufficient local transit service are required. While the Town is not directly responsible for providing transit services, Town staff continued to work closely with various transit authorities (York Region Transit, GO Transit) and requested service improvements. To complement the increased level of service, the Town is creating communities that emphasize public transit as a viable alternative to private cars as the only mode of transportation. In all planning exercises, transit service is given a high priority as well as other supporting infrastructure to attract more transit users.

➤ **Create transit-friendly policies in all aspects of Town planning in 2010 and beyond.**

Status: Underway

This includes transit oriented development land use, Travel Demand Management, live/work balance, education, High Occupancy Vehicle (HOV) lanes, parking, bicycle network, safe streets and environmentally friendly transportation modes need to be developed to reduce Single Occupant Vehicle (SOV). Policy must address live/work balance, higher density, infrastructure, transit nodes and corridors.

The Town has received a number of higher density mixed used development applications. Staff have been working with these applicants and showed leadership in developing transit oriented development. The Cycling and Pedestrian Advisory Committee (CPAC) continues to provide valuable inputs into promotion of active transportation and well as other measures to make personal transportation more environmentally friendly. Policies are also being developed for intensification areas to reduce the number of trips (through mixed land use), reduce auto use (parking policy, carpool lanes, proximity to alternative modes,) and encourage the use of other modes especially Active Transportation (bike lanes, continuous sidewalks). The Markham Transportation Strategic Plan (MTSP) which is currently underway will investigate a number policy issues and will be completed early in 2010.

ENVIRONMENT



Protecting the Town's environment:

Human activity is significantly changing the environment on a global scale. Markham's air, land, water and habitats are all affected. The Town urgently needs a coordinated strategy to promote a sustainable community.

The Town's plan:

- **By Q2 2010 create a Green Print: A Community Sustainability Plan strategy for Markham.**

Status: Underway

This will include:

- Policies to protect air, land, water, habitat and all living species
 - Initiatives underway include Rouge River Watershed Plan; Green Fleet Transition Plan; Small Streams Education Program; Salt Management Plan; Agriculture Assessment; Natural Heritage Network and Greenway Mapping
 - Completion of Storm Water Management Facility Database and Maintenance Manual – Storm Water Management (SWM) Facilities Maintenance and Retrofit
- A multi-year, multi-language education and communication strategy
 - The World Café was held February 2009 to introduce community sustainability and discussions; approximately 70 community leaders and stakeholders attended the event.
 - A Sustainability Fair was held in October 2009 that was attended by over 100 people and provided an opportunity for the Town to receive input on the 12 Goal Areas developed for the Green Print – Community Sustainability Plan.
- Partnerships with all levels of government to endorse and support sustainability
 - Partnerships and collaborations include: York Region; Ontario Government (Ministry of Education); Metrolinx; York University (Social Sustainability Workshop); York Region District School Board; York Region Catholic School Board; Federation of Canadian Municipalities; Association of Municipalities of Ontario; Municipalities with best practices in community sustainability (i.e. Whistler, BC)
- A comprehensive Climate Action Plan

- Report for Partners for Climate Protection milestones 1 and 2 was completed in 2009.
- The Green Print will meet objectives of Partners for Climate Protection milestone 3, scheduled completion will be Q2 2010 as well as the development of a local action plan.

➤ **Adopt green building standards and green community standards by Q1 2010.**

Status: Underway

The Town wants to make Markham the recognized leader in environmental standards.

- Phase 1 Report on "Leadership in Energy and Environmental Design (LEED) and Beyond - Markham Sustainable Development Standards and Guidelines" presented to Environmental Issues and Sustainability Committee (January 2009)
- Present report to Environmental Issues and Sustainability Committee in January 2010 with finalizing the report in Q1 2010.

➤ **Develop and implement a community-wide zero waste strategy.**

Status: Underway

The Town wants Markham to adopt best practices to move toward a zero waste ecological footprint policy as a baseline and model for residents to follow.

- Town owned facilities such as: Markham Civic Centre and 555 Miller Avenue Operations Yard, along with the Unionville Meadows Public School and Markham sponsored special events are Zero Waste

➤ **Prepare a Public Realm Policy and Program.**

Status: Underway

The Town wants to build on existing programs to improve all parks, streets and natural areas.

- Ongoing implementation of the Trees for Tomorrow program which has a goal of planting 75,000 trees by 2010 and the Pesticide By-law and Education Plan
- Policy and Plan will be completed in Q4 2010

➤ **Develop strategies to maintain healthier, greener communities.**

Status: Underway

This includes boosting local food production, building more bike paths and walking trails, and improving the safety and security of Town neighborhoods.

- A new farmers' market at the Stiver Mill, Unionville (July 2009)
- Guidelines for new community gardens (Q2 2009)
- Sustainability Fair featured local food and food security



➤ **Develop a funding strategy and modeling tool to support these initiatives.**

Status: Underway

The model must be created with the goal of sustainability in mind. To accomplish this it must be created around a triple bottom line: a social, economic, and environmental framework.

- A triple bottom line decision making tool will be incorporated into the draft Green Print (Q2 2010)



Excellence in municipal services:

Markham provides hundreds of services to its residents and prides itself on providing high quality services. Town residents expect quality services that are cost-effective and responsive to their needs. Optimizing service delivery requires setting priorities and making choices.

The Town developed a framework for reviewing services promoting elements of;

- Service Excellence
- Service Innovation
- Service Value

Performance measurements will be used to ensure that expectations are met or surpassed, services are delivered efficiently and effectively, and improvement areas are identified. The Town will also develop a systematic way to review and evaluate competing demands for municipal resources.

The goal: to ensure the most effective, economical and sustainable priorities are set.

The Town's plan:

- **Complete all planned service improvements.**

Status: Completed

Project teams reported to Council as they completed this work. The Town will build our municipal services model by pursuing excellence in service delivery in the following:

- **Service Promise** – What can you expect from the service the Town is providing to you and what can you do if the Town does not meet your expectations?
- **Service Value** – Why is the service the Town provides important and valuable to you and/or the community, as a whole? Is the Town delivering service in the most effective and efficient manner?
- **Measurement** – Did the Town meet the expectations and live up to the Service Promise?

- **Service Innovation** – Provide new and creative ways of delivering municipal services. Focus on results and outcomes that demonstrate leadership and innovation in all municipal services, and communicating these results effectively to residents.
- **Completed Projects** – Roadway Winter Maintenance Service Level Review; Improved Property Standards through Beautification; Zero Waste Initiative at Civic Centre; Shopping Cart By-law; Recycling at Super Mailboxes, Sports fields, and on Main Streets; After Hours call pick-up in By-laws; Water calls moved to Contact Centre

➤ **Develop a clear process to evaluate Town services.**

Status: Completed

Building on the excellence model, municipal services will be driven by innovation and integration and a focus on value to residents and businesses.

➤ **Develop a service planning framework for corporate policy development to guide service levels, and innovative and sustainable practices.**

Status: Underway

This includes service level accountability and review, reporting and communication. Where practical, the Town will aim to reduce the cost of delivery while improving Town services.

Operations Service Planning – Project teams are building a municipal services model for the Town Operations Department using the elements of Service Promise, Innovation, and Value. Staff are doing end-to-end process mapping to document service delivery standards to ensure consistent and measurable results.

PARKS, RECREATION, CULTURE & LIBRARY MASTER PLAN/PUBLIC SAFETY

Investing in the Town's quality of life:

The Town can enrich community life and create more "liveable" communities when the Town invests in health, wellness, and lifelong learning programs. This includes:

- Enhancing Town community parks, recreation, culture and library programs and service delivery systems
- Making community safety a priority in developing programs, policies and facilities

The Town's plan:

- **Update and create an Integrated Leisure Master Plan by Q2 2010.**

Status: Underway

The Town needs to create short, medium and long-term priorities for Town parks, recreation, culture and library programs and facilities. The Town must base the priorities on a sustainable financial model.

- Promote and create opportunity for lifelong active living.
- Review programs, facilities, and public spaces to ensure they reflect and respect the needs of the Town's diverse communities
- Ensure Markham's green spaces fit the needs of local neighbourhoods and create interplay between active and passive leisure opportunities
- Engage the public and stakeholders in developing the Master Plan.

- **Create Markham's first Community Safety Plan by Q4 2010.**

Status: Starting Q2 2010

The Town needs to develop a comprehensive strategic plan that will provide sustainable solutions to enhance community safety in Markham. A Community Safety Plan benefits from strong linkages with social service and enforcement agencies, urban growth, built form, transportation, and parks, recreation, culture, library programs and facilities.

- Engage the public in defining "community safety" in Markham
- Strengthen neighbourhoods and invest in children, youth, and families
- Build community partnerships, including the role of enforcement and policing
- Design and retrofit facilities with community safety in mind
- Maximize the synergies with other Council Priorities by sequencing this project to benefit from work underway in the areas of urban growth, transportation, and the leisure master plan.



DIVERSITY

Celebrating the Town's diversity:

Markham communities represent the full range of human experience, from all stages of life, abilities and ethno-cultural backgrounds. To serve them better, the Town needs to develop a clear strategy and related policies to:

- Promote unity and inclusiveness
- Provide programs and services that address the diverse needs of Markham residents.

The Town's plan:

- **Engage Markham's diverse communities.**

Status: Underway

The Town will take steps to involve diverse groups in our activities and initiatives, including regular focus groups and fostering a welcoming environment at all Town facilities with a "doors wide open" philosophy. Five external consultations regarding the Diversity initiative have been conducted with the community. The information arising from these consultations will be utilized in the formulation of a Diversity Action Plan for the Town to be released in the summer of 2009. A first draft of the Diversity Action Plan was circulated for stakeholder feedback in November 2009.

- **Foster a greater understanding of diversity across Markham through community partnerships.**

Status: Underway

This will help the Town align our services and programs with the needs of Markham residents. It will also demonstrate the Town's commitment to unity and to respecting and promoting human rights. The Town of Markham agreed to become a member of the United Nations Education, Scientific and Cultural Organization -Coalition of Municipalities Against Racism in the winter of 2009. Many Faces of Markham event was held in April 2009.

➤ **Enhancing Markham boards and committees.**

Status: Underway

The Town approved the establishment of a Seniors Committee in September 2009. The Town will also review the mandates of the Race Relations Committee, the Markham Advisory Committee on Accessibility, and the Mayor's Youth Task Force.

➤ **Find ways to make Town services more accessible.**

Status: Underway

The Town's goal is to reduce barriers to as many people as possible in the physical environment, customer service and communications. This includes new multilingual services and assistive communication technologies.

➤ **Develop an effective communications plan.**

Status: Underway

The Town's goal is to increase awareness of our diversity strategy and foster a sense of inclusion across all Markham communities.

Customer Service Training was provided to approximately 900 Town Staff in Q2 2009.

➤ **Engage and educate Town staff.**

Status: Underway

The Town will develop a vision statement, strategy and comprehensive work plan to move staff towards an increased level of "Diversity Competence." This will include: mandatory training for all staff; inclusive human resources practices, with a special focus on hiring; opportunities for staff to mentor diverse individuals in their career development; an effective communications plan; and a program to measure success.

A Diversity Action Plan is currently being developed and will be finalized in Q2 2010.

All Town staff will participate in Customer Service Standard training as it relates to people with a disability in the spring.

FINANCIAL POLICIES

Financial Planning Policy

Budget Process

Proposed Budget

A proposed budget shall be prepared by the Financial Planning department with the participation of all of the Town's business units within the provisions of the Town's charter.

- The Budget shall include four basic segments for review and evaluation:
 - Personnel Costs
 - Operations and Maintenance costs
 - Taxation Revenues
 - Other Operation Revenues
- The Budget review process shall include the Town's Budget Sub-Committee participation in the development of each of the above segments of the proposed budget and public hearings to enable community participation and input.
- The Budget process shall be for a sufficient time span to adequately address policies and fiscal issues by the Budget Committee.
- The proposed Budget shall be presented by the Budget Sub-Committee to the General Committee for consent and forwarding to the Council.

Adoption of Budget

Upon receiving the recommendations from the General Committee, the Council will subsequently adopt by resolution such Budget, as the Town's annual Budget for the year beginning January 1. It is not uncommon for municipalities to approve the budget post January 1 of the budget year. The Town's 2010 Budget was approved on November 10, 2009.

Balanced Budget

The Operating Budget will be balanced with revenues equalling costs for the Budget period. Any shortfall in budgeted revenues versus budgeted expenditures for a budget period will be offset by tax levies equal to the shortfall thereby resulting in a balanced budget.

Deficit Avoidance

Annual budgets will continue to show fiscal restraint. In any given year when revenue shortfalls or unforeseen expenditures appear to be more than temporary, both the Capital and Operating Budgets will be reviewed and a number of alternatives will be identified to minimize the Town's exposure including drawing from Reserves, reallocating budgets and spending constraints.



Amendments to Approved Budget

The Chief Administrative Officer (CAO) is authorized to freeze or reduce operating line item budget spending as fiscal conditions dictate. The CAO is to advise Council of the freezes or reductions at the earliest possible opportunity. Any amendments that may be required to the approved budget shall be made only after approval by the Council.

Post Budget Reallocation

Reallocation of funds may be done between departments at the Commission level and among programs within a department and requires approval by the Commissioner.

Reporting

Monthly financial reports will be distributed to the respective department heads to enable them to manage their budgets and enable the Treasurer to monitor and control the budget as authorized by the Council.

Summary financial and budgetary reports will be presented monthly to the Council by the Director of Financial and Client Services. Such reports will be in a format that will enable the Council to understand the budget and the financial status of the Town.

Operating Fund Balance

Actual Surplus or Deficit during a budget period will be transferred to a Corporate Rate Stabilization Reserve as a top up to a level equivalent to 15% of local tax revenues. This level is based on the GFOA's recommended "best practices" level of funding for the rate stabilization reserve. Should there be any funds remaining following the top up, the balance will then replenish the Environmental Land Acquisition Reserve Fund with any remaining funds being transferred to the Life Cycle Replacement and Capital Reserve Fund.

Long Range Planning

General

The Development Services Commission manages the comprehensive planning of development related to growth and conservation within the Town. The commission coordinates the preparation and revision of the general plan that includes policies and regulations for land use and conservation and multi year development plans for transportation, public facilities, parkland and environmental protection.

Master Plans

These master plans include capital infrastructure items that have operating budget impacts and support the general plan for Recreation, Parks, Fire Stations, Community Centres, and Libraries.

Adequate facilities

The Town adopts a 5 year master plan for its infrastructure to serve the pace of development.

Capital Improvement Plan

The capital budget prepared annually identifies the revenue sources and expenditures for the budget year and the next succeeding four years. The plan is updated annually.

Funding of Capital Improvement

The Town shall attempt to fund capital projects through developer's contribution wherever possible. When such funds are not sufficient or if projects do not meet the criteria for developer's funds, the Town shall utilize dedicated reserves to fund the capital projects. The Town shall transfer from its operating funds up to \$500,000 from the net annualized growth in assessment each year.

Maintenance and Replacement

The Town intends to set aside funds in accordance to the Life cycle Reserve Study to finance regular ongoing maintenance and replacement needs consistent with the Town's policy of keeping its fixed assets in good condition and maximize the assets useful life.

Post Budget Approval – Controlling Expenditures

When a Capital Project is cancelled or a completed project results in unspent dollars, those dollars shall be returned to the original funding sources of the project. This money may be used for additional and/or new capital project requests not included in the Approved Capital Budget. Such requests must be submitted in a report to be approved by Council. Contrarily, if overspending is anticipated, the department would require prior approval before spending and also identify offsetting savings within another project in the same Commission. If other projects cannot be identified, any overrun above \$50,000 shall be approved by the Finance and Administrative Committee.

Revenues

Use of one time revenues

The Town shall not utilize one time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures or services that can be completed within a specific amount of time without significant disruption to the Town provided it is duly approved by Council. Unallocated one time revenue is transferred to the Corporate Rate Stabilization Reserve.

User Fees and Revenue Diversification

The Town will establish cost recovery policies for the user fees that will continue to be charged. These policies will determine the percentage of full service costs to be recovered through fees. The level of cost recovery will be routinely adjusted to ensure that rates are current, equitable and competitive and cover that percentage of the total cost deemed appropriate. The Town will strive to maintain a diversified and stable revenue system to shelter the Town from short run fluctuations in any one revenue source and ensure its ability to provide ongoing service.



Use of Unpredictable Revenues

Certain Town revenues fluctuate widely year to year. At year-end whenever these revenues are above budget they will be transferred to the Corporate Rate Stabilization Reserve.

Use of Supplemental Tax Revenue

Supplementary taxes will continue to be budgeted for. To the maximum extent possible, supplemental property tax levies above budget will not be used to balance the operating budget but be used for future requirements by transferring all supplemental taxes above budget to the Corporate Rate Stabilization Reserve.

Use of Prior Year's Surplus/Deficit

The Town will continue to reduce its dependence on prior year's surplus to balance the current year's budget. The prior year's surplus will be automatically transferred to the Corporate Rate Stabilization Reserve. In the event of a deficit, it will be funded through the Corporate Rate Stabilization Reserve, or by a one time tax rate adjustment.

BUDGETING POLICIES

Basis of Accounting / Budgeting

The Town of Markham prepares its financial information in accordance with the local government accounting standards of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants.

Sources of financing and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned, and expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

The only exceptions to the above basis of accounting are the Trust Funds, for which all capital receipts, income and expenditure are reported on the cash basis of accounting (recognizing revenues and expenses when cash is received or disbursed) except for administrative expenses and interest income, which are reported on the accrual basis. Trust funds and their related operations administered by the municipality are not consolidated but reported separately.

The Town of Markham prepares budgets for the Operating, Capital, Waterworks, Building Standards and Business Improvement Area (BIA) funds (described below).

The basis of budgeting is the same as the basis of accounting, i.e. the accrual basis.

Fixed Assets

The historical cost and accumulated depreciation of fixed assets are not recorded and the Town of Markham currently records fixed assets as an expenditure in the year of acquisition and budgets accordingly. In June 2006 the Public Sector Accounting Board (PSAB) approved the recommendations of Section PS 3150 for Tangible Capital Assets. These recommendations have made it mandatory for all local governments to capitalize assets, at historic cost, and amortize these assets effective January 1, 2009.

Operating Fund

Funds all Town of Markham operations except for Waterworks and Building Standards operations. Tax revenue is the main source of funding.

Waterworks Fund

Funds all water and sanitary sewer operations. Water billings are the main source of funding.

Building Standards Fund

Fund all Building permit and inspections operations. Building permit revenues are the main source of funding.



Capital Fund

Provides funding for all capital projects in the Town of Markham. Development charges, transfers from operating fund and transfers from reserves are the main sources of funding.

BIA Fund

Provide funding for the Markham and Unionville Business Improvement Areas (BIA's). The BIA's were established in accordance with Section 220 of the Municipal Act for the purpose of providing improvement, beautification of land, buildings and structures in the area and the promotion of the area as a business and shopping district. Funding is primarily provided by a special tax levy charged to the member businesses of the BIA.

Trust Fund

The fund receives payments from individuals or organizations to be used solely for a specific purpose. They are set up under a trust agreement appointing the Town as trustee and outlining its responsibilities. The funds are administered by the Town but not consolidated with the operating statement.

At the end of 2009, the Town of Markham had 7 trust funds with a total balance of \$1,739,177.

Buttonville Airport Fund

The fund accumulates operating grants paid by the Region of York for the operating of the Buttonville airport and transfers them to Toronto Airways Limited (TAL), the operator of the airport. The Toronto Buttonville Municipal Airport (Markham) Inc. (TOWNCO) leases the airport land from TAL and then subleases them back to TAL. This arrangement makes TAL eligible for Regional Grant funding. The Town of Markham operates the bank accounts for TOWNCO in the transfer of these funds to TAL but does not itself make any grants.

Reserve and Reserve Funds

As at December 31, 2009, there were 15 Reserves and 21 Reserve Funds. Out of the total of 36 funds, 28 were discretionary i.e. set aside by Council and 8 obligatory i.e. mandated by legislation. The balance in the funds as of December 31, 2009 was \$155,968,485.

INVESTMENT POLICIES

OBJECTIVES

In order of priority, the investment objectives of the Town are:

- Legality of Investments
- Preservation of Principal
- Maintenance of Liquidity
- Competitive Rate of Return

LEGALITY OF INVESTMENTS

The legal authority to invest funds comes from the Municipal Affairs Act. Investments shall be in conformance with the Ontario Municipal Act and O.Reg. 438/97 – Eligible Investments and Related Financial Agreements (See Appendix A). In accordance with this Act, for the purposes of clause 167 (2), a list of eligible securities that a municipality may invest in can be found in Attachment 2:

Investments made by the Town are further restricted by the limitations and terms outlined in this policy. Where the Town of Markham has excess funds not required immediately, such funds may be invested only in:

- Bonds, debentures, treasury bills or other forms of indebtedness of or guaranteed by the Government of Canada
- Bonds, debentures, treasury bills or other forms of indebtedness of or guaranteed by any province of Canada
- The Municipal Finance Authority of British Columbia.
- Bonds, debentures, or promissory notes of a metropolitan, regional or district municipality or of a municipality as defined in the Municipal Affairs Act
- Bonds, term deposits, deposit receipts, deposit notes, certificates of deposit, banker's acceptances and other similar instruments issued, accepted, guaranteed or endorsed by a Schedule I or a Schedule II Bank.

PRESERVATION OF PRINCIPAL

Preservation of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

This policy acts to minimize credit risk, i.e. the risk of loss due to the failure of the security issuer or backer, by:

- Limiting investments to the safest types of securities
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized



Safety

All investments must rate at least “AA Low” or the equivalent from the Dominion Bond Rating Service, the Canadian Bond Rating Service, or Standard and Poors and/or a commercial paper rating of R1 Low or better from DBRS.

Diversification

Investments shall be diversified by:

- Limiting investments in securities that have higher credit risks;
- Investing in securities of varying maturities while providing for stability of income;
- Continuously investing a portion of the portfolio in readily available funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations; and
- Limiting investments to avoid over-concentration in securities from a specific issuer or business sector (excluding Canadian Treasury securities). The limits are as follows:

Federal/Provincial Government Securities

Securities offered by, or unconditionally guaranteed by, the government of Canada or a province of Canada, shall comprise not less than 40% of the total investment portfolio at all times, and may comprise 100% of the portfolio.

The following limitations apply:

- Government of Canada - no limit
- Province of Ontario - no limit
- Other provinces - maximum 20%

Municipal Government Securities

Municipal securities cannot exceed 30% of the total investment portfolio and any one municipality cannot exceed 15% of the total portfolio.

Financial Institutions

Investments in eligible financial institutions shall not exceed 60% of the total portfolio. The following limitations will apply to the individual institutions:

- the five major Canadian chartered banks (Canadian Imperial Bank of Commerce, Bank of Montreal, Royal Bank, Scotia Bank, TD Canada Trust) – individual maximum of 20%
- other Canadian chartered banks and Schedule II banks - in aggregate 25% with individual maximum of 15%

The Investment Analyst, under the direction of the Treasurer is permitted to deviate +/- 5% from the above targets to take advantage of changing market conditions.

MAINTENANCE OF LIQUIDITY

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may reasonably be anticipated.

Investments are limited to an individual term of twelve years. Investments for terms in excess of one year are restricted to any of the Canadian Federal, Provincial, and Municipal Governments, the 5 largest Canadian Schedule I banks ranked by assets, and institutions guaranteed by the aforementioned.

COMPETITIVE RATE OF RETURN

The investment portfolio shall be designed with the goal of maximizing the long term rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs.

The investment portfolio shall be designed with the objective of regularly exceeding the average return on three-month Treasury bills. This index is considered an appropriate benchmark for risk-less investment transactions and therefore represents a minimum standard for the portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with risk limitations identified herein and prudent investment principles.

Return on investment is of secondary importance when compared to the safety and liquidity objectives.

The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

To take advantage of short-term fluctuations in interest rates, securities may be sold prior to maturity. All realized and unrealized capital gains/losses will be identified in the annual investment report.

ADMINISTRATIVE PROCEDURES

The Commissioner of Corporate Services or the Treasurer will have signing authority on all investments that require wire transfers. The Investment Manager will enter into all investment transactions on behalf of the Town of Markham and will provide monthly updates on the portfolio performance to the Commissioner of Corporate Services and the Treasurer.

All investment transactions are recorded and interest earnings distributed to the various funds in accordance with Town policies and generally accepted accounting principles for municipalities.



Authorized Financial Institutions and Brokers/Dealers

The following is a current list of all financial institutions authorized to provide investment services to the Town of Markham. This list will be maintained and updated as the business environment changes:

- TD Canada Trust
- CIBC World Market Inc.
- Scotia McLeod Inc.
- RBC Dominion Securities Inc.
- Royal Bank of Canada
- Bank of Montreal
- HSBC Bank Canada
- Canaccord Capital

Reporting

The Investment Analyst shall prepare a quarterly investment report, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter.

The report will summarize recent market conditions, economic developments, anticipated market movements and investment strategies employed in the most recent fiscal quarter. The report shall explain the quarter's total investment return and compare the return with budgetary expectations. The reports shall indicate any areas of policy concern and/or planned revision of investment strategies.

This management summary will be prepared in a manner that will allow the Finance & Administrative Committee to ascertain whether investment activities during the reporting period have conformed to the investment policy.

The interim report will include the following:

- Listing of individual securities held at the end of the reporting period;
- Realized gains or losses resulting from the sale of investments that were not held until maturity;
- Average weighted yield of the Fund's investments as compared to applicable benchmarks;
- Listing of all investments by maturity date;
- Percentage of total portfolio that each type of investment represents.

RESERVE POLICIES

2005 Reserve Study

In 2005, Council approved a reserve study that examined the Town's Reserves and Reserve Funds with the purpose of:

- Determining the adequacy of the Town's Reserves to meet known future expenditures (Infrastructure/Capital Asset Rehabilitation/Replacements)
- Determining the adequate level for the Town's rate stabilization/contingency reserve based upon comparisons and benchmarking with other Municipalities and "best practices"
- Reviewing, consolidating and refining policies for the Town's various reserves and reserve funds

The following sections provide more details on the Reserve Study and policies Council approved.

Life Cycle Replacement and Capital Reserve Fund

One of the major recommendations from the 2005 Reserve Study was the consolidation of reserves into the Life Cycle Replacement and Capital reserve or the financial impact of these recommendations (e.g. the reserves that were consolidated to create the Life Cycle Replacement and Capital Reserve)). This reserve is to fund the replacement of the Town's aging infrastructure and for major capital expenditures approved by Council.

Funding for this reserve will come from the following sources:

- The Town's Operating Budget contribution to Capital;
- Future interest income (in excess of \$1M) from long-term loans and future dividends from Markham Enterprises Corporation, a wholly-owned subsidiary, and its subsidiaries;
- Proceeds from the sale of asset, excluding land; and
- Future year-end Operating Budget Surpluses (refer to page 43 for Future Operating Surplus)

Corporate Rate Stabilization Reserve

The purpose of this reserve is to maintain the Town's cash flow, minimize need for short-term borrowing, fund urgent expenditure requirements, minimize changes in the property tax rate, and to smooth out fluctuations due to one-time expenditures.

Based on Government Finance Officer Association's (GFOA) recommended best practices, the balance in the Corporate Rate Stabilization reserve was established at 15% of the local tax revenues.

In addition, future year-end Operating Budget Surpluses, if any, will be used to top-up this reserve to the target balance. As explained in the Future Operating Surplus section, below, once the target balance in the Corporate Rate Stabilization is achieved, remaining year-end surpluses, if any, will be allocated to other reserves in a sequential order, as approved by Council.

Other Reserve Study Recommendations and Policies

- **10% Non-DC Growth Reserve Fund** – intended to fund a mandatory 10% non-development charge portion of growth-related Library and Recreation projects. See “Development Charge (DC) Projects – 10% Non-DC Reserve Funding” section in the Capital Budget Guidelines section (Page 55) for further information on the Town’s requirement to fund a portion of growth related new capital infrastructure projects. Proceeds from future land sales will be the source of funding for this reserve.
- **Facility Ramp-up Reserve** – funded from the operating budget dollars included in previous years’ budgets to ramp-up for facility operating costs. Intended use of this reserve was not defined when the reserve was established, however, it was used to fund non-growth facility-related capital projects in the past, with Council approval.
- **Environmental Land Acquisition Reserve Fund** – a new reserve established in 2005 to provide a source of financing for the Town to acquire/protect environmentally sensitive land. On an annual basis, \$500,000 of interest income from a long-term loan to a related company, PowerStream, will be the source of funding for this reserve.
- **Environmental Sustainability Reserve Fund** – intended to provide a source of funding for internal (Town) and external (e.g. Community groups) initiatives that are environmental in nature. A base level of \$300,000 was established for this fund. The process to replenish the base for expenditures is through the following year’s Capital Budget process.
- **Land Acquisition Reserve Fund** - a new reserve established in 2005 to provide a source of financing for the Town to acquire land that is strategic in nature, non-growth (and thus cannot be DC-funded), and not environmentally sensitive. On an annual basis, \$500,000 of interest income from a long-term loan to a related company, PowerStream, will be the source of funding for this reserve.

Future Operating Surpluses

Prior to the 2005 Reserve study, year-end Operating Budget surpluses were directed to the Corporate Rate Stabilization reserve. As summarized in section A of this reserve policy, the 2005 Reserve study established a target balance for the Corporate Rate Stabilization reserve, 15% of local tax revenues. Accordingly, a policy was adopted by Council to prioritize the funding of Reserves from future operating surpluses:

Future year-end surpluses, if any, in the operating budget will be allocated to top-up the Corporate Rate Stabilization reserve to 15% of local tax revenues first. Year-end surpluses remaining, if any, after topping up the stabilization reserve will be used to replenish expenditures in the Environmental Land Acquisition Reserve Fund (second priority) and the Life Cycle Reserve Fund (third priority). Should future year-end surpluses not be sufficient to top-up the Stabilization and replenish the Environmental Land Acquisition reserve fund, the funding requirements should be included for discussion in the following year’s Capital Budget discussions.

Waterworks Reserves

Waterworks Reserves is water rate funded and offsets fluctuations in gross profit on water sales to residents and funds repairs/ replacements of waterworks capital infrastructures.

In 2007, Council approved the Water & Wastewater Reserve Study with the purpose of:

- Addressing the ongoing replacement and rehabilitation requirements for the Waterworks infrastructure over their useful lives
- Determining the adequacy of the Town's Waterworks Reserves to meet known future expenditures

Based on the future replacement and rehabilitation program as identified in the Water & Wastewater Reserve Study, the Waterworks Reserves will require additional funding in order to sustain future replacement and rehabilitation requirements. As a result, effective January 1, 2008, a Water & Wastewater Infrastructure Surcharge was implemented. Any potential increase to the approved surcharge will be brought forward to Council through the annual reserve study update and the annual budget process.



DEBT POLICY

The Town of Markham currently has no outstanding debt.

Markham has not issued any new debt since 1992, however, borrowing does have its appropriate place in making prudent financing decisions. Prior to 1992 the Town issued debt to finance major capital projects (e.g. watermains, sanitary sewers, community centres). The Town will continue to capitalize on fluctuations in interest rates and recognize when borrowing is appropriate to minimize the impact on tax rates. Building growth related infrastructure in advance of development combined with the fluctuations in development charge revenues, may result in a future need to borrow.

Policy on Debt Issuance

Markham will strive to maintain its status as a “Pay As You Go” Community and the Town will only consider borrowing for growth related capital projects.

Provincial Guidelines

- Annual payments relating to debt and financial obligations should not be more than 25% of own source revenues and fund revenues, not including Municipal electrical utilities revenues.
- Markham’s annual repayment limit is approximately \$53.0 million.

2010 OPERATING BUDGET GUIDELINES

General Narrative and Assumptions

The 2010 Budget:

- ***Provides that current revenues are sufficient to support current expenditures*** ("We are living within our means" without drawing down reserves for operating purposes)
- ***Maintains the Town's general reserves***
- ***Provides sufficient maintenance and replacement dollars*** to ensure capital facilities and equipment are properly maintained
- ***Maintains all the quality of life programs that residents have become accustomed to, and addresses increasing service levels based on demand where necessary***
- ***Maintains a competitive compensation and benefits package*** for our work force.

Projected costs and revenues are estimates and are subject to variations inherent in all such projections. Consequently, the estimates should not be viewed as precise predictions, but rather as indications of expected trends, given certain expenditure, revenue, and financing assumptions.

It is assumed that:

- General Inflation will be at 1% during 2010.
- Gross Assessment Growth will be 2%

The above assumptions do not necessarily mean there is an absolute increase in either expenditures or tax dollars.

The focus of the 2010 budget revolves around infrastructure management, the environment, and transportation issues. This budget provides for adequate maintenance of capital, plant, and equipment, and for orderly replacement of equipment. Through the 2010 Budget Process, the Town continues its strategic thinking at all levels of the organization and critically evaluates the status quo.

The Town will continue to focus on cost recovery through its use of User Fees.

Budget Preparation Guidelines

The 2010 Budget is a 'Budget by Exception'. This means that all accounts are budgeted at 2009 base levels except for additional funding related to:

- Salary and benefits increases (CUPE and MPFFA wage settlement, OMERS pension rate changes, grid movement)
- Contract escalations and inflationary pressures
- Increased operating costs related to more households, kilometres of roads and new parks



- Operating costs associated with aging infrastructure

Excluding the predetermined increases mentioned above, departments should complete a business case and fill out a form requesting changes to the base budget for any additional funding requirements for new initiatives, programs, growth, or service level changes. Business cases are expected to contain a 'Value Proposition', meaning that the department has to clearly identify a corresponding incremental benefit to the Town that the additional funds would generate. Each form requesting a change to base budget (including completed business cases) will be approved at the Commissioner level before submission to Financial Planning.

No New Debt

The Town will not make a provision for the issuance of debt in this budget. The Town's share of any work to be done under section 391 of the Municipal Act – Fee and/or Charges bylaw will not constitute debt as defined here.

Establish the Base Level

The Base Level for the 2010 Budget will be the 2009 cost of providing all the services approved in the 2009 budget, except for one-time projects.

The 2010 Base Level Budget is set by taking the inputs approved in the 2009 budget and costing them, adjusting them for the annualized costs, growth and inflation, in that order.

- **Annualized Costs** - For example, last year's budget might have included staff to start in April; this year's budget includes the full year's salary. The only annualized costs that appear in the 2010 Budget are personnel and other costs related to municipal service contracts that had price escalation midway in 2009. These costs are identified and included in the 2010 Base Budget.
- **Growth** - Allow for growth that will occur in the Town in 2010. For example, if new roads were constructed in 2009, their upkeep would be part of the 2010 growth adjustment. Requests for new growth dollars must be documented. In order to obtain new growth dollars, there must be the identification of documented productivity, technological, or personnel efficiencies on the expense side or revenue enhancements to offset the request for new growth dollars. Only the portion of the cost from the date of the growth's impact to the end of the year is included in the Budget. However, departments should indicate the full-year cost of the growth.
- **Inflation** - As mentioned above, General Inflation of 1% is anticipated in 2010. All departments are expected to absorb this inflation within their 2010 approved budgets. However, exceptions are made for extraordinary commodity price increases and contractually related increases.

Service Level Changes

In each department, a critical analysis will be performed to determine where increased efficiencies and possible cost savings could be achieved through the redeployment of staff. If current levels are deemed adequate, departments will include all existing services at 2009 levels in their 2010 Base Budget submission. Any requests for funding to increase service levels require submission of a form requesting changes to the base budget to justify the additional costs.

New Programs

Requests and business cases for additional funds related to the identification of New Programs must be filled out on the form requesting changes to the base budget. Only the portion of the cost from the date of implementation to the end of the year is included in the Budget. However, departments will indicate the full-year cost of the program.

Salaries and Benefits - Full Time

The Town continues to scrutinize personnel costs as a percentage of the budget. Financial Planning provides the salary figures for the 2010 Base Budget that reflect movement through the salary grids; the negotiated CUPE and MPFFA wage settlement, as well as Cost of Living Adjustment (COLA) impact. The 2010 Base Budget from each Department includes only the 2009 full time approved complement. Financial Planning completes the 2010 Human Resources portion of the budget and sends the data to the respective budget coordinators, for confirmation regarding positions and grades of full time staff.

Fringe Benefits

2010 fringe benefits are based on known benefit rate increases provided by the Human Resources Department. In addition, the Financial Planning Department performs an analysis of 2009 actual benefit costs and reflects its findings in the 2010 Budget.

Part Time Salaries

The 2010 Budget Guidelines require that all permanent part-time staff be budgeted for by person/position. 2010 costs and any annualized costs are provided to Financial Planning by the Departments. The annualization of part-time job evaluation is included in the Base Budget.

Shift Premium

Shift Premium will be budgeted at 2010 levels.

Overtime Dollars and Hours

Overtime dollars and hours will be budgeted at 2010 levels.



Rate Increases

Increases have been provided for as follows:

U.S Exchange Rate:

U.S. Exchange Rate – 1.00

Investment Income:

The forecasted 2010 interest rate of 4.1% is used for budgeting. The Financial Planning Department incorporates this rate in the development of the investment income budget.

Sales Taxes

Due to the full rebate available to municipalities, the 5 % Goods and Sales tax (GST) does not apply to purchases made. However, the Provincial Sales Tax (PST) of 8% will continue to apply and should be included in all budget accounts where applicable.

Effective July 1, 2010, the existing Provincial Sales Tax (PST) will be merged with the Goods and Services Tax (GST) to create a federally administered single Harmonised Sales Tax (HST) of 13%. The provincial and federal portions will continue to be at 8% and 5% respectively.

The 2009 Ontario Budget confirmed that municipalities will be entitled to a 78% rebate on the PST component of HST and the current 100 % federal GST rebate for municipalities will remain unchanged. On items that the municipality currently does not pay PST there will be a maximum net impact of 1.76%. For example, a \$100 purchase that effective July 1, 2010 will include \$8.00 of PST will receive a rebate of \$6.24 (78% of the 8%), therefore, the net impact is \$1.76 (\$8.00 - \$6.24).

HST will also have impact on the Town's revenues from recreation programs such as ice rentals, facility rentals, fitness memberships and program registrations relating to participants aged 14 and above. Based on the current understanding of the HST rules, these services will be HST applicable post July 1, 2010, thereby increasing user costs by 8%. Therefore, the implementation of HST will impact the Town's recreation revenues due to the increased cost of 8% on recreation programs to its users.

Use the Accrual Basis for Budgeting

Expenses

Expense items are budgeted for in the month when the goods or services are expected to be received and not in the month when payment is to be made. For example, if a purchase order is issued in November and the goods are expected to arrive in December with payment terms of 45 days, the expenditure is budgeted in December. The actual goods will be paid for in early February due to the terms of the invoice.

Revenues

Revenue items are budgeted for in the month in which the revenue is earned and not in the month when payment is received. For example, if a group rents the arena in December but is given 30 days to pay, the revenue is budgeted for in December since this is when the service was provided. The money for the rental will be collected in January next year.

Utilities

The Town negotiated a fixed rate for Natural Gas & Hydro in 2010 and it has been reflected in the 2010 Budget. Town Utility volumes have been reduced from the 2009 level in the 2010 Budget due to Town initiated efficiency programs.

User Fees and Service Charges

User Fees in Recreation and Culture, Engineering and Planning Departments were adjusted to reflect market conditions & general inflation where applicable. The Town still remains one of the municipalities with lowest overall user fees and service charges.



Debt Charges

The Town is currently debt free and there will be no debt charges included in the Budget.

Provincial Subsidies

In the 2010 budget, \$122,000 in additional WDO funding has been estimated along with an increase of \$20,000 to the Community Museum Operating Grant over the 2009 Base Level budget.

Identification of Major Service Contracts

The identification of major service contracts up for renewal in 2010 is completed by Financial Planning and factored into the Budget.

Budget Administrative Guidelines

Budget Transfers

Budget transfers refer to permanent transfers in the Budget and are not intended as a method of reallocation for budget overspending.

Forms do not have to be completed for re-allocation of dollars within a department. However, re-allocation of dollars may also be done between departments within each Commission. All transfers are tracked and recorded by the Financial Planning Department. Total 2010 budget dollars for the Commission do not change. Any cross-departmental transfers within the same Commission need to be approved at the Commissioner level.

Budget Spending

The Town Budget cannot be overspent. There may be variations throughout the year within the various cost centres and line items and the following levels of authority are required if these situations occur.

- Any Commission Level overspending requires the approval of the CAO.
- Within the Commission there may be Departments or line items that may exceed the budget. Provided these stay within the Commission, the Commissioner is authorized to make the necessary balancing decisions. Commissioners are responsible to ensure that procedures are in place to prevent budget overspending.

The CAO & Commissioners' Committee (CCC) regularly undertakes a detailed review of budget over/under spending and makes decisions on spending reallocations, if required.

Unless prior authorization is given, all departments will be expected to contain expenditures within budgeted amounts.

Budget Monitoring

Budget status reports are prepared on a monthly basis for the CAO & Commissioners Committee (CCC). These provide a comparison between actual revenues and expenditures to budgeted amounts. Further regular reports are presented to the General Committee, which include a detailed analysis of variances.

Monthly financial statements are delivered by Financial Reporting to each Commission by the 5th business day of the following month. Based on this information, departments provide Financial Planning with details of material variances and projections for the remainder of the year.

Financial Planning consolidates the information and presents a Reporting Package to the General Committee.

Monthly Budget Reporting Content

Financial Planning reports on operating budget variances to Senior Management monthly and to Council regularly.

Vacancies

Vacancies not filled within six months from the date of occurrence are subject to review by the Chief Administrative Officer (CAO).

Overtime

The Commissioners and the CAO monitor overtime on a monthly basis.

Year-end Projections

Factors that may affect the year-end projection and variance feedback from all departments are incorporated in the mid-year and third quarter forecasts to Council.



2010 CAPITAL BUDGET GUIDELINES

Key Dates

May 2009	Capital Database is opened for submissions from departments which are all due by the end of the month
June 2009	Director's Forum (DF) review the 2010 Capital Budget Submissions and provide a recommendation to the CAO, Commissioner's Committee (CCC)
September 2009	CCC & DF have a joint review of the 2010 Capital Budget
October 2009	Approval of the 2010 Capital Budget by CCC

2010 Capital Database

The Capital Database is used to input all relevant information related to each Capital project request. Departments are required to complete the following fields in the 2010 Capital Database:

- Project Information Worksheet which requires departments to provide the following information:
 - Project Manager
 - Project Type (i.e. New Asset/Expansion, Repairs/Replacements, Studies)
 - Detailed Project Description
 - Project Ranking
 - Project Cost
 - Cost of future phases, if applicable
 - Funding Sources
 - Impact on Operating Costs
 - ITS requirements
 - Link to Council priorities
- DC / Life Cycle Projects Worksheet
 - Applicable when Development Charges (DC) has been identified as a funding source for the Capital Project. Departments are required to outline and compare the 2010 capital project request against the year and costs that have been identified in the DC Background Study.
 - Applicable when Life Cycle Replacement and Capital Reserve Fund has been identified as a funding source for repair/replacement of assets. Departments are required to complete the worksheet which compares the 2010 capital project request against the Asset Life Cycle Reserve Study.
- Other Projects Worksheet
 - Applicable to all non-DC and non-Life Cycle projects. Indicate how Service Level will be affected by the project; that is, whether service level will be 'Maintained', 'Increased' or 'Decreased' after implementation. If the response is either 'Increase' or 'Decrease', a detailed explanation is required.

General Information

Capital Projects / Acquisitions

A project or acquisition must meet both of the following requirements to be considered a Capital Expenditure:

- It must have future value with an expected useful life longer than 1 year.
- The total cost is \$5,000 or greater.

Priority Setting

Submissions for Operating (tax rate) funded capital projects will be considered in accordance with their Priority Ranking. Projects should be ranked as follows:

- **Rank 1**
 - Projects that have received approval from Council
 - Projects that are required due to legal / legislative requirements
- **Rank 2**
 - Continuation of an existing project (i.e. second phase)
 - Projects that increase efficiency
- **Rank 3**
 - Projects that can be deferred to another year

2010 Business Plans

The 2010 Business Plans will be incorporated into the 2010 Capital and Operating Budget process.

Funding from Life Cycle Replacement & Capital Reserve

In 2005, Council approved the establishment of Life Cycle Replacement & Capital Reserve to address on-going capital replacement and preventive maintenance of capital assets and for major capital expenditures approved by Council. Capital projects with the Life Cycle Replacement and Capital Reserve as a source of funding should also include the year of replacement identified in the Asset Life Cycle Reserve Study.

Special Funding

Departments are required to identify projects in the 2010 Capital Database that may require upfront financing by the Town because the proposed funding (e.g. sale of assets, grants, subsidies, recoveries from other levels of government) will not be available at the time of expenditure.



Projects Managed by Other Departments

Information Technology Services (ITS):

Departments are required to complete a *2010 ITS Project Request* form & business case for all discretionary IT requirements. Such projects include new corporate applications – training management system, corporate project management system. Non-discretionary requirements (e.g., PC upgrades/replacements, etc.) are managed by ITS separately.

Capital Assets/Fleet:

All Business Cases & 2010 Capital Funding Request forms for NEW fleet should be forwarded to Operations-Fleet department for review and verification of cost/standards. Operations-Fleet will submit Capital Funding Request form(s) to Finance for NEW fleet vehicles required in 2010.

Operations-Fleet will conduct condition assessments on replacement vehicles identified in the Asset Life Cycle Reserve Study as requiring replacement in 2009. Replacement vehicles required in 2010 will be consolidated into one Capital Project by Operations-Fleet.

Council Request

Council members are encouraged to identify projects that should be included in the 2010 Budget submission. These projects should be entered into the Database and identified as a Council Request.

Taxes (Provincial & Federal):

All capital projects must be budgeted at the project cost excluding taxes. All applicable taxes (13% Harmonized Sales Tax, HST, effective July 1, 2010) must be identified separately.

For example, a project with a quote/estimate of \$200,000 should be budgeted at \$226,000 with HST (\$26,000) identified separately.

Development Charge (DC) Projects – 10% Non-DC Reserve Funding

The Town collects Development Charges (DC's) from developers to construct growth-related infrastructure, such as roads, parks, fire stations and community centres. Development Charges collected from developers are deposited in a DC Reserve Fund until funding for the growth-related capital project is required. Certain Development Charge projects require non-development charge reserve funding equivalent to 10% of the project cost. Items exempt from the 10% non-DC charge are:

- Water supply services, including distribution and treatment services.
- Waste water services, including sewers and treatment services.
- Storm water drainage and control services.
- Services related to a highway (as defined in subsection 1 of the Municipal Act).

- Electrical power services.
- Police services.
- Fire protection services.
- Other services as prescribed.

Projects that do not fall under one of the above exemptions must be noted as requiring 10% Operating (tax rate) funding or an alternative non-DC source such as other reserves. For example, a new park with a project cost of \$100,000, inclusive of taxes, would have tax rate funding of \$10,000 (10%) and Development Charge funding of \$90,000 (90%).

Projects with Zero Cost

Departments are required to budget for all projects that they propose to undertake, even those that have a zero net Town cost. For example, if a project requires that the Town undertake works for other local governments, utilities or developers that will be funded through subsidies or recoveries, then the project should be included in the Capital Budget with appropriate gross subsidies, recoveries and net cost. If the Town is to undertake the project, it must be budgeted.

Donations and Donations-In-Kind

Donations and Donations-In-Kind should be included in the 2010 Capital Budget submissions. The funding source should be identified as 'Other' with a description of *Donation* or *Donation-In-Kind*.

Capital Improvements in Specific Areas

Capital improvements that benefit specific residents in an area are recoverable from the residents that benefit from the improvement. The funding source for such projects should be identified as either: Local Improvement Charges; Section 391 – Fees & Charges By-law; or Section 326 – Special Service Charge By-law of the Municipal Act, 2001.

Capital Induced Operating Costs

Future operating costs (personnel and non-personnel) associated with capital projects must be identified in order to be included in the operating budget.

Quotes

To provide more accurate budget figures, where appropriate, all capital projects put forward should have written quotes from vendors.

Endowment Reserve Funds

Capital Projects that will be funded from Endowment Funds, such as the Museum and Theatre, should be included in Capital Budget submissions.



Internal Administration Fees

Charge backs of administration fees should not be included as part of the Capital Budget process, for those projects are fully funded from the tax rate.

Post Budget Approval – Controlling Capital Expenditures

Under Spending

In accordance with the Capital Budget Control Policy, when a Capital Project is cancelled or a completed project results in unspent dollars, those dollars must be returned to the original funding source of the project.

Over Spending

Capital contract overruns that exceed budget must have alternative funding sources identified. In cases where alternative funding sources are not available, a report will be written to Council requesting additional funds.

The level of authority for capital expenditures that exceed awarded commitments will be as follows:

<i>Contract Overrun Value</i>	<i>Approval Required</i>
\$10,000 and < 10% of contract value	Director
\$25,000 and < 10% of contract value	Commissioner
\$50,000 and less	Treasurer
\$100,000 and less	CAO
Greater than \$100,000	Council

CAPITAL BUDGET CONTROL POLICY

Purpose

The Capital Budget Control Policy will provide the necessary guidelines to improve the management, administration, and reporting of capital projects.

The aim of this policy is to:

- Define the Capital Budget reporting requirement to Council
- Define the process for requesting the reallocation of capital budget funds within approved projects
- Define the process for closing capital projects and the transferring of unexpended funds to reserves
- Define the process for the request of any new projects after the annual Capital budget has been approved.

Capital Reporting

The Treasurer will report to Council semi-annually on the status of all capital projects. This regular reporting will provide Council with the tools necessary to make effective decisions on all capital related items requiring approval.

Status Updates from Departments

To accurately administer the capital budget, Finance must be aware of the status of the project. On a quarterly basis, Departments will be required to forward to Finance an accurate, descriptive status of each project. The status must include the percentage of work complete and a projected forecast for completion. Departments should also disclose any third party agreements or other situations that may delay the initiation or the completion of the project. The information provided for each project will be consolidated semi-annually and reported to Council, for information purposes only.

Percentage of Funding Encumbered to Date

The status provided by the Departments will describe the work in progress. In addition to this information, Finance will provide a summary of the encumbrances to date. This report will include the percentage of budget encumbered, the known commitments, and expenditures. The information in this report will be for information purposes only.

Requests for Reallocation, Closed Project, and New Projects

Council will, on a semi-annual basis, approve or deny the reallocation of capital project funds, the closing of capital projects, and requests for new projects. Council will receive a detailed listing of each request for the reallocation of capital funds, a detailed listing of each project being closed, and any requests for new projects that may have been submitted.

Reallocating Capital Funds:

Throughout the life of a capital project there may be a need to make adjustments to the project that was originally approved. These adjustments may be to the budget dollars



required or to the project scope to adequately complete the project. Reallocated funding or new funding proposed must be appropriate to the project.

The establishment of a capital contingency project was approved by Council November 16, 2004. This project will be funded through transfers from completed tax funded capital projects to a maximum of \$250,000. Requests to use the Capital Contingency Project must be forwarded to the Treasurer for consideration.

In addition, a Planning DC (Development Charge) capital contingency project and an Urban Design DC capital contingency project are established to be utilized by the Planning department and Urban Design department to fund the DC (90%) portion of contingency requirements. These projects will be funded through transfers from completed development charge funded capital projects with development charge funding to a maximum of \$50,000 and \$100,000 for Planning and Urban Design respectively. Any development charge funding above the threshold amounts will be returned to the appropriate Development Charge Reserve Funds. The non development charge portion of the completed projects will be transferred to their original source(s) of funding. Requests to use the Planning and Urban Design Contingency Capital Projects must be forwarded to the Treasurer for consideration.

Approved reallocation of capital funds will result in the budgets of all affected projects amended and the funding transferred to reflect the approved change.

Request for Additional Funding of an Approved Capital Project

During the annual Capital budget process, Departments make every attempt to ensure that the budget request is sufficient to complete the defined scope of the project. Unanticipated costs may arise however, requiring additional funding. Requests for additional funding to an approved project are governed by the Expenditure Control Policy.

The request must include:

- The project name, original scope and budget;
 - The amount of additional funding required
 - An explanation of why the additional funding is required
 - The benefits of proceeding with the project at the increased cost
 - The identification of surplus funding from other existing projects, that can be re-allocated to fund the additional requirement, including an explanation for the surplus;
- Or**
- The identification of the capital contingency project as a source of funding will be considered by the Treasurer.
 - Other funding source, if necessary

Requests for additional funding will be included in the semi-annual report to Council for approval. Additional funding after the project has commenced or requests that cannot be accommodated in the semi-annual report will be taken directly to Council with the consent of the Treasurer.

Request to Change the Scope of an Approved Capital Project

A considerable effort is expended in assessing the capital assets of the organization and the needs of the Community in preparation for the annual capital budget. The scope of the approved project (additional works, materials or expanded mandate) may change however, as the priorities of the organization and the Community change. Departments must forward all requests for a change in the scope of an approved project to the Treasurer for consideration. The request must include:

- The project name, original scope and budget;
 - The impact of not proceeding with the project as originally defined
 - The scope and budget of the revised project
 - The benefits of approving the revised project
 - Any budget shortfall/excess
 - The identification of surplus funding, from other existing projects, that can be re-allocated to fund the additional requirement, including an explanation for the surplus
- Or**
- The identification of the contingency capital project as a source of funding will be considered by the Treasurer.
 - Other funding source, if necessary.

These requests will be included in the semi-annual report to Council for approval. Requests that cannot be accommodated in the semi-annual report will be taken directly to Council with the consent of the Treasurer.

Request to Consolidate Capital Project(s) of a Similar Scope

Many capital projects are submitted each year as part of an asset or infrastructure repair and replacement program. These projects are not always completed within the calendar year in which they are approved. This results in multiple active projects of a similar scope. This can be cumbersome to manage and may result in expenses being allocated incorrectly. Departments may request that projects of a similar scope be consolidated. The Treasurer will consider consolidation requests that clearly outline the incomplete work of each project and their anticipated costs. Any identified budget excess will be returned to the originally source of funding. These requests will be included in the semi-annual report to Council for approval. Requests that cannot be accommodated in the semi-annual report will be taken directly to Council with the consent of the Treasurer.

Closing of Capital Projects

The timely closing of capital projects is imperative to ensure that surplus funds are not expended unnecessarily, and to ensure that the monies are returned to their original funding source.

In the event where an invoice is received after the closure of a capital project, the Treasurer has the authority to approve payment of the invoice from original funding source as previously approved for the project, providing the total costs of the project is within the original budget and within the same scope. Invoices not within original budget



or scope will be processed in accordance with the Expenditure Control Policy and other sections of this Capital Budget Control Policy.

Capital Projects Initiated with Excess Funds

Projects are often initiated and kept open without activity for several years. Projects that remain inactive for a period of twenty-four months will be closed and the funding returned to their original funding source. A project will be considered inactive if it has no commitments or expenditures applied to it during the previous twenty-four months. Departments requesting a project remain active must present a business case to the Treasurer for consideration.

Capital Projects Uninitiated after Twenty Four Months

The annual submissions for Capital budget approval are prepared with the assumption that the project will be completed within the calendar year. Projects that remain uninitiated twenty-four months after approval are therefore likely to have inadequate funding. The scope of the project may also have changed as the asset has aged further. Projects that remain uninitiated twenty-four months after approval will be closed. A project will be deemed uninitiated if there are no commitments or expenditures within the two year period. Departments will have the opportunity to resubmit these projects for consideration during the annual Capital budget process.

Requests for New Capital Projects

Throughout the year, there may be the need to commence a capital project that was unanticipated during the annual capital budget process. Departments may submit their requests for new capital projects, supported by a business case, to the Treasurer. Surplus budget dollars from closed projects or the Capital Contingency Project may be identified as a potential source of funding for the new project. These requests will be included in the semi-annual report to Council for approval. Requests that cannot be accommodated in the semi-annual report, due to time constraints, may be addressed directly to Council with the consent of the Treasurer.

EXPENDITURE CONTROL POLICY

Policy

All employees shall obtain appropriate authorization for any expenditure of Town funds.

Purpose

The purpose of this policy is to establish internal controls over the authorization of expenses.

This procedure is subject to the limitations and guidelines established within the Town of Markham's Purchasing By-law #2004-341.

Scope

This policy applies to all authorized individuals making payments on behalf of the Town. The responsibility of any employee referred to in this Policy may be temporarily assumed by their designate.

Responsibility

It will be the responsibility of all Town employees to ensure that all requirements of this Policy are complied with.

Town staff whose names are approved by the appropriate Commissioner or Chief Administrative Officer will have signing authority. Those individuals responsible for approving expenditures are also responsible for the legitimacy of the expenses.

Accounts Payable is responsible for ensuring that no payments are made without appropriate authorization.

Definitions

"Barter Transactions" means an exchange of goods or services between two or more parties where no money changes hands;

"Blanket Order" refers to a contract between the Town and a supplier to facilitate the procurement of repetitively used goods and services for a specified term;

"Capital Budget" means a financial plan outlining expenditures and revenues of a Capital Project that is formally reviewed and approved by Council;

"Cheque Requisition" means a form requesting a cheque be prepared for payment of non-invoice related transactions i.e. seminar, conference, and membership

"Commissioner" means a person appointed by Council with administrative responsibilities of a group of departments;

"Commitment" means an act in the form of a contract or purchase order binding the Town to a financial obligation;



“Contingency” means an unexpected requirement not specified in the original scope of a project that may result in a project change and additional cost.

“Council” means the Council of the Corporation of the Town of Markham;

“Designate” means the Town staff member who may be temporarily appointed to act on behalf of an authority named in this By-law;

“Developer” means a contractor/person who has entered into an agreement with Town for the development of the land/property;

“Director” means a person holding a management position of Director within a Department and includes the Treasurer, Fire Chief, Deputy Fire Chief, Town Solicitor, Town Clerk, Town Architect and a General Manager;

“Finance and Administrative Committee” means the finance Standing Committee of Council;

“Goods and Services Order” (GSO) means the form used to purchase goods and services and issued by the User Department;

“Operating Budget” means a financial plan outlining expected revenues, expenses and expenditures for operations that is formally reviewed and approved by Council;

“Overruns” means an increase resulting from unforeseen additional services or materials and includes all addenda, change order and extensions to the original contract or purchase order value. Overruns resulting from a change in scope from the original contract must be identified and dealt with as a new purchase;

“Petty Cash” means a small amount of cash available for necessary minor purchases;

“Town” means the Corporation of the Town of Markham;

“Treasurer” means the Council appointed Treasurer of the Corporation of the Town of Markham;

“User Department” means the department within The Town of Markham requiring goods and services to be purchased.

Commitments

The general level of authority to authorize awards within the Town's approved Operating and Capital Budgets will be as follows:

Staff Member	Award Value
Employee authorized by User Department Commissioner	\$5,000 or less
Manager	\$5,001 to \$25,000
Director	\$25,001 to \$50,000
Commissioner	\$50,001 to \$100,000
CAO	\$100,001 to \$350,000
Council	Above \$350,000

All values are inclusive of taxes (exclusive of GST)

Contingencies

For approved contingencies the User Department Director responsible for the project will have the authority to authorize project changes. It is the responsibility of the User Department Director to ensure that the project contingency fund does not exceed the original contingency funding allowance on the contract award.

Capital Overruns

The level of authority for capital expenditures that exceed (contract overruns) awarded commitments will be as follows:

Staff Member	Commitment Value
Director	\$10,000 and less than 10% contract value
Commissioner	\$25,000 and less than 10% contract value
Treasurer	\$50,000 and less
CAO	\$100,000 and less
Council	Greater than \$100,000

Capital contract overruns that exceed budget must have alternative funding sources identified. In cases where alternative funding sources are not available, a report will be written to council requesting additional funds.

Operating Overruns

The User Department Commissioner may approve overruns to contracts drawn from Operating budgets. The User Department Commissioner may approve overspending of any particular budget line by making the necessary balancing decisions with other Operating budgets within their commission. Commissioners are responsible to ensure that procedures are in place to prevent total budget overspending.

All Capital and Operating overruns must be authorized with a completed Purchase Order Adjustment Authorization Form. The form has been included in the next section.



Procedures

Goods and Services less than \$100

- Goods and services costing less than \$100 required in the normal course of business may be paid for from Petty Cash or by using the Corporate Procurement Card.
- All withdrawals from Petty Cash and all expenditures using Petty Cash must be authorized by the employee's next level of authority.

Goods and Services greater than \$100 and less than \$500

- Goods and Services greater than \$100 and less than \$500 required in the normal course of business may be purchased without a purchase order either through normal invoice procedures or through Corporate Procurement Cards.
- Invoices must be sent to the attention of Accounts Payable department with approval of appropriate authority before the Accounts Payable Department will pay the invoice.

Goods and Services greater than \$500

- For goods and services costing more than \$500 but less than \$5,000 required in the normal course of business, a GSO, purchase order or Corporate Procurement Card may be used, except in the case of regular predictable expenses such as rent or utilities. If a GSO is used it must be approved and forwarded to the attention of the Accounts Payable department.
- For individual goods and services costing more than \$5,000, a purchase order must be issued.
- For purchases using a blanket order, a GSO or Corporate Procurement Card will be used regardless of the amount. The method of payment will be indicated on the Blanket Order. If a GSO is used it must be prepared and sent to Accounts Payable Department at the time of placing an order.

Contingencies

Any contingency fund authorized in a contract award will be issued on a separate purchase order. Authorized project change invoices will be posted against the contingency purchase order.

Invoices Authorization for Payment

All invoices for expenditures less than \$5,000 must be authorized by a Supervisor/ Coordinator.

All invoices for expenditures greater than \$5,000 must have two signatures/initials (initials) as follows:

- The first initial can be any staff member within the User Department that has been authorized by the User Department Commissioner.

- For purchases less than \$100,000 the second initial must be a manager's initials.
- For purchases above \$100,000 the second initial must be a Director's initials. Initials will be written on the face of the invoice or purchase order. Accounts Payable will check to see that there are two initials, ensuring that one is the appropriate Director's/Manager's.

If a purchase order has been issued, a GSO will not be required except in the case of a blanket order. A GSO is not required for construction draws.

Invoices that do not have the correct purchase order and line item number will be returned to the Vendor for correction.

Write-Offs

Authorization to write-off outstanding amounts owing to the Town as un-collectible is as follows:

- For write-offs of any non- tax related invoices up to \$10,000 will be reviewed and authorized by the Treasurer. Council approval is required for any write-off in excess of \$10,000.
- For write-offs of any tax related items that are tax reductions and are result of successful appeal of assessment or taxes by a taxpayer, will be reviewed and authorized by the Treasurer without any monetary ceiling.
- For write-offs that have specifically been provided for within the approved budget and/or year end closing provision, will be reviewed and authorized by the Treasurer.
- Allowances that have been provided for in the General Ledger will be reviewed and authorized by the Treasurer.

Miscellaneous Authorities

Accounting

Personal Expense Claims	Manager
Staff member	Director
Manager	Commissioner/next level Director
Director	Chief Administrative Officer
Commissioner	Commissioner of Corporate Services
Chief Administrative Officer	Councillor
Councillor	
Cheque requisitions	Manager/Director as per clause 7.05
Procurement Card Purchases	Next level of authority
Petty Cash Expenditures	Next level of authority



Payroll/Personnel

Time Sheets	Cost Centre Manager
Overtime	Cost Centre Manager
Vacation	Cost Centre Manager
Salary Memorandums	Director – Human Resources
Termination/Leave of Absence	Director – Human Resources

Letters of Credit – Draws, Reductions, Releases

Up to \$100,000	Manager
Up to \$350,000	Director
Up to requested value	CAO, Commissioner, Treasurer

Miscellaneous

Disposal of surplus asset	Chief Administrator Officer or Treasurer
Acquisition of computer equipment and software	Chief Information Officer

Treasurer’s Authority

Despite any other provision in this policy, the Treasurer is authorized to pay the following accounts provided that funds are available in the Operating Budget or a Capital Project for that purpose:

- All salaries, wages and benefits due to any person in the employ of the Town;
- All retiring allowances and mandatory sick pay grants due to any person previously in the employ of the Town;
- All accounts for telephones, postage and utilities supplied to the Town;
- All accounts for fees and levies payable to the federal, provincial or other municipal government, or to any agency, board or commission thereof;
- All accounts for payments of principal or interest on debentures, loans or overdrafts, including foreign exchange;
- All accounts for payments to the school boards of amounts raised for them by tax levy;
- All accounts relating to employee pension deductions and employer pension contributions in respect of the salaries and wages to those persons who are paid by or employed by the Town, and which are payable in respect of any duly authorized registered pension plan on behalf of the respective employee.

Barter Transactions

Barter transactions represent an expense to the Town in the amount of the cost of the items the Town is bartering. Authorizations for barter transactions shall follow the same process as for a standard purchase, in the amount of the value of the barter. Sales taxes must be accounted for as for a standard purchase.

Audit

Any or all of the procedures cited in this document may be audited by the Corporate Services Commission.



DONATIONS POLICY

1 POLICY

1.01 The Town may accept donations and provide “official tax receipts for income tax purposes” as prescribed by Revenue Canada. Therefore it is necessary to establish a policy for handling donations. The Town recognizes and will adhere to the guidelines set out in the Canadian *Income Tax Act*.

2 PURPOSE

2.01 To provide a corporate policy for receiving donations and the issuance of income tax receipts. This policy applies where an income tax receipt is requested for donations.

3 SCOPE

3.01 This policy applies to all employees of the Town of Markham, except those of the Markham Public Libraries. The Markham Public Libraries have separate policies approved by Library Board dealing with donations and issue their own official tax receipts.

3.02 All donations will be in keeping with the Town of Markham’s Vision and Mission and will not in any way reflect negatively on the Town’s public image. The Town of Markham reserves the right to reject any gift or donation in whole or in part.

4 RESPONSIBILITIES

4.01 It is the responsibility of all Town employees to ensure the requirements of this Policy are complied with.

4.02 It is the responsibility of the receiving department to ensure appropriate acknowledgement of any such donation is provided, and to ensure the Treasurer or designate is informed of all donations requiring official tax receipts and insurance.

4.03 Finance Department is responsible for assessing donations to ensure that appropriate receipts are issued for income tax purposes.

4.04 Finance Department is responsible for making the necessary insurance arrangements for all property as advised of.

4.05 Finance Department will monitor the regulatory changes to the *Income Tax Act* and the changing needs of the organization and update this policy as required.

5 DEFINITIONS

“**Commissioner**” means a person appointed by Council with administrative responsibilities for a group of departments;

“**Council**” means the Council of The Corporation of the Town of Markham;

“Designate” means the Town staff member who may be temporarily appointed to act Town of Markham –Policy and Issuing Official Tax Receipts for Income Tax Purposes Page 2 February, 2005 on behalf of an authority named in this policy;

“Director” means a person holding a management position of Director within a Department and includes the Treasurer, Fire Chief, Town Solicitor, Town Clerk, Town Architect and/or General Manager;

“Donation” means a financial contribution, cash, property, or items such as art, furniture, equipment, materials of historical interest;

“Donor” means a person or organization that provides a donation to the Corporation of the Town of Markham;

“Fair Market Value” the price an item would bring on an open and free market between a willing buyer and a willing seller who are acting independently of each other.

“Gift” see donation, these terms are interchangeable;

“Gift in Kind” is a non-money donation;

“Money” includes bank notes, cheques, money orders, credit card or debit card transactions and currency/cash.

“An Official Town Event” is an event approved by Council and supported by a Committee of Council or designated Councillor, where the proceeds will be directed to an existing, or future, Town asset and the Town controls the event’s spending.

The report must include:

- a) a request for the event to be classified as an “Official Town Event”
- b) a detailed budget
- c) the Town asset benefiting from the event
- d) identification/approval of the Committee of Council or appointment of the Councillor designate on the Committee supporting or organizing the event. A follow-up report must be submitted to Council highlighting material variances and the net contribution amount to the Town.

“Relative” is defined as parent, sibling, child, grandparent, uncle, aunt, and parent inlaw;

“Town” means The Corporation of the Town of Markham;

“Treasurer” means the Council appointed Treasurer of the Corporation of the Town of Markham;



6 SOLICITATION

No individual or organization shall solicit funds in the name of or on behalf of the Town without approval of the Chief Administrative Officer or Council or their approved designate unless they are doing so on behalf of an Official Town Event.

Town of Markham –Policy and Issuing Official Tax Receipts for Income Tax Purposes
Page 3 February, 2005

7 GENERAL RULES

7.01 Revenue Canada's definition of a donation\gift is "a voluntary transfer of property owned by a donor to a donee, in return for which no benefit flows to the donor"

7.02 To have a valid donation\gift, there must be an intention to give, a delivery, and an acceptance. Because there must be an acceptance by the donee, a donation is not completed until it is accepted.

7.03 The transfer is made without the expectation of return.

7.04 No benefit of any kind may be provided to the donor or to anyone designated by the donor, except where the benefit is of nominal value. The benefit is considered nominal value where its fair market value does not exceed the lesser of \$50.00 or 10% of the amount of the donation.

8 QUALIFYING DONATIONS

Donations that qualify for official tax receipts generally include:

- (a) cash
- (b) capital, real or depreciable property
- (c) personal-use property, works of art, jewelry, rare book, stamp, or coin
- (d) a leasehold interest or a residual interest in real property
- (e) donations of life insurance policies
- (f) donations under will

Special rules exist for donations of cultural property and donations of ecologically sensitive lands.

9 NON QUALIFYING DONATIONS

9.01 Contributions of skills or time through volunteer service do not qualify as donations.

9.02 The payment of a basic fee for admission to an event or to a program does not qualify as a donation that is eligible for the issuance of a tax receipt. An exception to this rule is available for the purchase of a ticket to a fund-raising dinner, ball, concert, and show or like event. In this case, the donation is valued as the difference between the fair market value of the food, entertainment, prizes and the purchase price of the ticket. As per the Revenue Canada guidelines, the Town will not issue a tax receipt if the total value of the food, entertainment & prizes received exceeds 80% of the purchase price of the ticket.

9.03 When a donor requests the donee to pay for a portion of the donation and the amount paid by the donee to the donor exceeds 80% of the total value of the donation,

a tax receipt will not be issued. For example a piece of land valued at \$100,000 is offered to the Town for \$85,000 with the request that the Town issue a tax receipt for the difference, \$15,000. Since the amount to be paid by the Town is in excess of 80% of the value of the land, the Town is unable to issue a tax receipt for the difference.

9.04 When the donor has directed the funds to a specific person or family, a tax receipt will not be issued.

9.05 Donations that have a direct benefit to the donor or any relative of the donor, a tax receipt will not be issued.

9.06 Donations made in exchange for consideration of a right, privilege, material benefit or Town of Markham –Policy and Issuing Official Tax Receipts for Income Tax Purposes Page 4 February, 2005 advantage such as promotion or advertising for the donor's purposes do not qualify for income tax credits under the *Income Tax Act*, and no income tax receipt can be issued.

9.07 The Canada Customs Revenue Agency's (CCRA) regulations on donations where the donor's company name and;

- company logo; or
- slogan; or
- address/phone numbers is listed in promotional material, would not qualify for a tax receipt. The reason is that this is deemed as "significant advertising/promotion" for the donor (i.e. it is a form of advertising/promotion and sponsorship for the donor company).

10 ISSUANCE OF TAX RECEIPTS

10.01 Upon the Treasurer's or designate confirmation that the donation is in compliance with this policy and the donation has been received, the Director of Financial and Client Services shall issue an "official tax receipt for income tax purposes" and the Finance Department shall arrange for the applicable insurance coverage, if required.

10.02 All requests for tax receipts must be accompanied by appropriate donor and donation information as detailed on the "Gift in Kind/Conditional Gift Receipt of Donation" form or "Money Donation Receipt Request" form.

10.03 Income tax receipts shall be issued for donations of \$25.00 or more, unless specifically requested by the donor and approved by the Town.

10.04 The date of donation is the date the donation was received or the title to the asset transferred. Donations received after December 31 may not be included in the prior year's donation unless the donation was post marked in the previous year.

10.05 Revenue Canada ultimately determines the value of the donation, which is permitted for income tax deduction.



11 ACCOUNTING FOR DONATION OF MONEY

11.01 For cash donations, the receipt must be made out to the person delivering the donation. All cash donations greater than two hundred and fifty dollars must be received at the Cash Management office. Cash donations of two hundred and fifty dollars or less can be received at the appropriate cultural office or the Cash Management office.

11.02 All cheque donations will be required to have been cleared by the Town's financial institution. Upon successful completion of this waiting period, qualifying donors will receive a tax receipt for their donation. The official tax receipt must be made out to the same name and address appearing on the cheque or other form of payment.

11.03 Cheques, money orders and bank drafts should be made out to "The Corporation of the Town of Markham", "Markham Theatre", "Markham Museum", or "Frederick Horman Varley Art Gallery". No third party cheques will be accepted.

12 ACCOUNTING FOR DONATIONS OF GIFTS-IN-KIND

12.01 The Town of Markham will only issue official tax receipts for Gift in Kind donations where the donation provides a clear benefit to the Town of Markham.

12.02 The value placed on Gift-in-Kind items will be determined by the item's Fair Market Value. Town of Markham –Policy and Issuing Official Tax Receipts for Income Tax Purposes Page 5 February, 2005

12.03 Valuation of Fair Market Value should be based on an arm's length sale and purchase of similar property at or near the same date. A minimum of two appraisals are required to be completed by a qualified dealer, appraiser or other knowledgeable individual who is familiar with the market for the object or property, whenever possible Art appraisers are to be members of ADAC (Art Dealers Association of Canada). The dealer, appraiser or other knowledgeable individual must not be associated with the donor. The appraisals shall be in the form and content acceptable to the Treasurer or designate. Any appraisal not sufficient in form and content may be rejected, and one or more additional satisfactory appraisals may be required to be produced before an official tax receipt is issued.

12.04 If the item is valued at \$1,000 or less, an employee qualified to make the appraisal for such items may complete an appraisal of the item.

12.05 If the item is valued at more than \$1,000 two outside appraisals are required, unless there is a ready market for the item from which the fair market value can be ascertained. Where two or more appraisals have been obtained, the average of these appraisals will be considered the fair market value as long as the appraisals are to the satisfaction of the Treasurer or designate.

12.06 The receipt shall be in the amount of the average appraised value. The receipt shall also indicate a description of the object and the name and address of the appraiser, and shall be dated the day on which the Town received the Donation. If the two appraisals received significantly differ in appraised values, a third appraisal may be requested in an effort to clarify the true value.

13 ACCOUNTING FOR DONATIONS OF CULTURAL PROPERTY

13.01 Cultural property are items that are deemed by the Canadian Cultural Property Export Review Board to have "outstanding significance and national importance" to Canada. Criteria in determining the "significance and importance" can include; the items close association with Canadian history or national life and/or its aesthetic qualities and/or its value in the study of the arts or sciences.

13.02 The donation of cultural property must be certified as such by the Canadian Cultural Property Export Review Board.

13.03 The receiving department shall be responsible to determine if a Cultural Property item is to be accepted and to formalize the transfer of ownership from the donor to the Town of Markham.

13.04 The receiving Department shall be responsible for making application to the Canadian Cultural Property Export Review Board for Certification of Cultural Property for Income Tax Purposes.

13.05 Income tax receipts will be issued by the Canadian Cultural Property Export Review Board (CCPERB) and fair market value is determined by the CCPERB on the date ownership is transferred to the Town.

14 ACCOUNTING FOR DONATIONS FOR SPECIFIC PURPOSES

14.01 Donations and requests for donations that are made for specific purposes will require Council approval. These requests may originate from individuals, organizations, or Town of Markham –Policy and Issuing Official Tax Receipts for Income Tax Purposes Page 6 February, 2005 Council directly. Long-term programs, where cash inflows and expenditures may span many years are best handled through the establishment of a reserve fund. Examples include donations for specific capital projects, or donations to assist with specific ongoing operational needs, such as for the Museum, Theatre or the Frederick Horsman Varley Art Gallery. Any new programs would require that Council authorize the creation of a new reserve fund.

14.02 Requests to direct donations to a specific operation or for specific capital projects, such as to a community or cultural centre, which are generally short-term in nature (i.e. less than one year), are best handled by depositing to the revenue account of the appropriate capital account.



15 ACCOUNTING FOR DONATIONS TO SUPPORT ORGANIZATIONS INDEPENDENT OF THE TOWN

15.01 Organizations that offer programs of genuine benefit to the community may request that the Town receive donations on their behalf for the purpose of issuing income tax receipts. Under the *Income Tax Act*, the Town cannot issue income tax receipts for funds that it will not itself be responsible for spending. Such organizations should receive their donations directly, and register as a Charity with Revenue Canada if they wish to provide income tax receipts.

15.02 The Town may however accept these types of donations with the understanding that no official tax receipt will be issued.

16 ACCEPTANCE

The Treasurer or designate is the final level of acceptance for all donations requiring tax receipts to the Town of Markham. The Treasurer or designate may grant approval for official tax receipts for money donations made through a Council approved fund raising effort, i.e. the Markham Theatre Membership Drive.

17 ASSOCIATED COSTS

Unless otherwise agree upon by the Town, the donor will responsible for any of the following costs (where applicable):

1. transporting the item;
2. appraisal or evaluation by a certified agency;
3. photographs for inventory and insurance purposes;
4. conservation treatment, if required.

Where the Town agrees to incur any of the above costs, these costs will be expensed to the receiving Department.

18 FINANCIAL IMPLICATIONS

Financial implications of accepting a donation should be a consideration in the assessment of the donation acceptance. Some of Financial costs to consider are; cost of project implementation, installation of the work, restoration, and ongoing maintenance of the donation.

19 CONTROL OF RECEIPTS

All used & unused receipts will be securely stored in the Finance Department until needed. All used receipts will be retained for the period required by law in adherence to the "Income Tax Regulation 5800" or any successor legislation or regulation.

20 REFERENCES & RELATED STATEMENTS of POLICY & PROCEDURE

The Canadian *Income Tax Act*

Gifts and Official Donation Receipts IT-110R3 (Section within the *Income Tax Act*)
Canadian Taxation of Charities & Donations, Thomson Carswell
Gifts and Income Tax, Canada Revenue Agency, P113(E) Rev. 04
Reference to a collection policy for the Art Gallery and the Museum
<http://www.culture.gov.on.ca/english/culdiv/heritage/munote3.htm>



PURCHASE ORDER ADJUSTMENT AUTHORIZATION FORM

Department: _____ Purchasing Ref #: _____ Date: _____
 G/L Account: _____ 4-digit Project #: _____ Capital/Operating : _____
 Capital Proj/ Op. Acct Name: _____ Project Manager: _____

Section 1 REQUESTED INCREASE

Reason for Increase: _____ *Select from drop-down list*
 Increase Details: _____
Note: Please provide details about the requested increase and attach all applicable background information

Section 2 ACCOUNT INFORMATION

<u>PURCHASE ORDER CHANGE REQUESTED</u>	
PO Num:	_____ Line # _____
Vendor:	_____
<u>No GST/8% PST*</u>	
PO Amount:	\$ _____ -
Spent to date	\$ _____ -
Sub-total	_____ \$0
Invoices outstanding for this PO	\$ _____ - Equals AP's records: _____
Funds required to complete PO	\$ _____ -
Total increase required	_____ \$0

* if applicable

<u>IMPACTED BUDGET</u>	
<i>If multiple GL accts/ PO's impacted, please use back up sheet to fill out below fields</i>	
<u>(No GST/8% PST*)</u>	
Budget:	\$ _____ -
Expenditures to Date:	\$ _____ -
Committed:	\$ _____ -
Subtotal Budget Remaining = A	\$ _____ -

Section 3.1 REQUESTED INCREASE

<u>PURCHASE ORDER</u>	
<u>No GST/8% PST*</u>	
Requested Increase = B	\$ _____ -

<u>BUDGET REMAINING (After PO Increase)</u>	
\$ _____ -	Budget Remaining: = (A - B)

If Budget Remaining is not sufficient to cover the increase then Additional Funding Source is required.

Comment on impact of PO Increase on Budget and status of Budget after POAF approval:

Add'l Funding Source with Surplus Funds (Name & Acct #): _____
 Current balance available in Add'l Funding Source \$ _____ -

Section 3.2 PREVIOUS AUTHORIZED INCREASE(S)

Total Previous PO Increases:	\$ _____ -	
Current PO Increase Requested = B	\$ _____ -	
Total PO Increases Requiring Authorization:	\$ _____ -	0.0%

Section 4 APPROVAL REQUIRED -note Approval Required is determined by Total PO Increase Section 3.2

1. Capital & Operating One-time Overruns

Staff Member	Commitment Value*
Director	\$0 to \$10,000
Commissioner	Betw. \$10,000 and \$100,000
Council	Greater than \$100,000

*Subject to Change of Expenditure Control Policy Revisions

2. Operating Ongoing Overruns

Operating overruns as identified in section 3.1 must be approved by the Commissioner and offsetting funds identified as per Expenditure Control Policy.

AUTHORIZATION

Commission's Business Analyst has Reviewed and Approved request - email attached

Director

Commissioner

2010 BUSINESS PLANNING AND BUDGETING PROCESS

Business Planning	Operating Budget	ITS Project Planning	Capital Budget
--------------------------	-------------------------	-----------------------------	-----------------------

Target Milestone	Description of Activity			
2009				
March 26	DF initiates 2010 Cross-Commission Projects List			
April 6			Communication of 2010 ITS Capital Budget process	
April 30	Obtain input from DF on overall business planning process		Cut-off date for submission of ITS Capital Submissions	
May 4				Capital database open for Capital Submissions
May 6	Present CCC with overall process, including annual operational priorities		ITS investigation & recommendation on ITS discretionary project requests	
May 22	Release BUP template			Capital Submissions due
May 25				Finance review of Capital Submissions
May 29	DF finalize 2010 Cross Commission Projects List - Approved projects incorporated into BUP			
June 4				Distribution of 2010 Capital requests to DF members
June 12	Updated BUP-level KPI Sign-off form due to Strategy Managers			
June 19	CCC perform next level review on KPI Sign-off forms			
June 24	KPI Sign-off forms emailed to CCC and DF			
June 28	Business Units update KPIs on BUP to reflect approval of KPI Sign-off forms by CCC			
August 4		Operating Database open for Operating Budget changes		
August 19				Final DF meeting to review capital submissions and to establish ranking criteria or Non- Replacement Capital projects
August 21	Completed BUPs due to Strategy Managers	Cut-off for Operating Budget changes		
September 10	DF/ CCC Workshop to review 2010 BUP, Operating and Capital Budget	DF/ CCC Workshop to review 2010 BUP, Operating and Capital Budget	DF/ CCC Workshop to review 2010 BUP, Operating and Capital Budget	DF/ CCC Workshop to review 2010 BUP, Operating and Capital Budget
October 8		Final CCC review of Operating & Capital Budgets & recommendation to present to Budget Sub-Committee		Final CCC review of Operating & Capital Budgets & recommendation to present to Budget Sub-Committee
October 19		Budget Sub-Committee Meeting		Budget Sub-Committee Meeting
October 20				Budget Sub-Committee Meeting
October 21		Budget Sub-Committee Meeting		Budget Sub-Committee Meeting
November 4		Public Information Meeting		Public Information Meeting
November 9		General Committee - Recommend Budget to Council		General Committee - Recommend Budget to Council
November 10		Budget Approved by Council		Budget Approved by Council

BUP	Business Unit Profile
CCC	CAO & Commissioners Committee
DF	Directors' Forum
KPI	Key Performance Indicators



2010 BUDGET OVERVIEW

Budget Framework

Council meets every four years to set the Town's goals and priorities. While the long term corporate goals have remained unchanged, Council's strategic priorities for the term 2007 -2010 address the following initiatives:

- Growth Management
- Transportation/ Transit
- Environment
- Municipal Services
- Parks, Recreation, Culture and Library Master Plan/Public Safety
- Diversity

These Strategic Priorities are discussed in further detail in the "Corporate Overview" section and the specific capital projects as they relate to these initiatives are included under the "Capital Budget" section.

The corporate goals combined with Council's strategic priorities lay the foundation to determine Markham's Business Plan. The Business Plan forms the basis for the Budget process. The Budget provides a framework to put the Business Plan into action.

Budget Process

In May 2009, staff began working on the business plans for 2010 for the respective Business Units. A series of presentations, highlighting the proposed 2010 Business Unit Plans and aligning the plan to Council's priorities, were made by the respective department heads to the Directors' Forum (DF). A workshop for Directors' Forum (DF) and Chief Administrative Officer (CAO) and Commissioners (CCC) was held on September 10, 2009 to finalize the initiatives to be undertaken in 2010.

The Workshop recommendations were incorporated in the proposed 2010 Budget presented at the first Budget Sub-Committee meeting in October 2009, when eight members of Council that make up the Budget Committee began their deliberations. These members included Budget Chief Dan Horchik, Deputy Mayor Jack Heath, and Councillors, Valerie Burke, Alex Chiu, Logan Kanapathi, Erin Shapero, and John Webster. This Committee, along with other Council members who attended the Budget Committee meetings helped to shape the budget and report progress to the General Committee.

A total of three Budget Sub-Committee meetings were held in October 2009 to discuss the 2010 Budget. On November 4, 2009 the Mayor, Councillors, Town Staff and members of the community participated in the Town's Annual Public Information Session. The Public Information Session was an opportunity for residents, business and community leaders to obtain an overview of the Town's budget process and the status of the 2010 Budget. All attendees were invited to ask questions and to provide feedback at the Public Information Session. The feedback was positive and on

November 10, 2009, Council approved the Operating, Capital, Waterworks, Planning & Design, Engineering, and Building Budgets.

The Council meeting was broadcasted over the Internet with a live audio feed of the presentation by Budget Chief Dan Horchik, and Andy Taylor, Commissioner of Corporate Services. The Budget was completed in accordance with the Town of Markham financial policies.

Amendments to Approved Budget

No further amendments to the budget are expected. However, any amendments after adoption would require a majority vote by Council as outlined in the financial policies section of the Budget document.

Budget Summary

The total approved 2010 Budget is \$316.2M comprising of \$153.8M towards Operating, \$77.9M towards Capital, \$7.2M towards Building Standards, \$4.9M towards Planning & Design, \$5.1M towards Engineering, and \$67.3M for Waterworks.

Operating Budget

The Town of Markham continues to face inflationary pressures in many aspects of its operations. Wage settlements, general inflation, winter maintenance contracts, operating costs associated with aging infrastructure including higher repair and maintenance costs, increased costs related to the Town adding to its inventory of parks, community centres and roads, and other contract renewals have resulted increased operating expenditures. Further, the Budget Sub-Committee has approved the continuation of the Town's practice of setting aside operating funds for salary costs related to future facility openings such as Fire Stations and Community Centres. These pressures increase expenditures by \$6.1M in 2010.

To offset these pressures the Town has found savings through an innovative pavement preservation strategy that preserves roads by proactively treating them, deferrals or sustainable reductions, review of the fleet program which extended the life cycle of the Town owned fleet, and carryforward of surplus funds from completed capital projects. These reductions account for a savings of \$3.6M to the budget. The total impact of these pressures on expenditures is \$2.5M.

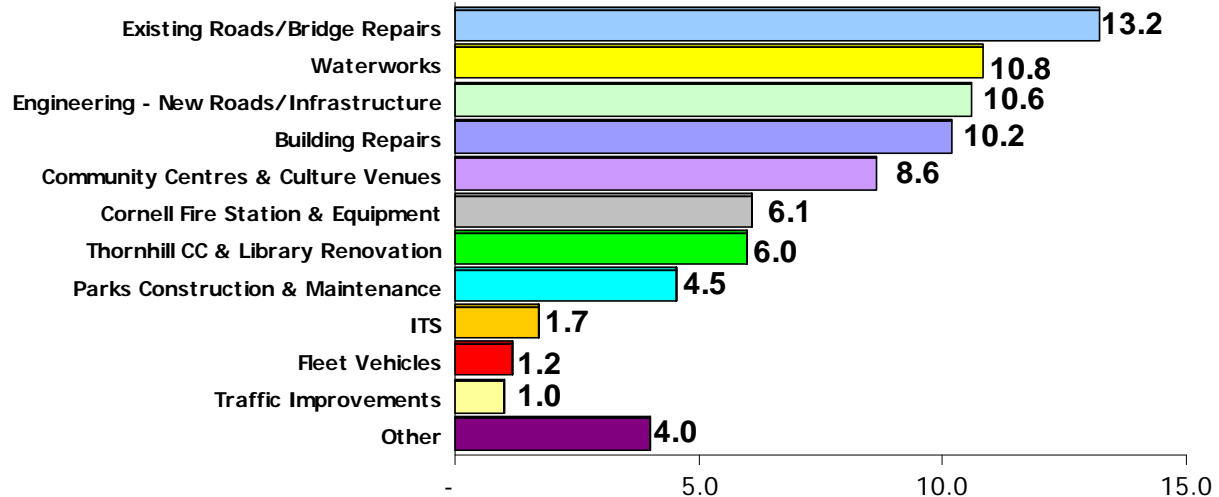
To mitigate the impact of increased expenditures, the Town reviewed its revenue sources and increased revenues in areas of Assessment Growth and Investment Income as well as other operating revenues totalling \$2.5M.

The net of the expenditures and revenues is a balanced budget and, thus, a zero percent tax rate increase for the second consecutive year.



Capital Budget

The breakdown of the Town of Markham's approved Capital Budget is shown below, by department:



The 2010 Capital Budget of \$77.9M includes funding from various sources. The Federal Gas Tax grant funds \$4.2M for capital projects in the following areas:

- Green Print Community Sustainability Plan
- Curb & Sidewalks Repairs
- Civic Centre Conversion to MDE Connection
- Culvert Replacements – Thorny Brae Dr. E.
- Town-wide Storm Sewers Upgrades

In addition, in early 2009, staff presented to Council a list of projects available for the Infrastructure Stimulus Fund and the Recreation Infrastructure Canada Fund. Council authorized staff to proceed with submitting the applications for funding from the Federal and Provincial governments for these projects. The Federal and Provincial governments along with the Town each provided \$4.4M for a total budget of \$13.2M for the identified Infrastructure Stimulus Fund projects.

The following projects were identified and approved:

- Thornhill Community Centre & Library Renovations & Additions
- Facility Accessibility
- Facility Energy Retrofits
- Emergency Operations Centre Retrofit

For the Recreational Infrastructure Canada Fund the Federal and Provincial governments combined contribution is \$5.13M and the Town's contribution is \$3.30M for a total budget of \$8.43M.

The following projects were identified and approved:

- Outdoor Civic Centre Skating Rink
- Saint Roberts Artificial Turf & Bubble
- Angus Glen Community Centre Tennis Court Facility

Other key projects approved in the 2010 Capital Budget are:

- Construction of the Cornell Fire Station
- Roads Rehabilitation Program
- Facility Accessibility Program
- Fire Services Master Plan
- Design & Construction of New Parks

The 2010 Capital Budget reflects the Town's commitment to maintain service levels to the community and balances social needs with fiscal prudence. This is a reflection of the Town's commitment towards fiscal stewardship. Further, consistent with existing Town policies, one-time funding is not used to balance the operating budget and the Town's commitment to increase contribution to the capital program by \$0.5M is maintained. The Town has also continued to ramp-up the Operating budget for future expenditures related to new Community Centres, Libraries and Fire Stations. In addition, the Town has continued to contribute to each of the Land Acquisition and Environmental Land Acquisition Reserve Funds.

Waterworks Budget

Council approved the 2010 Waterworks Budget of \$67.3M. This marks an increase of \$3.0 million over the 2009 Operating Budget. The increase is made up of growth related to supply/purchase of water, personnel costs and additional costs in areas such as testing, maintenance of water meters.

Planning & Design Budget

Planning is primarily funded through Planning Fees and for 2010; Council approved the Planning & Design Budget of \$4.9M. This represents a \$0.3M reduction from the 2009 Budget.

Engineering Budget

Engineering is primarily funded through Engineering Fees and for 2010; Council approved the Engineering Budget of \$5.1M. This represents a reduction of \$0.2M from the 2009 Budget.



Building Standards Budget

In July 2005 the Province enacted the “Building Code Statute Law Amendment Act” (Bill 124). This Bill was introduced to address the regulatory system related to Building Fees in the Province of Ontario. The Bill stipulates that the Municipality’s fees do not exceed the costs (direct and indirect) of delivering the service.

Historically, Building Services fees included other development costs, such as Planning/Design and Engineering, and as such the Building Fees did not reflect the actual costs of delivering the service. Therefore, the implementation of Bill 124 resulted in a redistribution of revenue sources to reflect the true cost of providing the service.

For 2009, Council approved the Building Services Budget of \$7.2M. This represents a \$0.2M decrease from the 2009 Budget.

SUMMARY OF FUNDS – OVERVIEW

The Town's financial statements are made up of 3 funds as follows:

- Operating Fund
- Capital Fund
- Reserves/Reserve Funds

Operating Fund

Funds all Town of Markham operations. Tax revenue is the main source of funding. The fund also includes water and sewer operations with water billings being the main source of revenue.

The balance in the operating fund as of January 1 is transferred to the Reserve/Reserve fund during the year.

Capital Fund

Provides funding for all capital projects in the Town of Markham. The main sources of funding come from,

- Development charges,
- Transfers from Operating Fund – Tax rate funding
- Transfers from Reserves

The balance in the capital fund as of January 1 represents un-expended capital funding at year-end.

Reserves/ Reserve Funds

A reserve is an allocation of accumulated net revenue that is established by Council for a particular purpose. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.

A reserve fund is an allocation of accumulated net revenue, similar to a reserve. It differs from a reserve due to its assets being segregated, restricted, and utilized for a specific purpose. Interest earned on the invested earnings is accumulated in the reserve fund.

There are two types of reserve funds:

- Obligatory reserve funds - required under provincial statute
- Discretionary reserve funds - created by Council for a specified future use

Trust Funds

Trust funds and their related operations are administered by the Municipality and are not consolidated, but are reported separately.

Fund Balance

The unencumbered cash remaining in a fund at the end of a specified time period, usually at the end of the fiscal year.



SUMMARY OF OPERATING & CAPITAL FUNDS (\$000's)

	<u>Operating Fund</u>			<u>Capital Fund</u>			<u>Total Operating & Capital</u>		
	2008 Actual	2009 Actual (unaudited)	2010 Budget	2008 Actual	2009 Actual (unaudited)	2010 Budget	2008 Actual	2009 Actual (unaudited)	2010 Budget
A. Sources and Uses of Funds									
Sources of Funds									
Taxation Revenues	106,856	110,328	110,518	-	-	-	106,856	110,328	110,518
Grants & Subsidies	1,507	1,546	1,082	-	-	-	1,507	1,546	1,082
Licences & Permits	7,195	6,644	5,739	-	-	-	7,195	6,644	5,739
Interest & Penalties	4,005	4,756	3,375	-	-	-	4,005	4,756	3,375
Income from Investments	13,190	14,768	14,253	-	-	-	13,190	14,768	14,253
Fines	1,828	1,956	1,912	-	-	-	1,828	1,956	1,912
Water & Sewer Billing	53,692	62,344	66,803	-	-	-	53,692	62,344	66,803
User Fees & Service Charges	18,025	17,396	20,081	-	-	-	18,025	17,396	20,081
Rentals	5,564	5,758	5,868	-	-	-	5,564	5,758	5,868
Sales	713	707	741	-	-	-	713	707	741
Recoveries & Contributions	1,460	1,599	1,446	-	-	-	1,460	1,599	1,446
Other Income	2,920	4,131	1,948	-	-	-	2,920	4,131	1,948
Developer's revenue	-	-	-	30,079	27,877	14,699	30,079	27,877	14,699
Other	-	-	-	21,560	6,293	18,386	21,560	6,293	18,386
Transfers from Reserve Fund	-	-	-	15,775	(13,379)	12,725	15,775	(13,379)	12,725
Tax Funded Capital	-	-	-	17,285	17,785	17,380	17,285	17,785	17,380
Transfers from Operating Fund	-	-	-	4,613	1,505	1,803	4,613	1,505	1,803
Funding returned from Capital Fund	-	12,092	17,464	-	-	-	-	12,092	17,464
	216,956	244,025	251,228	89,312	40,081	64,993	306,268	284,105	316,221
Uses Of Funds									
General Government	30,364	41,353	41,406	7,952	4,686	13,721	38,316	46,039	55,126
Protection to Persons & Property	32,594	33,579	33,808	1,022	1,639	1,355	33,616	35,218	35,163
Transportation Services	24,054	24,501	25,509	27,889	31,528	22,521	51,943	56,028	48,030
Environmental Services	56,905	62,652	68,001	9,128	4,806	9,965	66,033	67,458	77,965
Recreation & Cultural Services	38,178	41,949	42,724	10,024	12,963	14,420	48,202	54,912	57,145
Planning & Development	6,721	8,285	6,932	6,207	6,101	3,011	12,928	14,386	9,944
Other	31	27	32	-	-	-	31	27	32
Transfers to Reserve Fund	27,136	24,959	31,013	-	-	-	27,136	24,959	31,013
Transfers to Capital Fund	4,613	1,505	1,803	-	-	-	4,613	1,505	1,803
	220,596	238,809	251,228	62,222	61,723	64,993	282,818	300,532	316,221
Increase/Decrease to Funds	(3,640)	5,215	0	27,090	(21,642)	-	23,450	(16,427)	0
Opening Fund Balance	432	(3,208)	2,007	23,963	51,053	29,411	24,395	47,845	29,411
Closing Fund Balance	(3,208)	2,007	2,007	51,053	29,411	29,411	24,395	31,418	29,411

Trending 2009-2010

- Licences & Permits decreased due to projected Building permit activity.
- Interest & Penalties decreased due to one-time funds received in 2009.
- Water & sewer billing increased due to the water/wastewater rate increase of 10.4%.
- User fees and service charges increased because of Engineering & Planning fees due to projected activity.
- Other income decreased due to finance fees related to projected development fees along with one-time funds received in 2009.



2008 TO 2010 SUMMARY OF RESERVE FUNDS (\$ 000's)

	2008 Actual	2009 Actual (Unaudited)	2010 Budget
Balance as of January 1	159,637	155,989	155,968
Other Revenue	496	2,454	8,046
Dividend from Markham Enterprises Corporation	1,780	3,661	-
Transfers in from Operating Fund	27,136	24,959	31,013
Other transfer out - expenses of operating nature	-	(29,590)	(41,806)
Transfer out to Capital Fund	(33,060)	(1,505)	(1,803)
Balance as of December 31	155,989	155,968	151,419

DESCRIPTION OF RESERVES AND RESERVE FUNDS

The maintenance of Reserves and Reserve Funds is very important to the Town of Markham, since the availability of these sources of funding provides Council and senior management with greater flexibility in planning for the future. At Dec. 31, 2009, the balance in the Town's Reserves and Reserve Funds was \$155.97 million.

Reserves

Definition

A reserve is an allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.

- **Waste Management Stabilization/Capital**
 - Used to fund temporary fluctuations in the commodities market for recyclables and garbage disposal fees.
- **Waterworks/Stabilization/Capital**
 - Used to offset fluctuations in gross profit on water sales to residents and to fund repairs/replacements of waterworks capital infrastructure.
- **Firefighters Sick Leave Benefits**
 - Funds payouts of unused sick leave benefits upon Firefighters' termination required under Firefighters collective agreement.
- **Corporate Rate Stabilization**
 - Minimizes the effect of any large variations in major sources of ongoing operating revenue and expenditures; funded from prior year operating surpluses.
- **Capital Gains Reserve**
 - Funded by surpluses in the Capital Gains account. The purpose is to provide a method of applying capital gains surpluses earned in one year to a subsequent year's budget.
- **Insurance**
 - Allows the Town to increase future insurance deductibles in order to reduce annual premium costs; funded from annual operating surplus in insurance accounts.
- **Facility Ramp-Up**
 - Funds to be utilized to partially offset costs associated with future staffing requirements at new Community Centres and Fire stations that the Town will add to its inventory
- **Partnerships**
 - To accumulate funds received from partnership agreements entered into by the Town with entities that add value to the partner and the Town. Funds will be utilized for projects that build community pride, celebrate cultural diversity and promote the Town's commitment to the environment

- **Long Term Disability Benefits**
 - To accumulate funds to pay for all long term disability benefits and associated administrative expenses.
- **Berczy Landscape Feature**
 - Funds received from the Berczy Village Landowner's Group for settlement negotiations regarding installation of cultured stone products.
- **Development Fee**
 - Funds to stabilize fluctuations in development fee rates and to fund actual shortfall in Engineering and Planning in future years.
- **Election Rebate**
 - To fund future Election Contributions Rebate Program expenses.
- **Building Fee**
 - Funds to help cover costs in “down cycle” years of lower volume activity for the Building department.

Reserve Funds

Definition

A reserve fund is an allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. Investment income is accumulated in the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while Council creates discretionary reserve funds for a specified future use.

- **Theatre Endowment**
 - Funds capital expenditures for the Markham Theatre.
- **Theatre Capital Improvement Fund**
 - Funds the replacement of capital expenditures for the Markham Theatre.
- **Museum Endowment**
 - Funds museum-related capital projects; funded by donations from the general public & community organizations.
- **Heritage Preservation**
 - Provides funding to protect and preserve heritage buildings in the Town.
- **Markham Heritage Loans**
 - Provides interest bearing loans to property owners to allow repair, renovation or reconstruction of the property so that it presents a historical and authentic appearance.
- **Administration Lot Levies-Expense**
 - Accumulation of administration lot levies used to provide financing to support soft services such as libraries, fire halls and recreation facilities; administration lot levies no longer collected.
- **Administration Lot Levies-Interest Income**
 - See above.
- **Parks 5% Cash In Lieu**
 - Funds the acquisition of new parkland, recreation facilities and equipment.
- **Tree Replacement**



- Funds the cost of planting, replanting, replacing & repairing boulevard trees in the Town.
- **Road Resurfacing**
 - Funds road completion in industrial subdivisions.
- **Pre-DCA Engineering Growth**
 - Used to accumulate and maintain any Pre Development Charges Act Engineering levies collected in respect of development; represents the non-growth portion of development charges.
- **Waterworks**
 - Funds to be used for the upgrade and replacement of Town water infrastructure.
- **Library Building Program**
 - Funds to be utilized for future library building projects, which are not covered by development charges.
- **Land Acquisition Reserve Fund**
 - Allows the Town to finance the purchase of strategic land acquisitions that are non-growth and that are not environmentally sensitive.
- **Life Cycle Replacement And Capital**
 - To fund asset life cycle replacements and other major capital investments in future years.
- **10% Non-DC Growth**
 - To fund the 10% non-development charges component of growth-related recreational facilities and libraries, this is to be funded from proceeds of land sales.
- **Gas Tax Revenue**
 - To fund eligible projects identified under the terms of agreement with federal government.
- **Environmental Sustainability**
 - Funds to be utilized for Town and community based projects and initiatives that promote environment responsibility and enhances Town's natural resources (water, air quality, soils and natural features).
- **Trees For Tomorrow**
 - Funds to be utilized to encourage tree plantings and public awareness by community groups and non-government organizations
- **Environmental Land Acquisition**
 - Funds to be utilized to acquire property identified by the Town to be environmentally sensitive
- **Development Charges**
 - Accumulates charges collected from developers according to the Development Charge Act, 1997. The reserve provides funding for eligible growth-related projects in the Town's Capital Budget.
- **WSIB**
 - Allows the Town to self-fund staff benefits previously covered by Workplace Safety Insurance Board (WSIB); funded from operating surplus in benefits accounts.



RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE

Description	Actual Balance December 31, 2008	Actual Balance December 31, 2009	2010 Budget			Estimated Balance December 31, 2010 \$
			Developer and Other Contributions \$	Transfer from Operating Funds \$	Transfer to Capital Funds \$	
<u>RESERVES</u>						
Waste Management Stabilization / Capital	27,883	27,883				27,883
Waterworks Stabilization / Capital	10,814,955	9,213,181		10,422,826	(11,101,080)	8,534,927
Corporate Rate Stabilization	14,281,173	15,761,333		890,792		16,652,125
Capital Gain Reserve	-	1,278,000				1,278,000
Insurance	769,889	769,889				769,889
Recreation & Culture Capital Replacement	-	-		369,262		369,262
Facility Ramp- Up	3,695,851	1,273,991		3,475,000	(375,000)	4,373,991
Long Term Disability Benefit	6,811,567	8,211,791				8,211,791
Partnership	15,612	15,612				15,612
Building Fee	2,412,366	540,388		(2,724,034)		(2,183,646)
Development Fee	(1,715,846)	(5,632,411)		(1,413,797)	(275,517)	(7,321,725)
Election Rebate	136,950	206,950		300,000		506,950
Election Expenses	600,000	841,642		70,000		911,642
Berczy Land Scape Feature	-	202,969				202,969
Firefighter's Sick Leave Benefits	5,100,200	5,289,900		41,000		5,330,900
Total Reserves	42,950,600	38,001,117	-	11,431,049	(11,751,597)	37,680,569
<u>RESERVE FUNDS</u>						
Theatre Endowment	325,585	273,382		35,000		308,382
Theatre Capital Improvement Fund	55,138	96,182				96,182
Heritage Preservation	69,901	66,549				66,549
Administration Lot Levies - Expenses	2,166,137	2,190,260				2,190,260
Administration Lot Levies - Interest Income	519,668	525,456				525,456
Markham Heritage Loans	382,315	386,572				386,572
Parks 5% Cash in Lieu	8,655,875	10,923,920				10,923,920
Tree Replacement	5,713	5,776				5,776
Museum Endowment	5,479	6,274				6,274
Road Resurfacing	2,087,386	1,606,754				1,606,754
Pre Development Charges Act Engineering Growth	15,210,937	13,901,520			(2,237,500)	11,664,020
Waterworks	215,165	217,562				217,562
Library Building Program	3,449,229	4,001,556		510,000		4,511,556
Land Acquisition Reserve Fund	2,157,203	2,918,769		500,000		3,418,769
Life Cycle Replacement & Capital	63,521,770	64,977,031		17,972,057	(25,412,993)	57,536,095
10% Non DC Growth	4,679,084	3,805,527				3,805,527
Gas Tax Revenue	270,400	2,667,066	8,045,985		(4,206,200)	6,506,851
Environmental Sustainability	116,948	209,085				209,085
Environmental Land Acquisition	6,210,864	6,221,929		565,000		6,786,929
Markham Trees for Tomorrow	222,834	224,851				224,851
Workplace Safety Insurance Board (WSIB)	2,711,157	2,741,348				2,741,348
Total Reserve Funds	113,038,788	117,967,368	8,045,985	19,582,057	(31,856,693)	113,738,718
Total Reserve And Reserve Funds	155,989,388	155,968,485	8,045,985	31,013,106	(43,608,290)	151,419,287
Development Charges Reserve Funds *	137,674,658	123,421,854	10,385,726		(16,248,900)	117,558,680
Total	293,664,046	279,390,339	18,431,712	31,013,106	(59,857,190)	268,977,966

* Town's practice is to fund all Development Charge funded projects up to \$1,000,000 immediately upon budget approval. Projects in excess of \$1,000,000 are funded quarterly based on cash flow requirements. Budgeted transfer to capital is adjusted based on cash flow projections and will not balance to total approved 2009 capital funding from Development Charges.



RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE EXPLANATION OF BUDGET CHANGES

Description	Transfer from Operating Funds \$	Transfer to Capital Funds \$	Estimated Balance Dec 31,2009 \$	Details
<u>Waterworks Stabilization / Capital</u>				
Transfer from Waterworks Operating Fund net of 2009 surplus	10,422,826			Transfer to reserves in order to sustain future Waterworks replacement and rehabilitation requirements
Funding of Capital Projects		(11,101,080)		Transfer to Capital Budget on order to fund Waterworks 2010 capital projects
<u>Corporate Rate Stabilization</u>				
Transfer of 2009 Operating surplus	890,792			Operating surplus remaining from 2009 year end
<u>Recreation & Culture Capital Replacement</u>				
Transfer of funds for future replacement	369,262			Transfer to reserves in order to sustain Recreation and Capital Replacement requirements
<u>Facility Ramp UP</u>				
Transfer of funds for future maintenance cost	3,475,000			Transfer from Operating Budget for community centres and fire station future costs
Funding of Capital Projects		(375,000)		Transfer of funds for a number of Town facility improvement projects
<u>Building Fee</u>				
Transfer from Operating Fund	(2,724,034)			Transfer of Building Operating Budget based on 2010 projected performance
<u>Development Fee</u>				
Transfer from Operating Fund	(1,413,797)			Transfer of Planning and Engineering Operating Budget based on 2009 projected performance
Transfer from Operating Fund	78,878			Transfer to reserves in order to sustain Planning and Engineering department capital requirements
Transfer to fund Capital Projects		(275,517)		Funding of 2010 capital projects associated with Planning and Engineering department
<u>Election Rebate</u>				
Transfer from Operating Fund	300,000			Transfer to fund future election rebate costs
<u>Election Expenses</u>				
Transfer from Operating Fund	70,000			Transfer to fund future election costs
<u>Firefighter's Sick Leave Benefits</u>				
Transfer from Operating Fund	41,000			Annual transfer to fund future payout of unused sick leave benefits upon fire fighter's termination
<u>Theatre Capital Improvement Fund</u>				
Transfer from Operating Fund	35,000			Transfer from Culture Operating Budget for future Theatre capital expenditures
<u>Pre Development Charges Act Engineering Growth</u>				
Transfer to fund Capital Projects		(2,237,500)		Funding of 2010 Engineering capital projects associated with non-growth related area

RESERVES AND RESERVE FUNDS CONTINUITY SCHEDULE EXPLANATION OF BUDGET CHANGES

Description	Transfer from Operating Funds \$	Transfer to Capital Funds \$	Estimated Balance Dec 31,2009 \$	Details
<u>Library Building Program</u>				
Transfer from Operating Fund	510,000			Transfer from Operating Budget for future library building projects
<u>Land Acquisition Reserve Fund</u>				
Transfer from Operating Fund	500,000			Transfer from Operating Budget to fund future purchase of strategic land acquisitions
<u>Life Cycle Replacement & Capital</u>				
Transfer from Operating Fund	17,972,057			Transfer from Operating Budget to fund asset life cycle replacements
Transfer to fund Capital Projects		(25,412,993)		Funding of 2010 capital projects associated to asset replacements
<u>Gas Tax Revenue</u>				
Transfer from Other Revenue	8,045,985			Gas tax revenue received from federal government transferred funds for capital projects
Transfer to fund Capital Projects		(4,206,200)		Funding of 2010 capital projects identified as gas tax revenue eligible or for capital projects to be developer funded (generally Engineering projects)
<u>Environmental Land Acquisition</u>				
Transfer from Operating Fund	565,000			Transfer from Operating Budget to fund future lands identified to be environmentally sensitive



DESCRIPTION OF TRUST FUNDS

The Town of Markham has seven Trust Fund accounts. A brief description of each of the fund is given below.

Morgan Park Trusts

The T. & G. Morgan Memorial Fund in Markham Village was established in 1918 as a result of the last Will and Testament of George Morgan to hold funds, the interest earned on which can be used to offset certain maintenance costs of Morgan Park.

The Morgan Park Redevelopment Trust Fund was established by Council Resolution on December 11, 1991 to receive charitable donations to be used towards the redevelopment of Morgan Park.

Varley-McKay Art Foundation Trust Fund

The Varley-McKay Art Foundation Trust Fund was established by Council Resolution on December 11, 2001. This trust is funded by the amount received from the Estate of Kathleen G. McKay. Interest earned on these funds is available to the Varley-McKay Art Foundation of Markham to fund art appreciation and development.

Markham Conservation Committee Trust Fund

The Markham Conservation Committee Trust Fund was established by Council Resolution on April 15, 1992 to receive donations, grants, subsidies, and other amounts, to be used to cover costs associated with conservation and naturalization programs and projects undertaken by the Markham Conservation Committee.

Election – Candidates Surplus Funds Trust Account

The Election - Candidates Surplus Funds Trust Account was established under the Municipal Elections Act to hold surplus campaign funds received by registered candidates in a previous election, to credit interest earned to the surplus funds while held in trust, and to distribute the funds to the registered candidate or to the municipality, school board or local board, as the case may be, in accordance with the Act.

Cemetery Trust Funds

The Cemetery Trust Funds were established under the Regulations of the Cemeteries Act to accumulate certain funds from the sale or transfer of an interment right to a purchaser in accordance with the Regulations. These funds are to be held in trust for the care and maintenance of the cemetery. Interests earned on amounts held by the Fund are used towards the maintenance, security and preservation of the cemetery, its grounds, buildings, equipment and markers in accordance with the Regulations.

Older Adults in Action Trust Fund

Council Resolution established the Older Adults In Action Trust Fund on March 10, 1998 to collect donations for the Club and Older Adult Centre.

Markham History – Research and Publication Trust Fund

The Markham History – Research & Publication Trust Fund was established by Council Resolution on June 1, 2004 to plan and monitor the implementation of research, writing, digitizing and production of historical media that illuminates various themes in Markham's history. The Trust is funded from cash and securities received from organizations involved in the creation of the original trust fund - Markham History Book Committee, the Markham & District Historical Society and the Museum Advisory Board.



TRUST FUNDS CONTINUITY SCHEDULE

Statement of Financial Position

December 31, 2009 with comparative figures for 2008

	2009							2008	
	Morgan Park Trust	Varley-McKay Trust	Markham Conservation Committee Trust	Elections Surplus Trust	Cemetery Trust	Older Adults In Action Trust	Markham History Res & Pub Trust	Total	Total
Bank balance	\$ 59,722	\$ 1,314,551	\$ 11,704	\$ 109,466	\$ 180,794	\$ 7,584	\$ 71,103	\$ 1,754,924	\$ 1,737,729
Payable to Varley-McKay Foundation	-	(15,747)	-	-	-	-	-	(15,747)	(23,663)
Fund balance	\$ 59,722	\$ 1,298,804	\$ 11,704	\$ 109,466	\$ 180,794	\$ 7,584	\$ 71,103	\$ 1,739,177	\$ 1,714,066

Statement of Financial Activities and Fund Balances

Year ended December 31, 2009 with comparative figures for 2008

Fund balance, beginning of year	\$ 59,309	\$ 1,298,804	\$ 11,623	\$ 108,710	\$ 157,478	\$ 7,531	\$ 70,611	\$ 1,714,066	\$ 1,674,034
Receipts									
Interest Earned	413	62,427	81	756	1,135	53	492	65,357	80,877
Sale of plots	-	-	-	-	23,316	-	-	23,316	32,580
Deposit from Candidates	-	-	-	-	-	-	-	-	-
	59,722	1,361,231	11,704	109,466	181,929	7,584	71,103	1,802,739	1,787,491
Expenditures	-	-	-	-	(1,135)	-	-	(1,135)	(4,677)
Distributable to Foundation	-	(62,427)	-	-	-	-	-	(62,427)	(68,747)
Fund balance, end of year	\$ 59,722	\$ 1,298,804	\$ 11,704	\$ 109,466	\$ 180,794	\$ 7,584	\$ 71,103	\$ 1,739,177	\$ 1,714,066

PUBLIC INFORMATION MEETING PRESENTATION

Building Markham's Future Together



Agenda

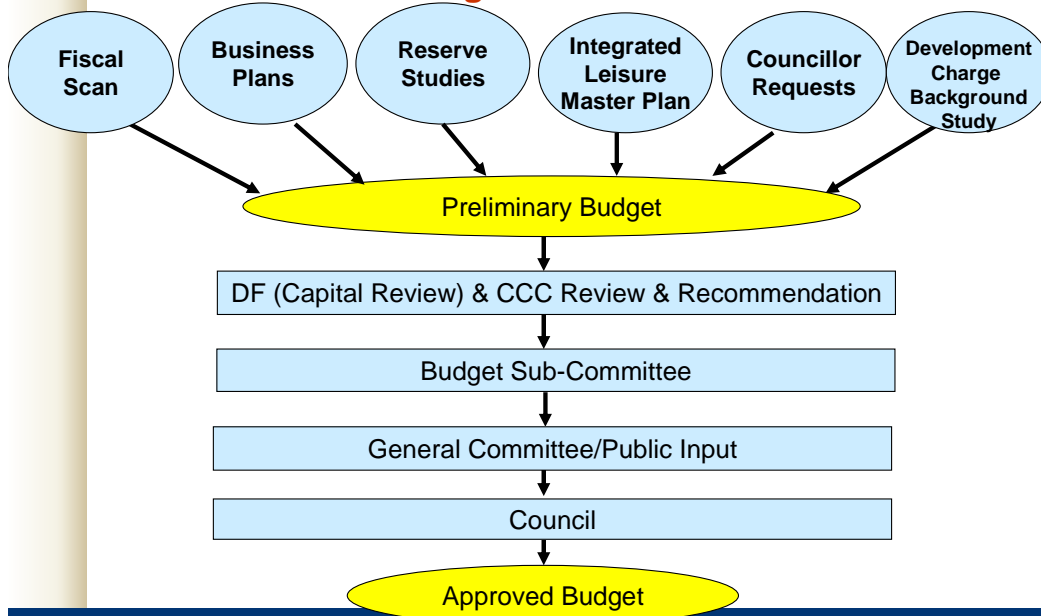
- Welcome – Mayor & Budget Chief
- Budget Presentation
 - Budget Process, Budget Summary & Fiscal Scan
 - 2010 Proposed Budgets
 - Capital
 - Building Services
 - Planning & Design and Engineering
 - Waterworks
 - Operating
 - Assessment and Property Taxes
 - 2010 Budget Summary Highlights
- Questions & Comments

Building Markham's Future Together

Towards a Sustainable Community

Slide 2

Budget Process



Building Markham's Future Together

Towards a Sustainable Community

Slide 3

2010 Budget Process

Capital Budget

May	Department Capital submissions to Finance
June	Director's Forum (DF) Capital Project review & prioritization meetings. Provide recommendation to CAO, Commissioners Committee (CCC)
September	CCC & DF joint Capital Project review & prioritization meetings

Operating Budget

August	Business Plan submissions from Departments
September	Department business plan presentation to CCC Finance review of the base Operating Budget CCC review & discussion of business plans and the proposed Operating Budget
October	Final CCC review of the Operating & Capital Budgets with a recommendation to present to Budget Sub-Committee

Building Markham's Future Together

Towards a Sustainable Community

Slide 4

2010 Budget Process (cont'd)

Three Budget Sub-Committee Meetings were held in 2009:

1. October 19, 2009
2. October 20, 2009
3. October 21, 2009 Budget Sub-Committee recommended 2010 Proposed Budgets to the General Committee

October 26, 2009 General Committee – Recommended Budget to be presented at the Public Information Meeting

November 4, 2009 Public Information Meeting

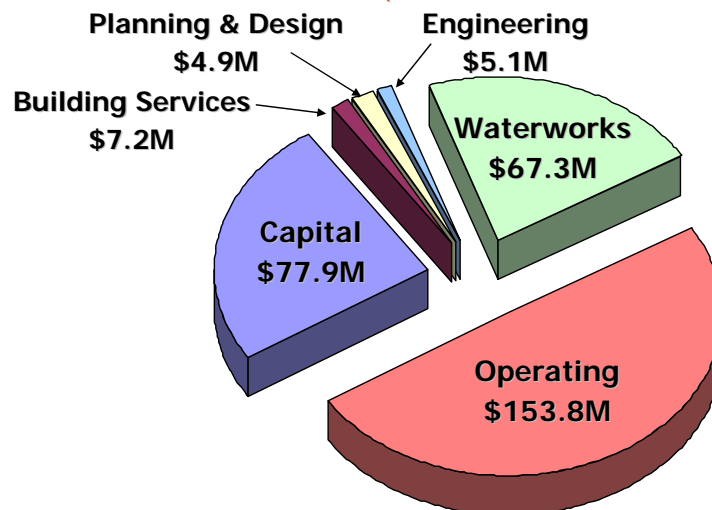
Next Steps:

November 9, 2009 General Committee – Feedback from the Public Information meeting and recommend Budget to Council

November 10, 2009 Presentation of Budget to Council for approval

2010 Budget Summary


Total Budget Recommended for Approval
\$316.2 Million



Fiscal Scan

Wage Settlements	Municipal Service Contracts	Infrastructure
Growth	Provincial Legislation	Economic Trends


Building Markham's Future Together Towards a Sustainable Community

Slide 7 

Fiscal Scan

Wage Settlements	<ul style="list-style-type: none">➤ CUPE/COLA Provision for wage settlement to be negotiated (expires March 31, 2010)➤ MPFFA (Fire) Provision for wage settlement to be negotiated (expires December 31, 2009)➤ Full-time and part-time grid movements and annualization➤ Part-time minimum wage adjustments <p>Total: \$3.70M</p>
-------------------------	--

Building Markham's Future Together Towards a Sustainable Community

Slide 8 

Fiscal Scan

Municipal Service Contracts


- Price escalations on multi-year contracts and contract renewals – higher costs provided for: \$0.53M
 - Winter maintenance
 - Waste collection
 - Electricity & maintenance for existing streetlights
 - Insurance
 - Facility and building maintenance
- Phase-in of Winter Maintenance requirements (Year 2 of 4): \$0.36M

Offset by

- Lower utility consumption resulting from Town-initiated energy efficient programs: (\$0.46M)
- Adjustment to fuel cost due to decline in price: (\$0.19M)

Total: \$0.24M

Building Markham's Future Together
Towards a Sustainable Community


Slide 9


Fiscal Scan

Infrastructure

- Life Cycle Reserve Study was approved by Council in 2005. Reserve study has since been updated annually to adjust for new assets and price changes. Last update was done in Spring 2009
- The objective of the Reserve Study is to ensure that there is adequate funding for the rehabilitation and replacement of known assets for the next 25 years
- The 2009 Reserve Study Update identified sufficient funding for the next 25 years based on known assets and established work plans
- There are stormwater management related infrastructure assets currently not included in the Reserve Study. These programs will be added once assets are built and/or work plans are developed

Building Markham's Future Together
Towards a Sustainable Community

Slide 10



Fiscal Scan

Growth

- \$0.46M increase in costs related to:
 - 1.5% increase in tonnage – waste collection
 - 25 additional km's of road – maintenance, street & catchbasin cleaning
 - 800 new street lights to power, maintain & repair
 - 18 Additional ha's of Parks–park maintenance
 - Winter maintenance
- \$0.39M Personnel Ramp-up increase related to new facilities
 - Cornell Fire Station (Year 2 of 8)
 - Next Library/Recreation Facility (Year 2 of 8)
- \$0.20M Ramp-up for a future sports facility – 10% non-growth portion (Year 2 of 6)
- \$0.50M contribution to capital program

Total: \$1.55M

Building Markham's Future Together
Towards a Sustainable Community

Slide 11


Fiscal Scan


**Growth
(continued)**

Offset by

- (\$2.59M) reductions in tax-funded capital budget through the deferral, and/or sustainable reductions and the use of alternative funding source:
 - (\$1.00M) pavement preservation strategy
 - (\$0.50M) use of alternative funding source (gas tax)
 - (\$0.79M) deferral and/or sustainable reductions
 - (\$0.30M) fleet program - extension of life cycles
- (\$0.40M) Transfer to Land Acquisition Reserves (\$0.6M from \$1.0M)
- (\$0.32M) capital budget gapping (surplus funds from completed projects)


Total: (\$3.31M)

Building Markham's Future Together
Towards a Sustainable Community

Slide 12



Fiscal Scan

Provincial Legislation




- Growth Management Strategy
 - Municipal Official Plans needed to be brought into conformity with the Provincial Growth Plan for the Greater Golden Horseshoe by June 16, 2009. 1 year contract extension has been requested
 - With sufficient resources applied, staff anticipate that a comprehensive Growth Management Strategy will be presented to Council for endorsement prior to the 2010 summer recess
- Accessibility
 - Council approved the Accessible Customer Service Policy effective January 1, 2010 to meet the legislated requirements
 - Accessibility legislation: Make Ontario accessible by 2025 and requires the Town to identify, prevent & remove barriers for people with disabilities

Building Markham's Future Together
Towards a Sustainable Community

Slide 13



Fiscal Scan

**Provincial Legislation
(continued)**



- Safe Drinking Water Act
 - The Municipal Drinking Water License was issued on August 14, 2009 to the Town. The submission of a financial plan is required within one year following the issuance of the license
- Minimum Wage Increase
 - Effective March 31, 2010, the minimum wage will be increased from \$9.50 to \$10.25
- HST Impact on both Operating and Capital: \$0.36M
 - Effective July 1, 2010, the harmonization of the Federal Sales and Services Tax (GST) and Ontario's Provincial Sales Tax (PST) will be implemented

Building Markham's Future Together
Towards a Sustainable Community

Slide 14


Fiscal Scan

Economic Trends

- Deflation:
 - -0.9% CPI, Canada, All Items (Sept. 08 to Sept. 09)
 - -1.1% CPI, Ontario, All Items (Sept. 08 to Sept. 09)
 - -18.7% Energy Index (Sept. 08 to Sept. 09)
 - -6.5% Construction Index (Jun. 08 to Jun. 09)
- Stock market indices continue to drop (over 1 year period – Sept. 30)
 - TSX -2.7% decrease
 - Dow -10.1% decrease

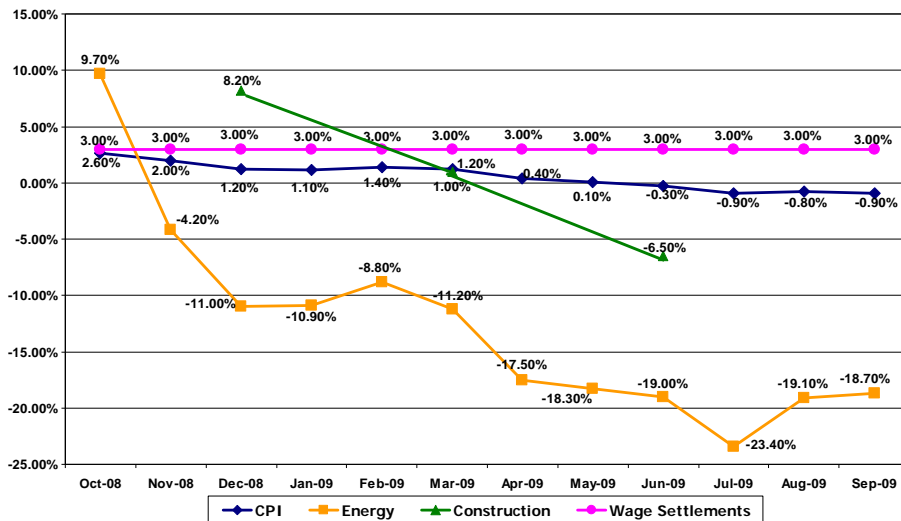
However, there is an upward trend over the last three months (July 1 – Sept. 30):

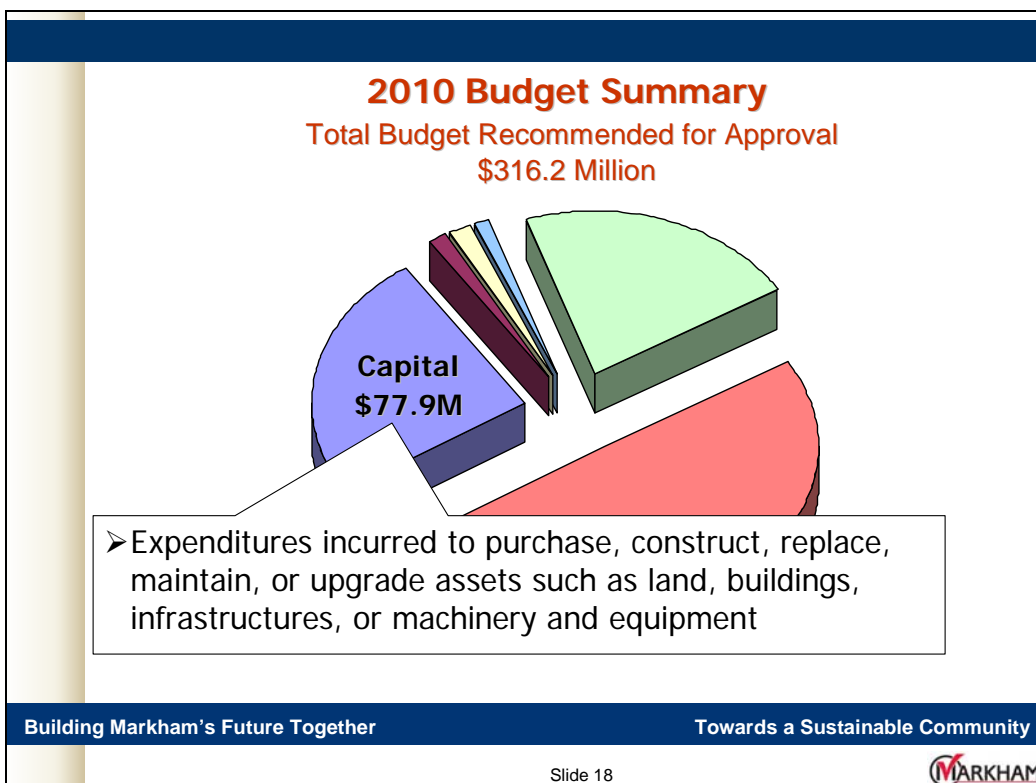
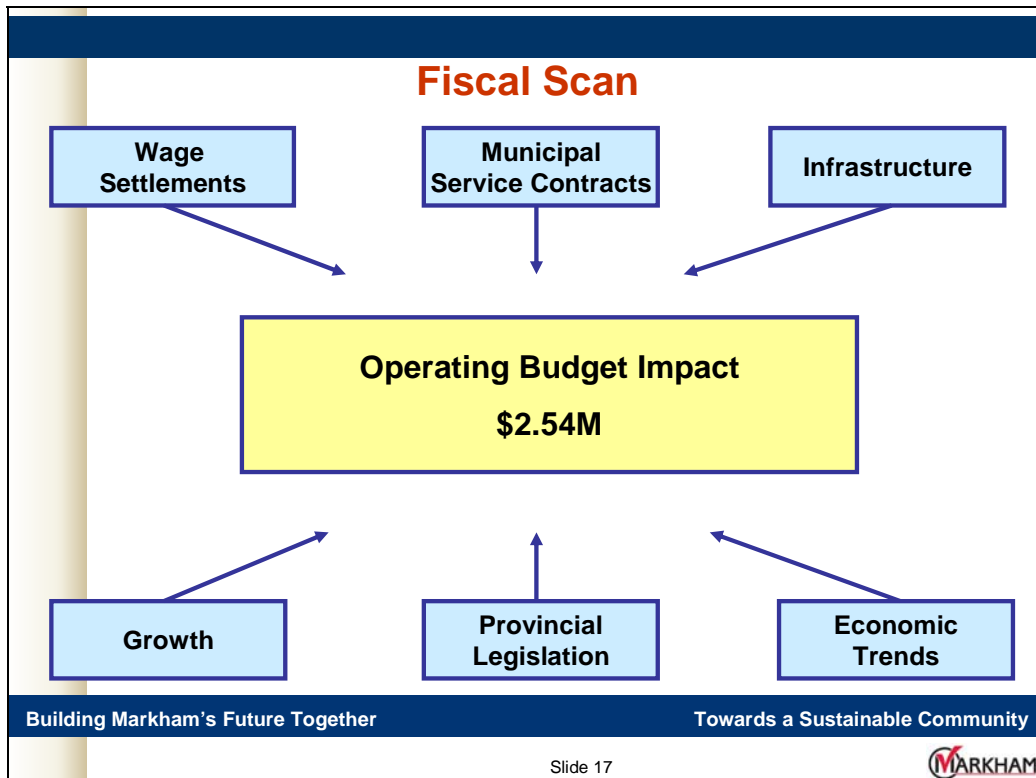
- TSX 9.2% increase
- Dow 14.6% increase

- Unemployment rate in Ontario is 9.2% for September, a decrease of 0.2% compared to the previous month

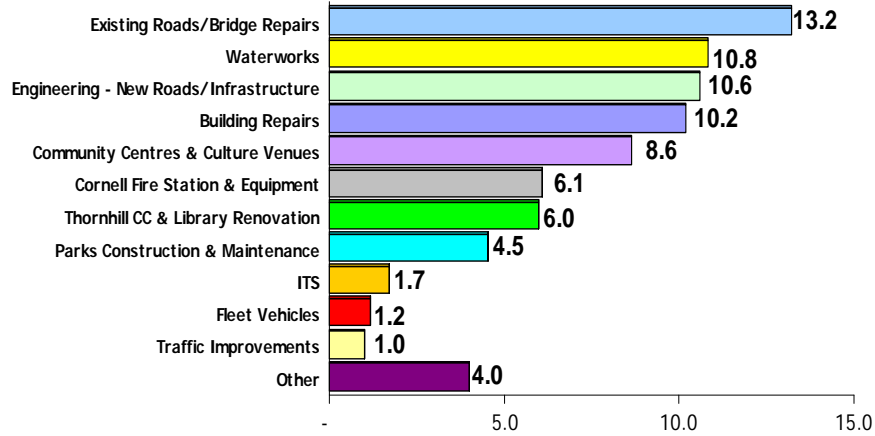
Fiscal Scan

Other Indices Impacting the Town





2010 Proposed Capital Budget Expenditure Types Total \$77.9M (\$ in Millions)

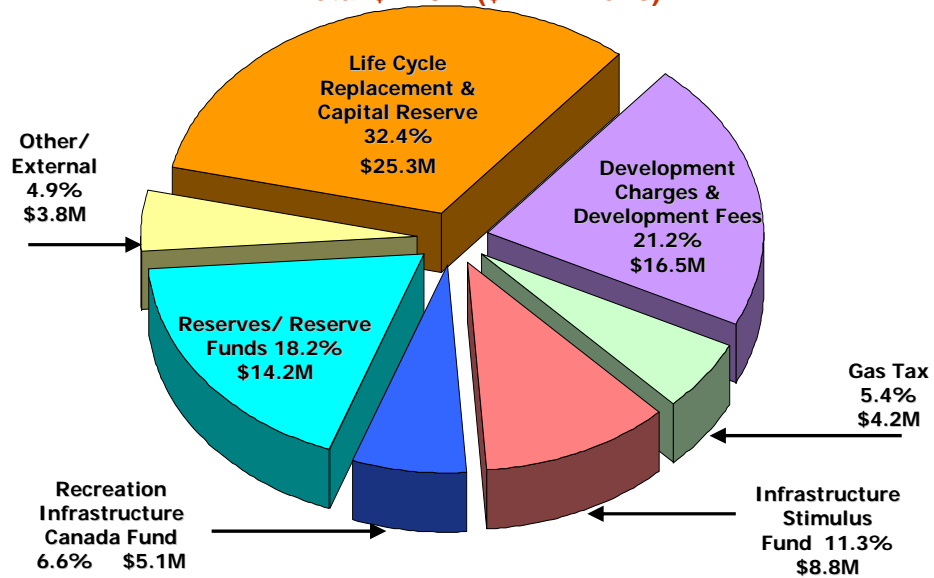


Building Markham's Future Together

Towards a Sustainable Community

Slide 19

2010 Proposed Capital Budget Funding Sources Total \$77.9M (\$ in Millions)



Building Markham's Future Together

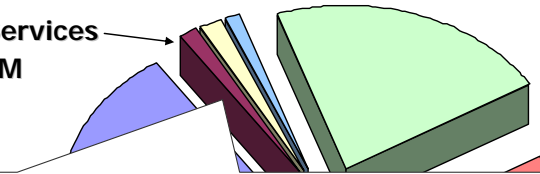
Towards a Sustainable Community

Slide 20

2010 Budget Summary

Total Budget Recommended for Approval
\$316.2 Million

Building Services
\$7.2M



Self-funded (i.e. funded from Building Permits)

Development Fee By-Law was amended to include a 6.0% increase in Building fees for Building Permit Applications

A reserve has been established for Building Services:

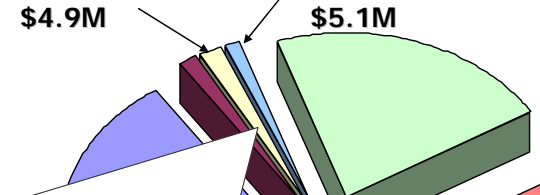
- Year with a surplus - transfer to the reserve
- Year with a deficit - transfer from the reserve

2010 Budget Summary

Total Budget Recommended for Approval
\$316.2 Million

Planning & Design
\$4.9M

Engineering
\$5.1M

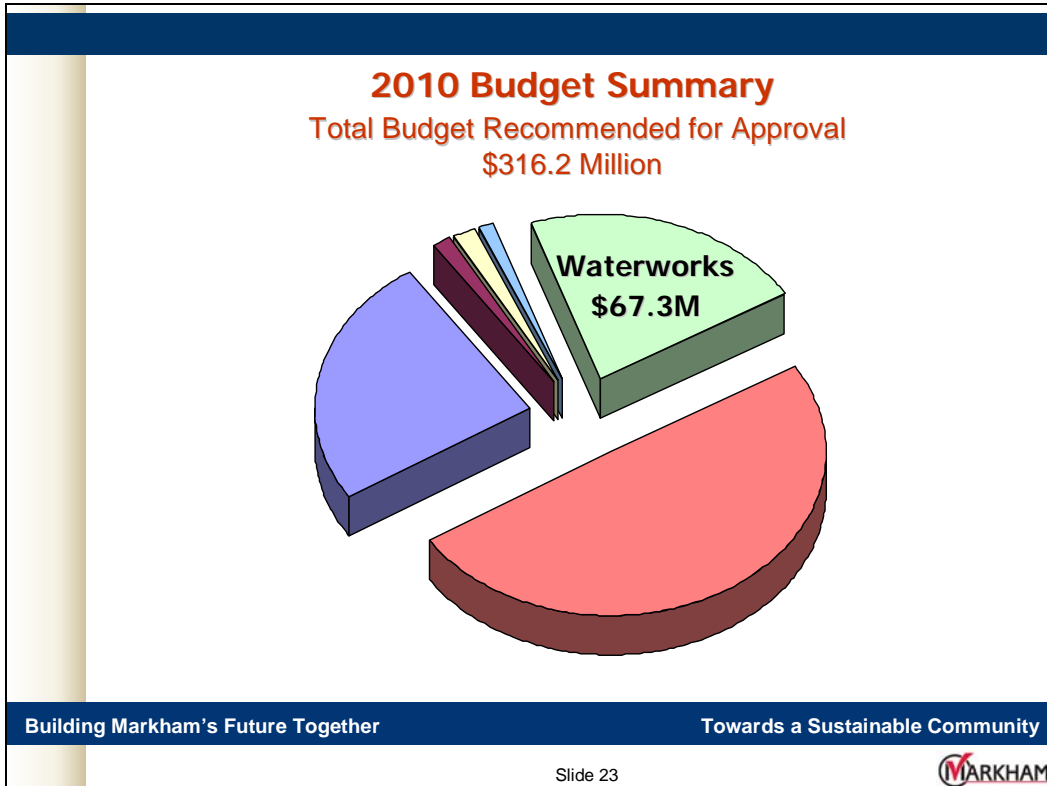



Primarily funded from Planning & Engineering Fees

Development Fee By-Law was amended to include 2.7% increase in Planning fees and 4.0% increase in Engineering fees

A reserve has been established for Planning & Design and Engineering:

- Year with a surplus - transfer to the reserve
- Year with a deficit - transfer from the reserve

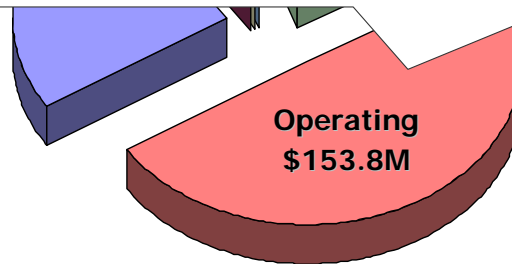


- ### 2010 Waterworks Operating Budget \$67.3 Million
- Waterworks is funded from water/wastewater revenues
 - The Water & Wastewater Reserve Study was updated in June 2009. The Reserve Study identified sufficient funds to sustain the Waterworks Operations for the next 25 years
 - Effective April 1, 2010, Markham's water and wastewater rate is proposed to be increased by \$0.2087 from \$2.0042/m³ to \$2.2129/m³
 - The increase of \$0.2087 is comprised of two components:
 - \$0.1229/m³ wholesale water rate increase from the Region effective April 1, 2010
 - \$0.0858/m³ increase resulting from the Water/Wastewater Infrastructure Surcharge
 - Impact to residential homeowner based on average consumption is \$71.38 in 2010
- Building Markham's Future Together Towards a Sustainable Community
- Slide 24 

2010 Budget Summary

Total Budget Recommended for Approval
\$316.2 Million

- Expenditures incurred to account for the Town's day-to-day operations (except for Building Services, Planning & Design, Engineering, and Waterworks)
- Tax revenue is the major funding source



Building Markham's Future Together

Towards a Sustainable Community

Slide 25

2010 Preliminary Operating Budget Revenues (\$ in Millions)

(Excl. Planning & Design, Engineering, Building Standards and Waterworks)

	2009 \$	2010 \$	Increase/ (Decrease) \$
Total Revenues	151.27	153.81	2.54
Assessment Growth (2.0%)			2.11
Investment Income			1.00
Recreation (E3 annualization and CPI increase)			0.23
Waste Diversion Ontario Grant			0.13
Budget Adjustments Related to Growth			(0.66)
Fire (second suite inspections and fire inspection fees)			(0.20)
Rental Income (8100 Warden - PowerStream departure)			(0.12)
Other			0.05
Total Revenue Increase			2.54

Building Markham's Future Together

Towards a Sustainable Community

Slide 26

2010 Preliminary Operating Budget Expenditures

(\$ in Millions)
(Excl. Planning & Design, Engineering, Building Standards and Waterworks)

	2009 \$	2010 \$	Increase/ (Decrease)
Total Personnel	86.39	90.48	4.09
Existing Staff			3.70
Ramp-up			0.39
Total Personnel Increase			4.09
Total Non-Personnel	64.88	63.33	(1.55)
Contract Escalations			0.53
Transfer to Capital			0.50
Growth (Roads, Waste, Parks, Streetlights Maintenance & Streetlight Hydro and Winter			0.46
Winter Maintenance Requirements			0.36
HST Provision for Operating and Capital budgets			0.36
Ramp-Up for a Future Sports Facility (10% non-growth portion)			0.20
Reduction in Tax Funded Capital			(2.59)
Utilities & Fuel			(0.65)
Capital Budget Gapping			(0.32)
Other			(0.40)
Total Non-Personnel Increase			(1.55)
Total Expenditure Increase			2.54

Building Markham's Future Together

Towards a Sustainable Community

Slide 27



2010 Preliminary Operating Budget Summary

(\$ in Millions)
(Excl. Planning & Design, Engineering, Building Standards and Waterworks)

	2009 \$	2010 \$	Increase/ (Decrease) \$
Revenues	151.27	153.81	2.54
Expenditures			
Personnel	86.39	90.48	4.09
Non-Personnel	64.88	63.33	(1.55)
Total Expenditures	151.27	153.81	2.54
Net Shortfall			-
Tax Rate Increase			0.00%

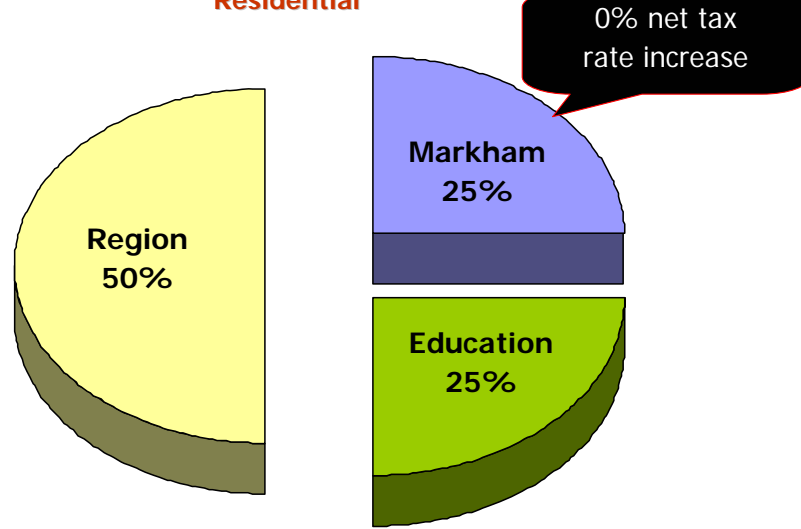
Building Markham's Future Together

Towards a Sustainable Community

Slide 28



Assessment and Property Taxes
Estimated 2010 Property Tax Distribution
Residential

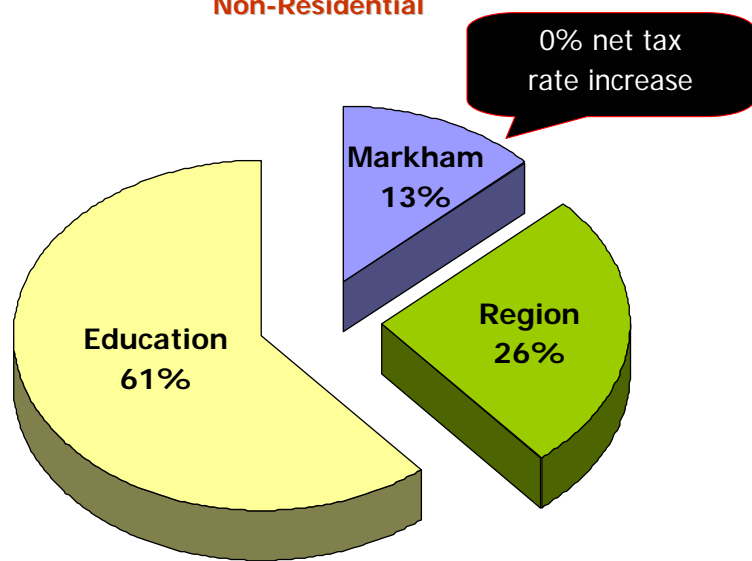


Building Markham's Future Together

Towards a Sustainable Community

Slide 29

Assessment and Property Taxes
Estimated 2010 Property Tax Distribution
Non-Residential



Building Markham's Future Together

Towards a Sustainable Community

Slide 30

2010 Budget Summary Highlights

Fiscal Stewardship

- Financial Prudence
- Ramp-ups
- Service Levels
- Auditor General
- Reserve Studies

Infrastructure Stimulus Fund and Recreational Infrastructure Canada

(\$ in Millions)

- An investment of \$13.20M through the provincial – federal stimulus program has been approved for the Town of Markham. The government of Canada, Ontario and the Town each contributes \$4.40M in funds.
- Projects to be funded from the Infrastructure Stimulus Fund are:
 - Thornhill Community Centre and Library Renovations and Additions \$6.00
 - Facility Accessibility \$3.20
 - Facility Energy Retrofits \$3.00
 - Emergency Operations Centre Retrofit \$1.00

Infrastructure Stimulus Fund and Recreational Infrastructure Canada (\$ in Millions)

- In addition, there is a combined total investment of \$8.43M through the Recreational Infrastructure Canada and Recreation Ontario programs. The government of Canada and Ontario combined contribution is \$5.13M and the Town contributes \$3.30M.
- Projects to be funded from the Recreational Infrastructure Canada Fund are:
 - Outdoor Civic Centre Skating Rink \$3.53
 - Saint Roberts Artificial Turf and Bubble \$3.20
 - Tennis Courts and Bubble at Angus Glen Community Centre \$1.70

Highlights of 2010 Proposed Capital Budget Environment (\$ in Millions)

- Facility Energy Retrofits \$3.00
- Erosion protection & stormwater management \$1.35
- Continuation of the Trees for Tomorrow Initiative (Year 4 of 4), new tree planting in parks and replacement of trees \$0.35
- Waste management initiatives (including new and continuing recycling programs) \$0.34
- Green Print Community Sustainability Plan \$0.30
- Continuation of Transportation Travel Demand Management (also relates to Transportation & Transit) \$0.28
- Enhanced cultural practices \$0.20
- Annual top up of the Markham Environmental Sustainability Fund \$0.10

Highlights of 2010 Proposed Capital Budget Growth (\$ in Millions)

<ul style="list-style-type: none"> ➤ Cornell Fire Station – Construction and FF&E (also relates to Public Safety) ➤ New parks design & construction <ul style="list-style-type: none"> ➤ Box Grove Town Centre Gateway Parkette ➤ Greensborough Woodlot Playground ➤ Cornell Greenway (Upper Cornell) ➤ South Unionville Ray St. Parkette - Design ➤ Victoria Square/Cathedraltown Playground & Waterplay ➤ Tridel/Circa Linear Park East (Phase 1) ➤ Growth management strategies 	<p>\$4.63</p> <p>\$1.31</p> <p>\$0.65</p>
---	--

Building Markham's Future Together

Towards a Sustainable Community

Slide 35



Highlights of 2010 Proposed Capital Budget Transportation & Transit (\$ in Millions)

<ul style="list-style-type: none"> ➤ Illumination & sidewalk programs ➤ Bridges & culverts rehabilitation program ➤ Traffic control signals, traffic operational improvements ➤ Hwy 404 Mid-Block Crossing, North of Hwy 7 ➤ Main Street, Markham – Design of Road Improvements ➤ Streetlight replacements & upgrades ➤ Rodick Road extension – Phase 3 (14th to Esna Park) ➤ Continuation of Transportation Travel Demand Management (also relates to Environment) 	<p>\$3.24</p> <p>\$2.31</p> <p>\$1.12</p> <p>\$1.00</p> <p>\$0.96</p> <p>\$0.62</p> <p>\$0.50</p> <p>\$0.28</p>
--	---

Building Markham's Future Together

Towards a Sustainable Community

Slide 36



Highlights of 2010 Proposed Capital Budget Service Levels (\$ in Millions)

➤ Roads rehabilitation program	\$8.12
➤ Watermain & Sanitary Sewer construction and replacement program	\$7.02
➤ Facility improvement program at Community Centres, Libraries, Fire Stations and Civic Centre	\$3.96
➤ Civic Centre Outdoor Skating Rink	\$3.53
➤ Saint Roberts Catholic School Artificial Turf and Bubble	\$3.20
➤ Storm sewer upgrades	\$2.00
➤ Angus Glen Community Centre Tennis Courts Facility	\$1.70
➤ Markham Main Street Permanent Washrooms and Storage Facility	\$0.30
➤ Pool sanitization upgrade (Milliken Mills Pool)	\$0.13

Building Markham's Future Together

Towards a Sustainable Community

Slide 37



Highlights of 2010 Proposed Capital Budget Integrated Leisure Master Plan/Public Safety (\$ in Millions)

➤ Thornhill Community Centre & Library Renovations & Addition	\$6.00
➤ Cornell Fire Station – Construction and FF&E (also relates to Growth)	\$4.63
➤ Emergency Operations Centre	\$1.00
➤ Fire Services Master Plan	\$0.10
Diversity (\$ in Millions)	
➤ Facility Accessibility Program	\$3.26
➤ Language Line Service	
➤ Career Edge Program	

Building Markham's Future Together

Towards a Sustainable Community

Slide 38



Questions and Comments

**THANK YOU FOR ATTENDING THE TOWN OF
MARKHAM'S PUBLIC INFORMATION MEETING**

SUBJECT: Town of Markham 2010 Budget
PREPARED BY: Joel Lustig, Director of Financial and Client Services
Veronica Siu, Acting Manager of Financial Planning

RECOMMENDATION:

- 1) That the report dated November 9, 2010 entitled, "Town of Markham 2010 Budget" be received;
- 2) And that Council approve the 2010 Operating Budget for Town services which totals \$153,807,527, (excluding prior year surplus/deficit) the principle components of which are detailed on Appendix 1;
- 3) And that gross operating expenditures of \$153,807,527, (excluding prior year surplus/deficit) be funded from the following sources:

	<u>2010 Budget</u>
<u>Revenue</u>	
Taxation Levies	109,308,547
Grants-in-lieu of Taxes	1,209,007
Grant & Subsidy Revenues	1,077,534
General Revenues (Investment Income, Fines, Permits)	20,882,355
User Fees & Service Charges (User Fees, Rentals, Sales)	17,540,717
Other Income / Recoveries	3,789,367
Total Revenues	<u>153,807,527</u>

- And that Council approve the 2010 Capital Budget that totals \$77,919,500, the funding details of which are listed in Appendix 2;
- And that Council approve the 2010 Waterworks Operating Budget that totals \$67,297,242, (excluding prior year surplus/deficit) the principle components of which are detailed on Appendix 4;
- And that Council approve the 2010 Planning & Design Budget that totals \$4,883,518, (excluding prior year surplus/deficit) the principle components of which are detailed on Appendix 5;
- And that Council approve the 2010 Engineering Budget that totals \$5,157,982, (excluding prior year surplus/deficit) the principle components of which are detailed on Appendix 6;
- And that Council approve the 2010 Building Standards Budget that totals \$7,155,944, (excluding prior year surplus/deficit) the principle components of which are detailed on Appendix 7;



- And further to the finalization of assessment growth numbers on the return of the 2010 assessment rolls in December 2009, the Treasurer be authorized to adjust the 2010 tax rate and resulting levy to reflect a zero percent tax rate increase.
- And any resulting surplus be transferred to the Corporate Rate Stabilization Reserve;
- And that upon finalization of the 2009 audited financial statements, the 2010 Operating, Waterworks, Planning & Design, Engineering and Building Standards budgets be adjusted to reflect the 2009 operating results;
- And that a copy of the budgets be made available to the public through the Clerk's Department and each of the Markham Public Libraries;
- And further that Staff be authorized and directed to do all things necessary to give effect to this resolution.

PURPOSE:

To obtain Council approval of the Town of Markham's 2010 Budget.

BACKGROUND:

A total of three Budget Sub-Committee meetings were held in 2009 to discuss, review and finalize the 2010 Operating, Capital, Waterworks, Planning & Design, Engineering and Building Standards budgets. All Budget meetings were open to the general public, Members of Council, Commissioners, and staff. Topics discussed at the Budget Sub-Committee meetings include:

- a review of the Operating and Capital budgets for 2010;
- an analysis of the significant factors affecting both the 2009 actual performance and the 2010 Operating budget;
- fiscal scan including economic trends and budgetary pressures;
- the Town's asset lifecycle replacement methodology and reserve fund impacts;
- a review of the funding allocations from the Infrastructure Stimulus Fund and Recreational Infrastructure Canada Fund;
- a review of the Building Standards, Planning & Design and Engineering Operating Budgets;
- a review of the projected 2010 Building Standards, Planning & Design and Engineering reserve balances;
- Water & Wastewater Reserve Study.

On November 4, 2009, a 2010 Budget Public Information Meeting was held in the Council Chambers. Questions raised by the public are addressed in a separate presentation to General Committee at this November 9, 2009 General Committee meeting.

DISCUSSION:

Operating

The following exhibit reconciles the 2009 Approved Operating Budget to the 2010 Operating Budget from \$151,268,685 to \$153,807,527 (figures exclude Planning & Design, Engineering, Building Services and Waterworks):

REVENUES

Approved 2009 Budget Revenues	151,268,685
2010 Assessment Growth - Tax Revenue	2,105,491
2010 Increase in Investment Income	1,000,000
2010 Adjustments in Other Revenues	-566,649
Total 2010 Budget Revenues (excluding prior year surplus/deficit)	<u>153,807,527</u>

EXPENDITURES

Approved 2009 Budget Expenditures	151,268,685
2010 Increase in Expenditures	4,276,977
2010 Additional Transfer to the Capital Programs	500,000
HST Provision for Operating and Capital Budgets	355,000
Reduction in Tax-Funded Capital	-2,593,135
Total 2010 Budget Expenditures (excluding prior year surplus/deficit)	<u>153,807,527</u>

The 2009 Operating surplus/deficit is excluded from the above figures until the Town's audited financial statements are finalized and approved by Council. Upon finalization of the 2009 audited financial statements, the 2010 Operating, Planning & Design, Engineering, Building Standards and Waterworks budgets will be adjusted to reflect the surplus/deficit, if any, in revenues and offsetting expenditures.

The Town of Markham continues to face inflationary pressures in many aspects of its operations. General inflation, waste collection and winter maintenance contracts, other contract renewals, and wage settlements have resulted in increased operating expenditures. Further, the Budget Sub-Committee has approved the continuation of the Town's practice of phasing-in future personnel costs related to facility openings and funds have been allocated towards the Cornell Fire Station, the next Library/Recreation facility and future sports facility. In addition to inflationary pressures, Markham continues to add to its inventory of parks, streetlights, and roads each year, thereby requiring additional resources for the maintenance and replacement of these assets. To mitigate the increased expenditures, Staff reviewed and identified the following expenditure reductions:

- \$0.5M by reduction in the utility budget through lower consumption resulting from Town-initiated energy efficient programs
- \$0.2M reduction in the Town's fuel budget due to lower consumption resulting from Town-initiated energy efficient programs



Further, \$2.6M reduction in tax-funded capital budget was achieved through the following measures:

- \$1.0M was saved through the development of a pavement preservation strategy. This strategic initiative preserves the roads by proactively treating the surface early in its life to prolong its state of good repair. In fact, this method strengthens the roads during the rehabilitation for longer life and it employs green technologies to reduce emissions, save energy and recycle aggregates and asphalt
- \$0.8M by deferring and/or sustainable reductions in the capital program
- \$0.5M use of alternative funding source (gas tax)
- \$0.3M by extending the life cycle of Town owned fleet

The total impact of the above pressures and reductions on expenditures is \$2.5M.

Also, the revenues were reviewed and increased by \$3.1M in the areas of assessment growth and investment income.

Capital

The proposed Capital Budget of \$77.9M includes funding from various sources, as outlined in Appendix 2. A complete listing of the proposed 2010 Capital budget projects is included in Appendix 3. The 2010 Capital budget includes \$4.2M from the Federal Gas Tax grant, which will fund capital projects in the following areas:

- Facility Energy Retrofits
- Curb & Sidewalk Repairs
- Green Print Community Sustainability Plan
- Culvert Replacement
- Civic Centre Conversion to MDE Connection, and
- Storm Sewers Upgrades

In addition, the Town received funding from the Infrastructure Stimulus Fund in the amount of \$8.8M and the Recreation Infrastructure Fund in the amount of \$5.1M

The Infrastructure Stimulus Fund is being used to fund the following projects;

- Facility Accessibility Retrofits (\$2.1M)
- Facility Energy Retrofits (\$2.0M)
- Emergency Operations Centre Retrofit (\$0.7M)
- Thornhill Community Centre & Library Renovations/Additions (\$4.0M)

The Recreation Stimulus Fund is being used to fund the following projects;

- Saint Roberts Artificial Turf and Bubble (\$2.0M)

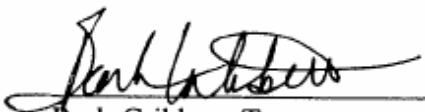
- Tennis Court Facility at Angus Glen Community Centre & Library (\$1.1M)
- Outdoor Civic Centre Skating Rink (\$2.0M)

Other significant Capital projects include the continuation of the tree planting initiative, construction of the Cornell Fire Station, erosion protection and stormwater management projects , waste management initiatives (including new and continuing recycling programs), continuation of Travel Demand Management, design & construction of 6 new parks, town-wide illumination & sidewalk requests, rehabilitation of bridges & culverts, road rehabilitation across the Town, watermain and sanitary sewer construction & replacement, facility improvements at town-owned buildings, permanent washrooms on Markham Main Street, a pool sanitization upgrade at Milliken Mills pool, and the continuation of the facility accessibility program.

The proposed 2010 Budget reflects the Town's commitment to maintain service levels to the community and balances social needs with fiscal prudence. This is a reflection of the Town's commitment towards fiscal stewardship. Further, consistent with existing Town policies, one-time funding is not used to balance the operating budget and the Town's commitment to increase contribution to the capital program by \$0.5M is maintained. The Town has also continued to ramp-up the operating budget for future expenditures related to new community centres, libraries and fire Stations. In addition, the Town will be contributing of \$0.3M to each of the Land Acquisition and Environmental Land Acquisition Reserve Funds.

The current 2010 budget reflects an assessment growth assumption that may be conservative. Upon receipt of the final assessment growth figure in December of this year, the 2010 tax rate will be adjusted to reflect a zero percent tax rate increase and any surplus funds will be transferred to the Corporate Rate Stabilization Reserve.

**RECOMMENDED
BY:**


Barb Cribbett, Treasurer


Andy Taylor, Commissioner



ATTACHMENTS:

- Appendix 1 – 2010 Operating Budget
- Appendix 2 – 2010 Capital Summary by Commission & Sources of Funding
- Appendix 3 – 2010 Capital and Other Programs Budget
- Appendix 4 – 2010 Waterworks Operating Budget
- Appendix 5 – 2010 Planning & Design Operating Budget
- Appendix 6 – 2010 Engineering Operating Budget
- Appendix 7 – 2010 Building Standards Operating Budget
- Appendix 8 – November 4, 2009 Public Meeting Presentation

2010 BUDGET MEDIA RELEASE

Markham Set for Second Year of Zero Tax Rate in 2010

Council approves 2010 budget with no tax rate increase

MARKHAM, ON — November 12, 2009 — Markham Council has approved its 2010 Budget with no tax rate increase for a second consecutive year.

Markham was the only GTA municipality to achieve a zero tax rate in 2009, attributing its success in savings to an extensive program to find efficiencies in its operations and future business practices. Council and staff continued the Excellence through Efficiency and Effectiveness program (E3) in 2009 with a continued focus on how municipal business operations and services could be improved and more cost effective.

"Once again, Council and staff have stepped up to the challenge on behalf of taxpayers," said Markham Mayor Frank Scarpitti. "Throughout 2009, we continued to look for ways to improve our services and reduce costs. And, this year again we have seen positive results including additional savings from the investments we made in key areas. I'm extremely proud of our accomplishment and our ability to hold the line once again on taxes during a fragile economy, and without any reduction in services."

Markham's 2010 budget includes a \$153.8 million Operating Budget, \$77.9 million Capital Budget, \$67.3 million Waterworks Budget, a \$7.2 million Building Services Budget, \$4.9 million for Planning and Design and \$5.1 Engineering Budget for a total of \$316.2 million. Overall, Markham receives about 25 cents of every dollar of residential property taxes collected, with the remainder divided between education (25 cents) and the Region of York (50 cents).

Budget Chief and Ward 6 Councillor Dan Horchik said, "Markham was able to hold the line on taxes again this year through revenue enhancements and a number of important expenditure reductions. Energy efficiency programs and reduced fuel costs alone provided \$0.65M in savings. We also saved \$1 million through an innovative pavement preservation strategy that preserves the life of our roads, employs green technologies and recycles aggregates and asphalt; and an additional \$300,000 by extending the lifecycle of our fleet vehicles. These expenditure reductions, along with revenue enhancements, such as increased investment income, provided a budget with no tax rate increase in 2010."

Mayor Scarpitti remarked, "We began E3 over two years ago when we detected a worsening economy. This way of doing business is now an integral part of our annual business planning process. The fact we are able to achieve these cost reductions and efficiencies without using our reserves, or reducing staff levels critical to service delivery, is a great testament to the power of innovation and our strong focus on continuous improvement."



Some of the projects and priorities funded in the 2010 budget include:

Infrastructure Stimulus Fund and Recreational Infrastructure Canada

- There was \$13.2 million committed through the federal-provincial stimulus program. The Government of Canada, the Province of Ontario and Markham each contribute \$4.4 million to fund the Thornhill Community Centre and Library renovations and addition; Facility accessibility and energy retrofits; and an Emergency Operations Centre retrofit.
- Under the Recreational Infrastructure Canada and Recreation Ontario programs, the Governments of Canada and Ontario contributed \$5.13 million and Markham \$3.3 million to fund an Outdoor Civic Centre artificial ice rink; the St. Roberts Catholic High School artificial turf and bubble and the Angus Glen Community Centre tennis courts and facility.

Environment

- Continuing the Green Print Community Sustainability Plan
- Continuing to fund Trees for Tomorrow – year four of four – with new tree planting in parks and replacement of trees – with 75,000 trees planted by 2010
- New waste management recycling programs
- Erosion protection and ongoing maintenance of stormwater management ponds

Diversity

- Increased funding and support for facility accessibility retrofits
- Continuing to be involved in the Career Bridge/Ability Edge program – an internship program that provides employment opportunities for foreign trained immigrants in their field of expertise
- Continuing to provide Language Line interpretive services in more than 170 languages

Transportation and Transit

- Work on the Rodick Road extension from 14th Avenue to Esna Park
- Main Street, Markham – design of road improvements
- Work on traffic control signals and intersection improvements
- Continued streetlight replacements and upgrades; illumination and sidewalk programs
- Work on Highway 404 mid-block crossing, north of Highway 7
- Continuation of the travel demand management program – a car pooling program to promote the reduction of single-person vehicle use

Managed Growth

- Construction of the Cornell Fire Station
- New parks, design and construction for: Box Grove Town Centre Gateway Parkette; Greensborough Woodlot Playground; Cornell Greenway; design of South Unionville Ray St. Parkette; Playground and waterplay area for Victoria Square/Cathedraltown; first phase of Tridel/Circa Linear Park east
- Development of guidelines and policies to support a made-in-Markham strategy for community growth

Parks, Recreation, Culture & Library Master Plan/Public Safety

- Funding for renovations and addition at the Thornhill Community Centre and Library
- Update of the Fire Services master plan
- Ongoing work on the integrated parks, recreation, culture and library master plan to provide strategic direction for these services being delivered to residents
- Development of an Emergency Operations Centre

Service Levels

- Ongoing roads rehabilitation program
- Watermain and sanitary sewer construction and replacement program
- Facility improvement program at community centres, libraries, fire stations and the Civic Centre
- Development of Markham Main Street permanent washrooms and storage facility
- Upgrade at Milliken Mills Community Centre pool

MEDIA CONTACTS:

Dennis Flaherty, Markham
905-415-7520
dflaherty@markham.ca

Markham town hall holds line on taxes

BY L.H. TIFFANY HSIEH

Published on Nov 20, 2009

It was unanimous. Markham council passed its 2010 budget with a zero-tax increase for the second year in a row this week.

There will be no increase on its portion (25 per cent) of property taxes to residents. There are no service cuts.

"This is as good a budget as I've seen as a budget chief," Councillor Dan Horchik said.

Markham's 2010 budget of \$315.2 million includes \$153.8 million in operating budget, \$77.9 million in capital, \$67.3 million in waterworks, \$7.2 million in building services, \$4.9 million for planning and design and \$5.1 in engineering.

Projects funded in this budget include a roads rehabilitation program (\$8.12 million), water main and sanitary sewer construction and replacement program (\$7.02 million), the Thornhill Community Centre and Library renovations and addition (\$6 million), the construction of the Cornell Fire Station (\$4.63 million), an outdoor Civic Centre artificial ice rink (\$3.53 million), facility energy retrofits (\$3 million), erosion protection and ongoing maintenance of stormwater management ponds (\$1.35 million) and design of road improvements for Main Street Markham (\$960,000).

In 2009, Markham was the only municipality in the Greater Toronto Area with a no-increase budget, thanks to its Excellence Through Efficiency and Effectiveness (E3) program that looks at how municipal business operations and services could be more cost-effective, the town said.

Likewise this year, contributing factors include a \$2.54-million boost in revenue and expenditure reductions such as pavement preservation strategy (\$1 million), energy efficiency programs and reduced fuel costs (\$650,000) and extending the life cycle of the town's fleet vehicles (\$300,000).

In a press conference Thursday, Mayor Frank Scarpitti says the second-consecutive no-increase budget shows that Markham council is on the right track to being fiscally responsible.

"It's always a challenge to introduce a low-tax budget, let alone a zero-increase budget," he said. "Yes, it does impact next year's budget, but I don't see anything lurking in the background unless there's a new legislation from the provincial government. It's hard to predict. I wasn't prepared in 2009 to deal with a no-increase budget in 2010."

Mr. Horchik, the budget chief, has a slightly firmer view on what a second-consecutive no-increase budget could mean for Markham in the years to come. He says he doesn't see any "adverse implication" for next year's budget.

"No, there's no reason that should happen whatsoever, unless a major unforeseen event occurs," he said.

While residents won't see any immediate impact from the budget, Mr. Horchik said it's important to know that things such as the new Harmonized Sales Tax are covered in this budget.

"It's hundreds of thousands of dollars (\$800,000) - it's not peanuts," he said. "And we've accommodated that in this budget."

Mr. Horchik also pointed out that the town owns 34 per cent of electrical distributor PowerStream and 100 per cent of Markham District Energy Inc.

"Our reserve fund is sufficient for the next 25 years," he said.

Markham wins budget awards

Published on Feb 2, 2010

Markham has received two major awards for its financial publications.

For the ninth year, it earned the Distinguished Budget Presentation Award for an exemplary budget documentation in the public sector and, with it, the prestigious Special Performance Measures Recognition Award for the second consecutive year.

And, for the eighth year, Markham scored the Canadian Award for Financial Reporting.

"These awards provide recognition for excellence in governmental accounting and financial reporting and represent a significant accomplishment by our Markham municipal government and its management," said Councillor Dan Horchik, Markham's budget chief said in a media release.

The Canadian Taxpayers Federation also applauded Markham for its efforts to make hard choices that result in quality service while protecting the taxpayer.

"Markham is a beacon which may guide all Ontario mayors on how to protect ratepayers from burdensome tax levels," said Kevin Gaudet, the federation's federal director.

Mayor Frank Scarpitti said the awards signify a great achievement by Markham and recognize the pursuit of excellence in the town's budgeting and financial reporting initiatives.

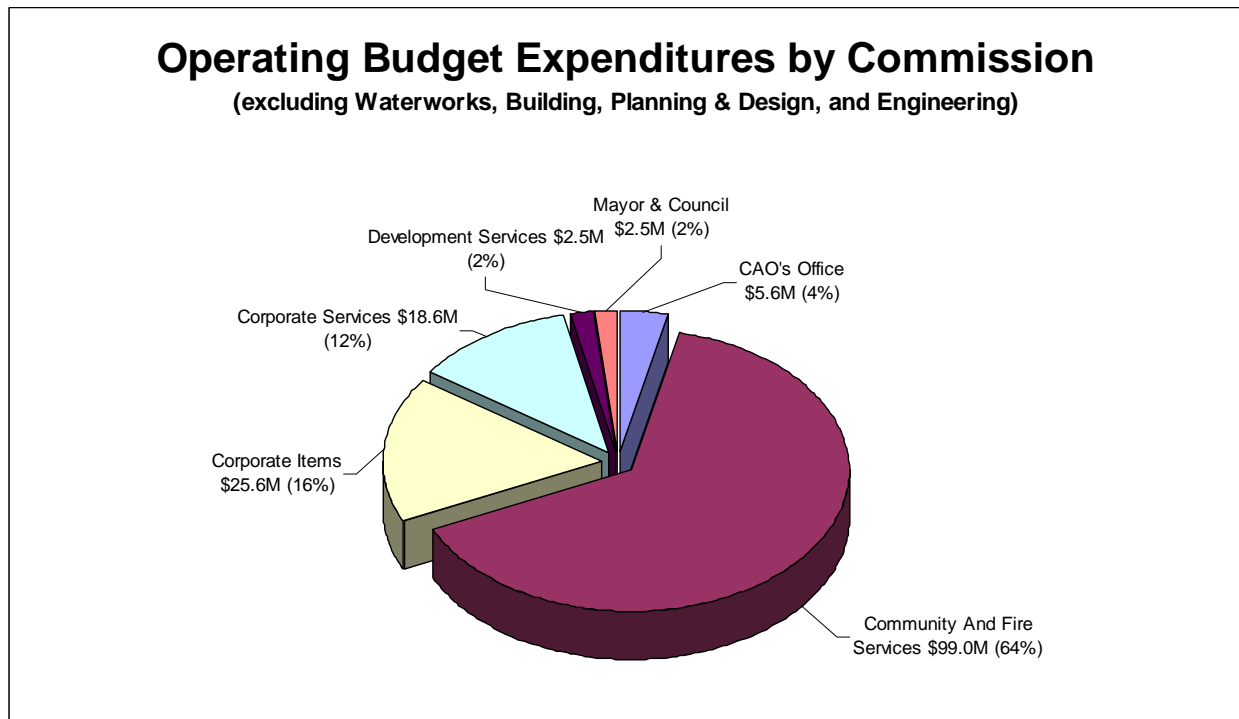
"I asked council and staff to rethink how Markham does business. We engaged employees in all lines of business in a program called E3 - Excellence through Efficiency and Effectiveness," the mayor said.

"Our efforts brought returns with these awards and a zero-tax increase, without reducing services."

2010 OPERATING BUDGET SUMMARY

Expenditures

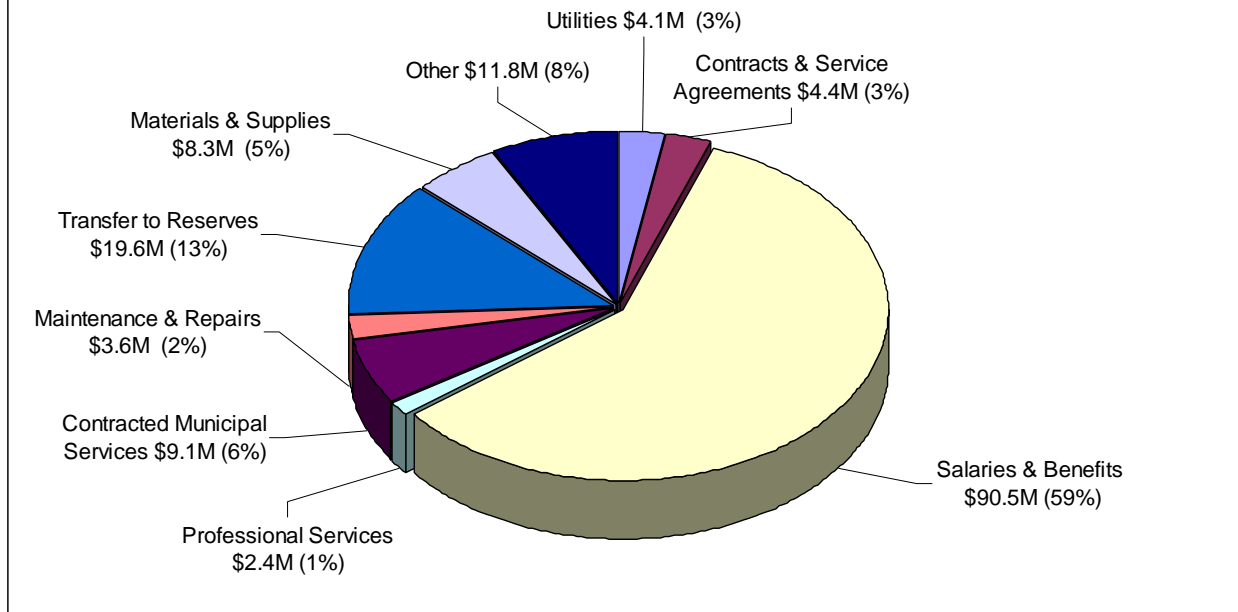
The 2010 Operating Budget for Town services totals \$153,807,527 excluding prior year deficit, Waterworks, Building Standards, Planning & Design, and Engineering. This marks an increase of \$2.5 million over the 2009 Operating Budget. Chart below shows the composition of the Operating Budget expenditures by Commission.



The Community & Fire Services Commission accounts for 64% of the total Budget expenditures. This Commission includes Fire, Recreation Services, Parks Maintenance, Asset Management, Waste Management, Roads, Utilities & Contracts, Library, Theatre and Museum. Corporate Items (comprised largely of Transfer to Reserves for the tax funded portion of the 2010 Capital Budget program) represents 16% of the Budget.

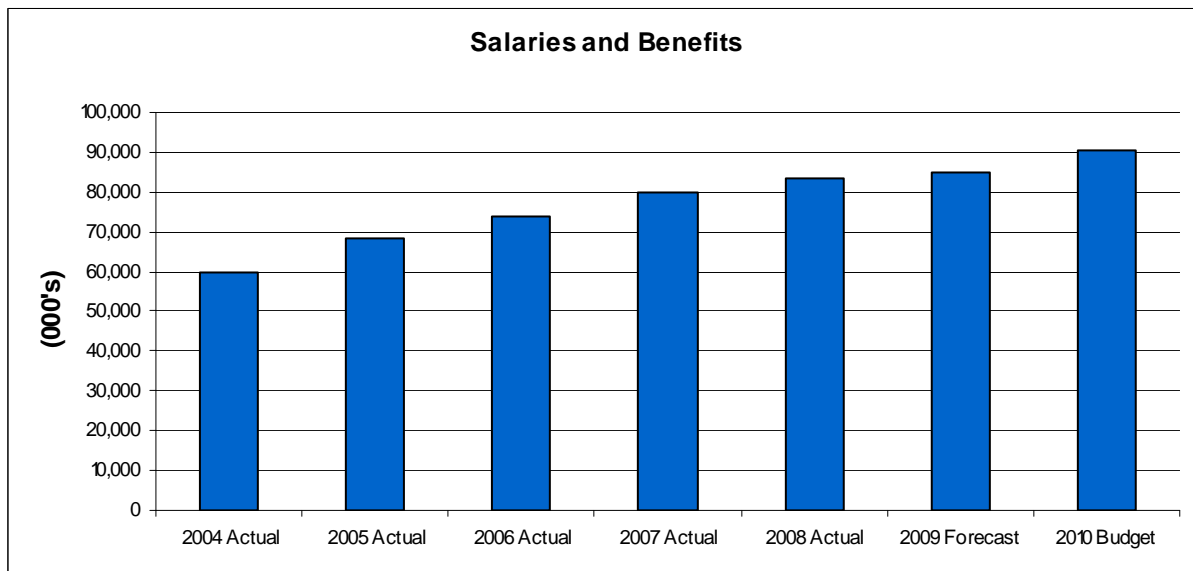
The 2010 Operating Budget expenditures can be alternatively broken down by account. The chart below indicates that 59% of budgeted expenditures are related to the salaries and benefits of Town employees. The next highest individual component is the Transfer to Reserves, which represents 13% of the total Budget. The 'Other' category, which accounts for 8% of the Operating Budget, includes items such as communications, training, insurance, rentals/leases, promotion & advertising.

Operating Budget Expenditures by Account



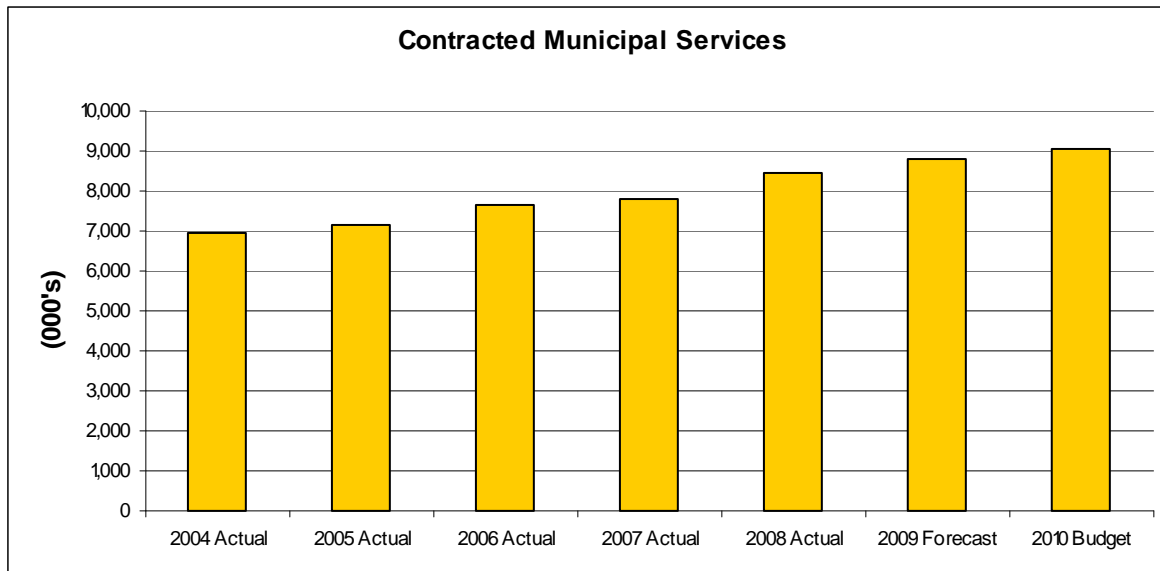
Salaries and Benefits

The salary expenditures increase year over year due to the cost of living adjustment, grid movement and negotiated union agreements.



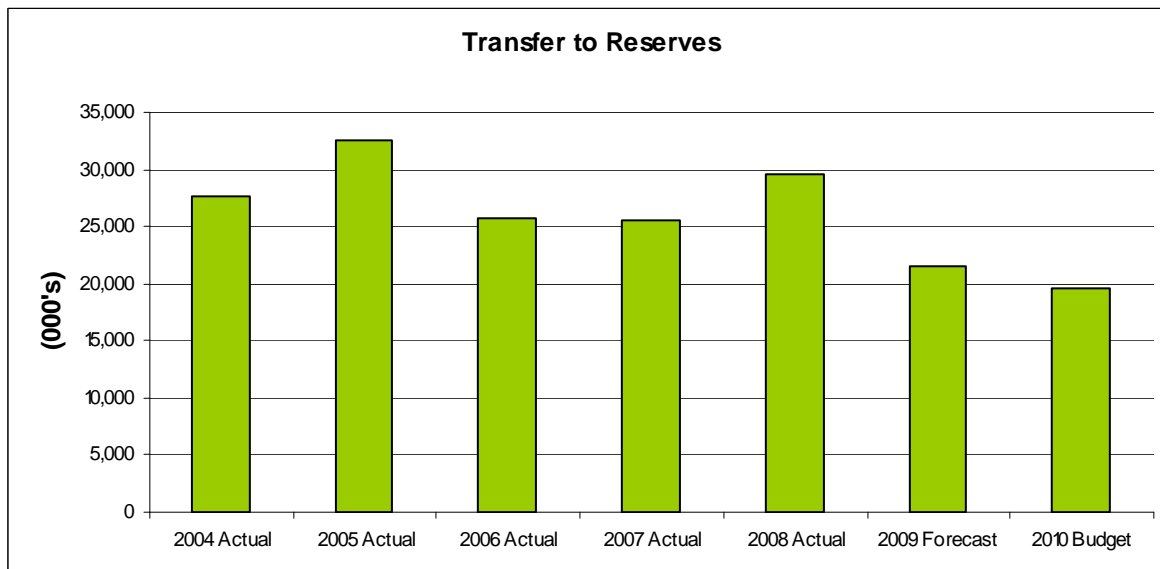
Contracted Municipal Services

The contracted municipal services show a continuous increasing trend year over year. This increase is mainly resulting from both growth and inflation of the Town's contract for third party waste collection.



Transfer to Reserves

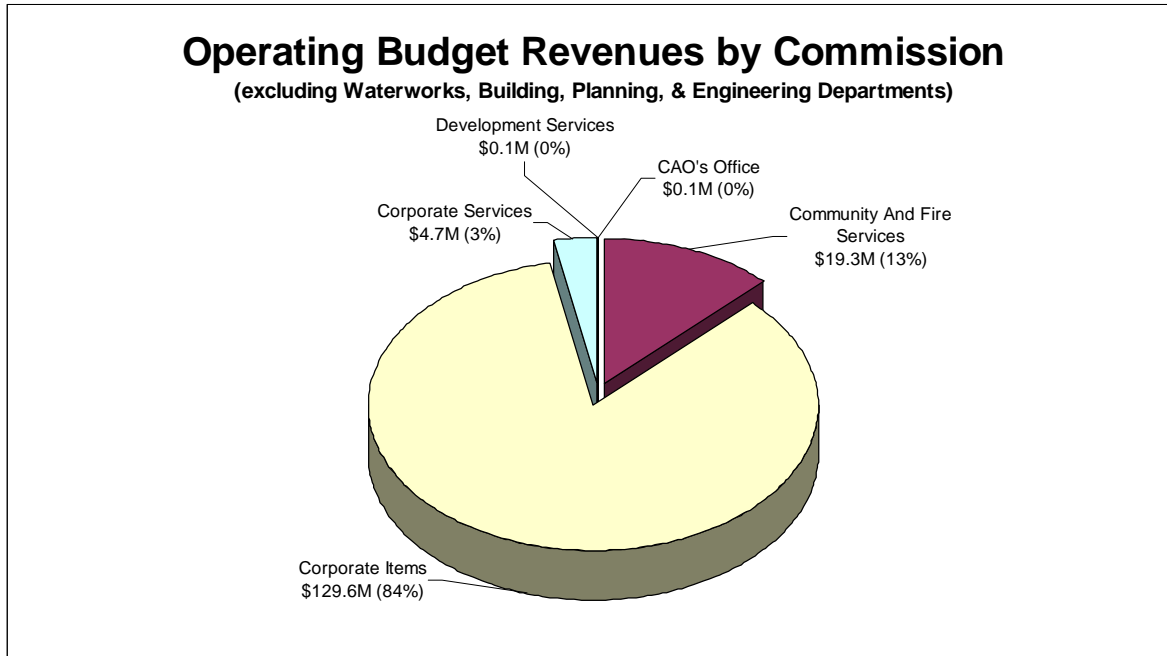
The transfer to reserves is decreased from previous years due to a lower transfer to capital projects.



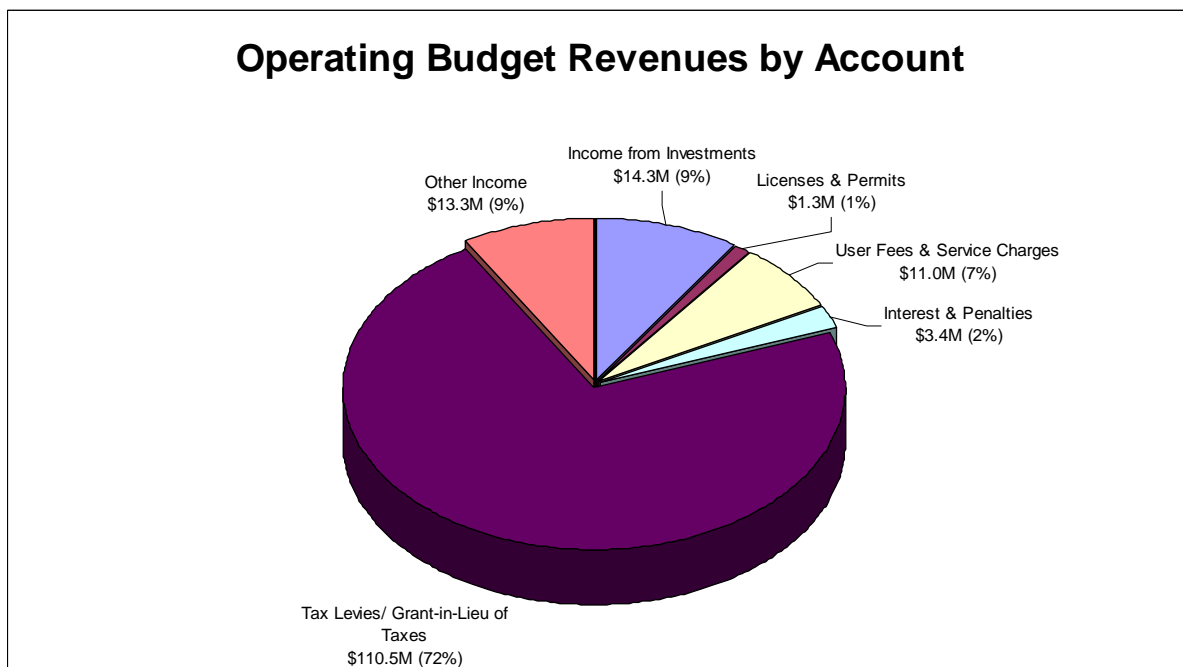


Revenues

The \$153,807,527 Operating Budget is funded mainly through revenues associated with the following Commissions: Corporate Items (84%) and Community and Fire Services (13%). Corporate Items consist largely of Taxation Revenues, Investment Income, and Interest & Penalties.



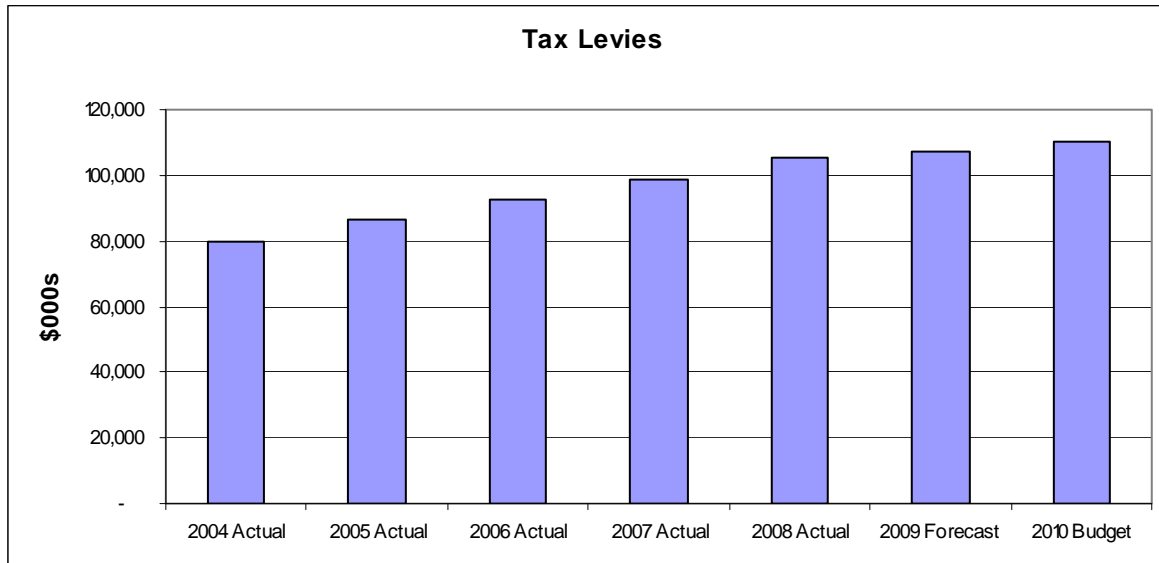
And 72% of the Operating Budget is funded through Taxation Revenues as shown in the graph below.



Major Revenue Sources

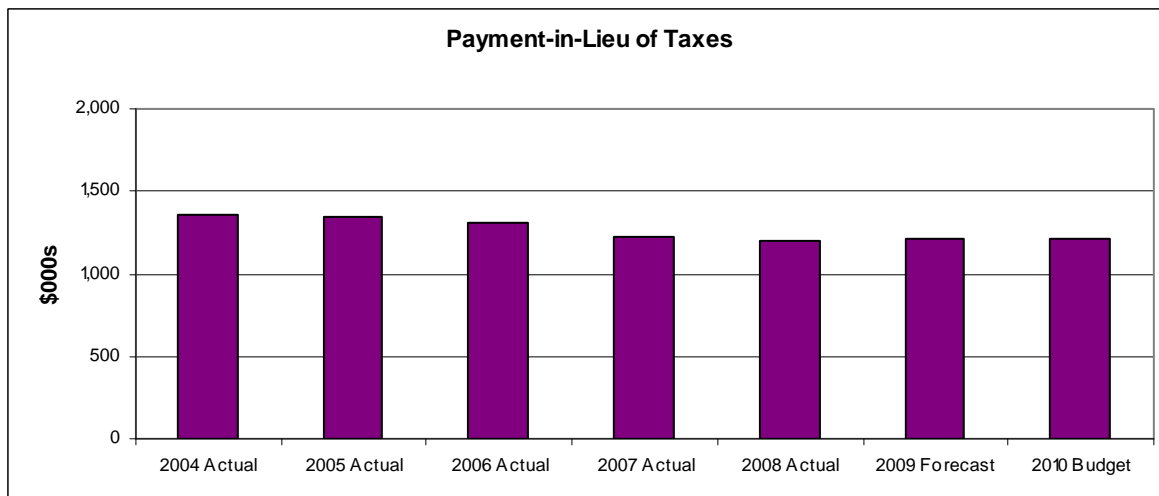
Tax Levies

Tax levies is paid by the Town's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class. Budgeted 2010 Tax Levies is at \$110.5 million, an increase of \$3.3 million or 3.1% from 2009. Council authorized a zero percent tax increase for 2010 for the second year in a row. Assessment growth is expected to be 2% in 2010.



Payment-in-Lieu of Taxes

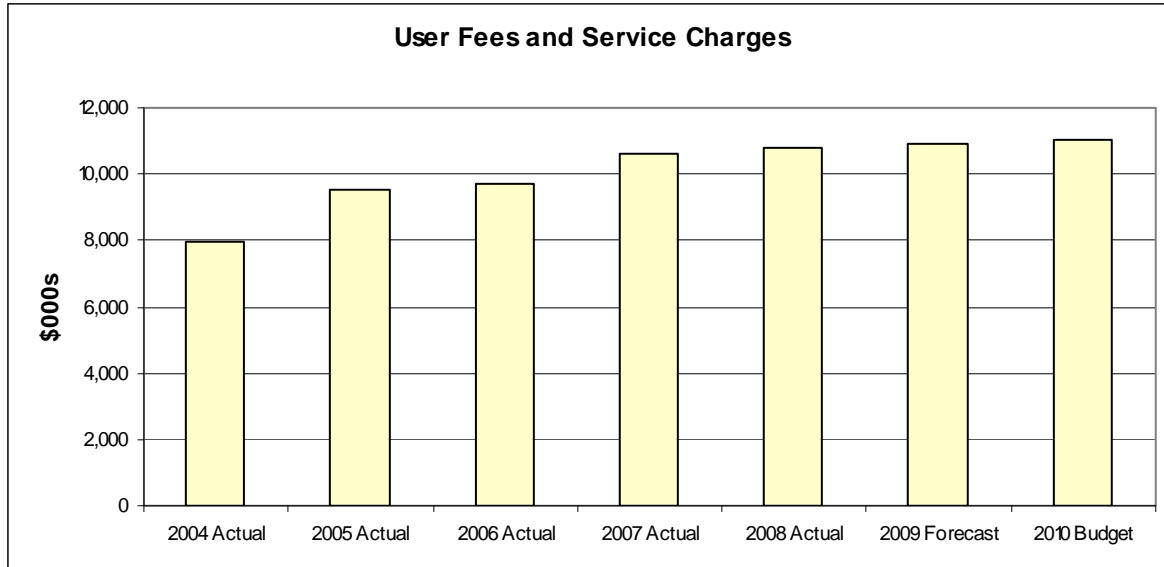
Grants in lieu of taxes (also known as payments-in-lieu of taxes) are payments received in lieu of taxation on properties owned by government and government agencies. The 2010 Budget of \$1.2 million is at the 2009 level.





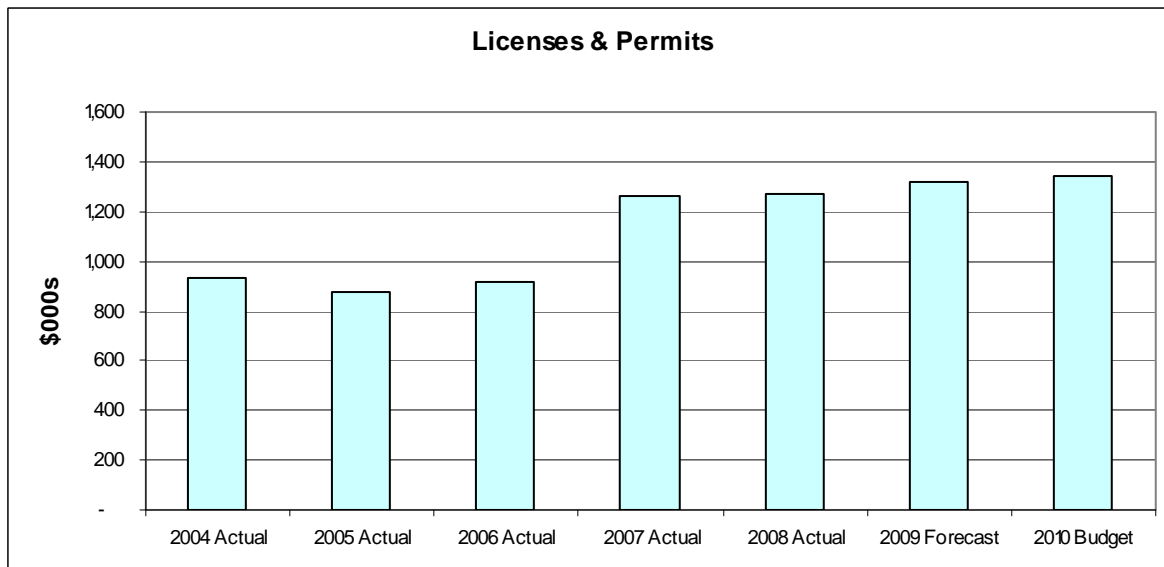
User Fees & Service Charges

User Fees and Service Charges are paid by individuals or organizations to the Town for the use of Town facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees). The budget of \$11.4 million represents an increase of \$152,000 over 2009 levels.



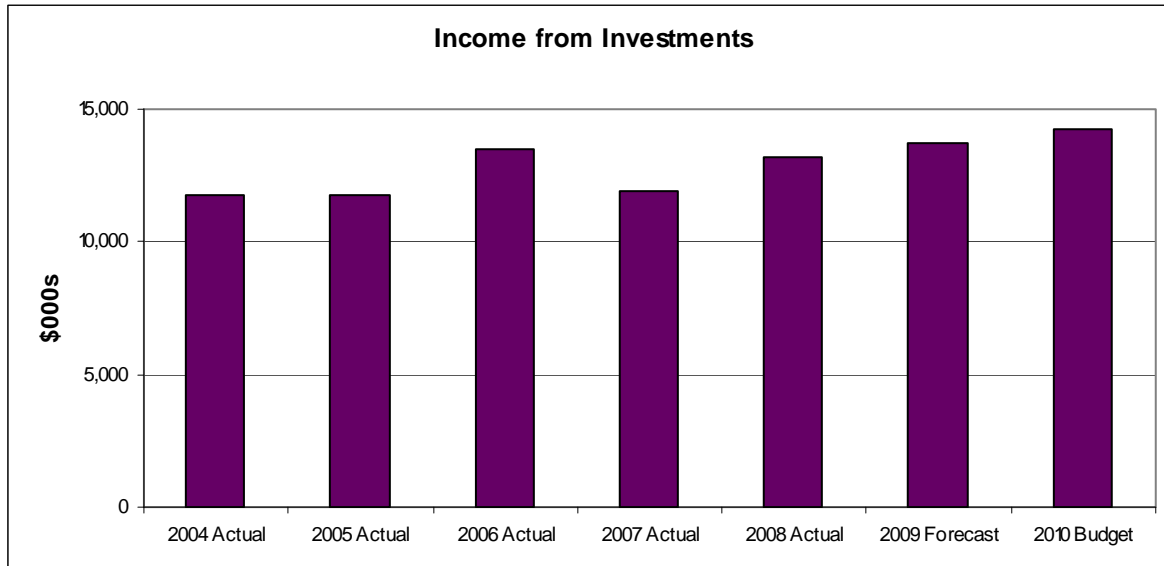
Licenses & Permits

The remaining Licenses and Permits revenue is generated by Legislative Services from the sale of business, marriage and other licenses. The 2010 Budget of \$1.3 million is relatively flat compared to the 2009 Forecast.



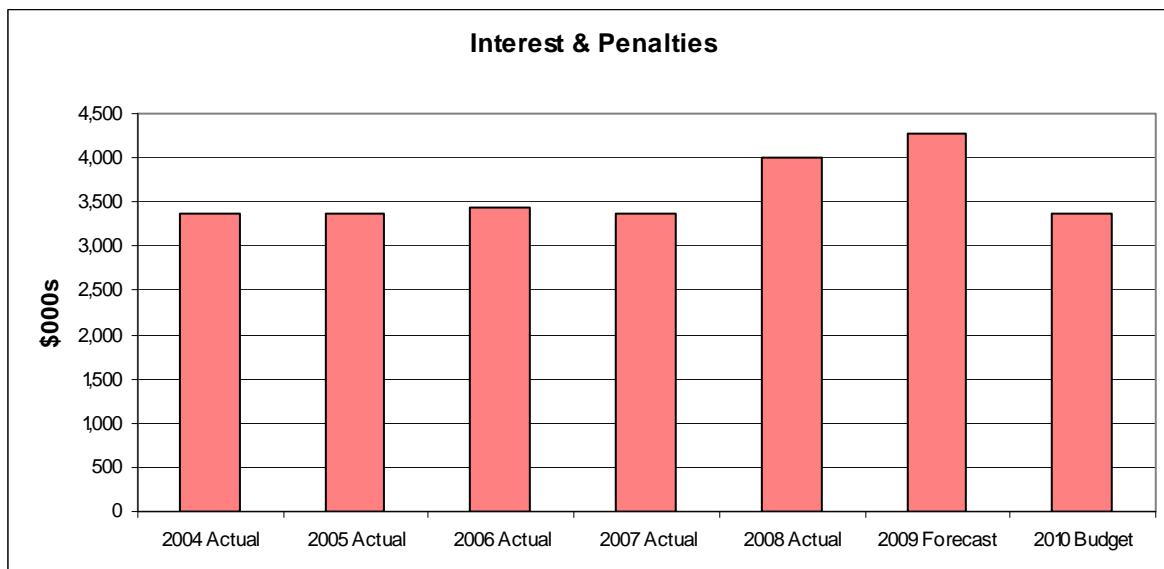
Income from Investments

The Town earns income on investments for all major Town funds and reserves. Income from Investments is at \$14.3 million, which increased by \$1.0 million from 2009.



Interest & Penalties

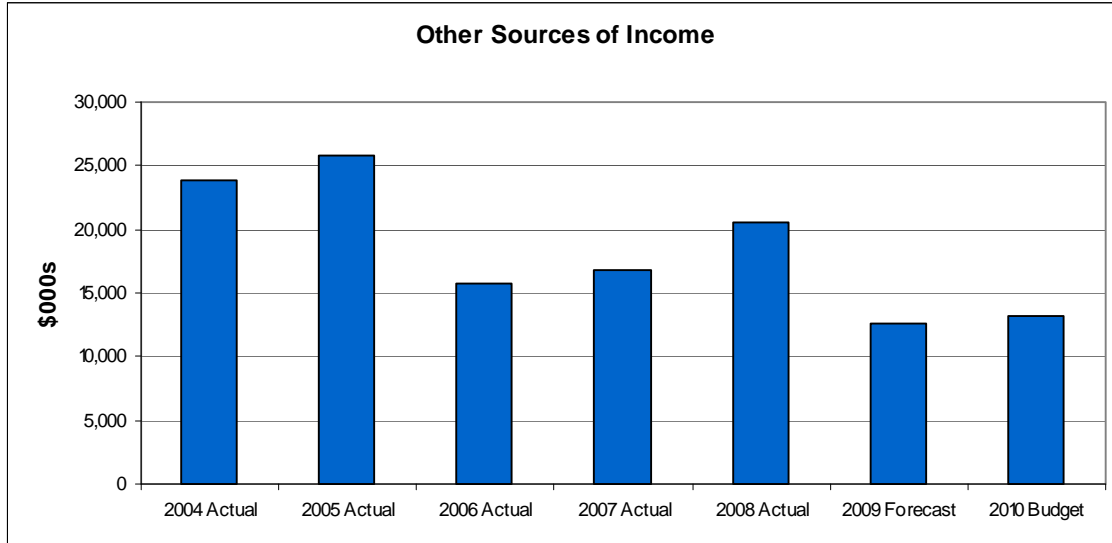
Interest and penalties for late payment of property tax bills remains at the 2009 budget level of \$3.4 million.





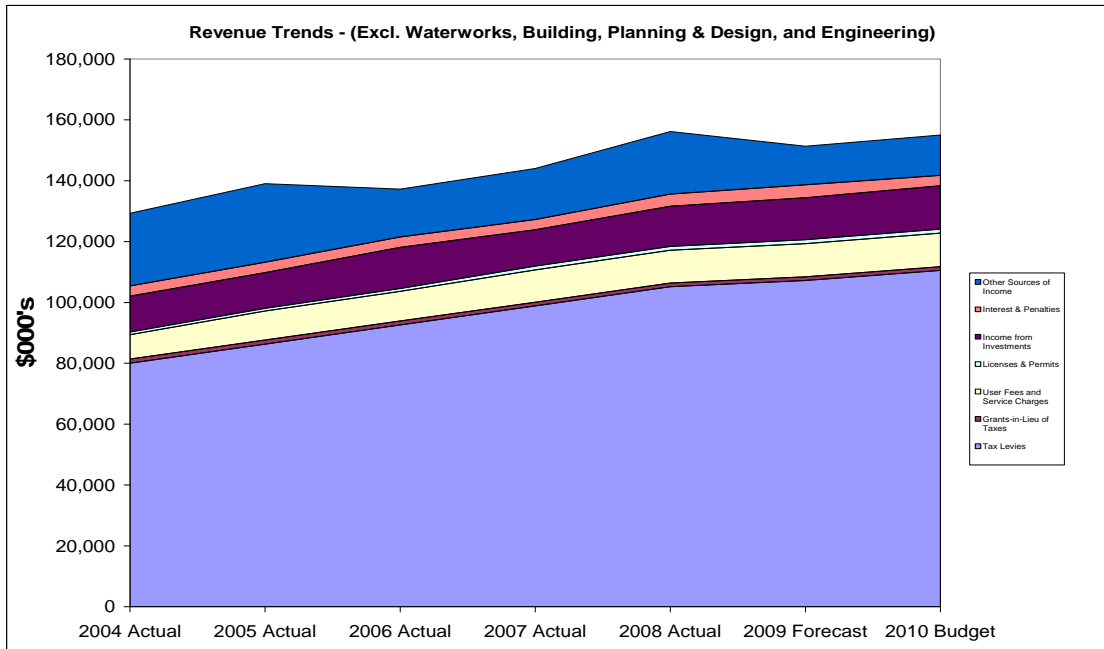
Other Income

Other Income budget of \$13.2 million has increased by \$0.6 million over the 2009 forecast. This increase is due to numerous smaller items and various recoveries.



Revenue Summary

On a consolidated basis, Town revenues are expected to grow steadily in 2010. The main reasons for the increase are related to assessment growth, Core Services revenue strategies, and other operational revenues. Revenue estimations are based on historical trending, market conditions, and consultation between departments. Revenues from Waterworks, Building, Planning & Design, and Engineering are reported separately in each department's revenues.



Highlights of the 2010 Operating Budget include:

New Assessment Growth of 2%

- \$2.1 million in additional tax revenues.

Maintain Existing Service levels

- Fire, Parks, Recreation, Roads and Waste Collection 2010 service levels are maintained and improved to accommodate growth.

Fiscal Stewardship Leadership

- Continued commitment to increase the Town's investment in Capital Projects by \$500,000 each year.
- The Town has provided for its future commitments and has no amounts to be recovered for current obligations from future tax revenues.
- The Town has implemented both the Lifecycle Reserve Study and the Water & Wastewater Reserve Study
- Continued policy of not using one-time revenues to balance the operating budget.

Continuation of Council Grants

- Grants budget of \$329,950 in 2010.

Other

- Development of the Markham Green Print: a Community Sustainability Plan which will play a role in public education and awareness as well as developing and promoting the local food agenda and the mitigation and adaptation measures associated with a climate change action plan.
- Continuation of the Language Line Service which is an on-demand language service that provides residents immediate access to interpretation in over 175 languages
- Enhancement of Bike Routes and Pedestrian Pathways
- Continuation of the Enhanced Cultural Practice Initiative which includes installation of irrigation systems on sportsfields and purchase of the required equipment
- Accessibility Improvement Plan for Town Facilities to perform accessibility audits and retrofit upgrade programs
- Support of the CareerBridge and Ability Edge Program
 - The Career Bridge program provides a crucial bridge between the international and Canadian workplace. Career Bridge eliminates significant employment barriers often faced by qualified, experienced professionals who are eager and ready to resume their careers in Canada
 - Ability Edge is an internship program for graduates with self-declared disabilities to assist them in gaining career-building work experience.



TOWN OF MARKHAM 2010 OPERATING BUDGET

(EXCLUDING WATERWORKS, BUILDING STANDARDS, PLANNING & DESIGN, & ENGINEERING)

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenue							
TAX LEVIES	108,676,014	\$107,203,056	\$109,308,547	\$2,105,491	2.0%	\$632,533	0.6%
GRANTS-IN-LIEU OF TAXES	1,164,265	\$1,209,007	\$1,209,007	-	0.0%	44,742	3.8%
GRANTS AND SUBSIDIES	1,292,557	\$917,447	\$1,077,534	160,087	17.4%	(215,023)	-16.6%
LICENCES & PERMITS	1,291,736	\$1,307,206	\$1,342,969	35,763	2.7%	51,233	4.0%
INTEREST & PENALTIES	4,756,457	\$3,375,000	\$3,375,000	-	0.0%	(1,381,457)	-29.0%
INCOME FROM INVESTMENTS	14,767,551	\$13,252,636	\$14,252,636	1,000,000	7.5%	(514,915)	-3.5%
FINES	1,956,162	\$1,886,250	\$1,911,750	25,500	1.4%	(44,412)	-2.3%
USER FEES & SERVICE CHARGES	11,192,261	\$11,307,510	\$11,044,968	(262,542)	-2.3%	(147,293)	-1.3%
RENTALS	5,757,569	\$5,868,366	\$5,864,783	(3,583)	-0.1%	107,214	1.9%
SALES	520,821	\$664,140	\$630,966	(33,174)	-5.0%	110,145	21.1%
RECOVERIES & CONTRIBUTIONS	1,362,105	\$1,644,020	\$1,416,520	(227,500)	-13.8%	54,415	4.0%
OTHER INCOME	2,972,056	\$2,634,047	\$2,372,847	(261,200)	-9.9%	(599,209)	-20.2%
Total Revenues	\$155,709,554	\$151,268,685	\$153,807,527	\$2,538,842	1.7%	(\$1,902,027)	-1.2%
Expenses							
SALARIES AND BENEFITS	\$85,748,646	\$86,387,399	\$90,483,554	\$4,096,155	4.7%	\$4,734,908	5.5%
PRINTING & OFFICE SUPPLIES	566,998	610,796	597,534	(13,262)	-2.2%	30,536	5.4%
PURCHASES FOR RESALE	304,306	325,987	349,232	23,245	7.1%	44,926	14.8%
OPERATING MATERIALS & SUPPLIES	4,029,676	4,007,187	3,994,929	(12,258)	-0.3%	(34,747)	-0.9%
VEHICLE SUPPLIES	1,408,462	1,819,998	1,645,200	(174,798)	-9.6%	236,738	16.8%
SMALL EQUIPMENT SUPPLIES	10,808	14,291	15,091	800	5.6%	4,283	39.6%
BOTANICAL SUPPLIES	264,671	291,614	280,965	(10,649)	-3.7%	16,294	6.2%
CONSTRUCTION MATERIALS	1,285,492	1,289,847	1,406,878	117,031	9.1%	121,386	9.4%
UTILITIES	3,896,794	4,592,985	4,153,873	(439,112)	-9.6%	257,079	6.6%
COMMUNICATIONS	1,287,407	1,394,107	1,360,763	(33,344)	-2.4%	73,356	5.7%
TRAVEL EXPENSES	301,842	404,519	399,636	(4,883)	-1.2%	97,794	32.4%
TRAINING	527,269	713,046	730,798	17,752	2.5%	203,529	38.6%
CONTRACTS & SERVICE AGREEMENTS	3,643,477	4,002,829	4,438,374	435,545	10.9%	794,897	21.8%
MAINT. & REPAIR-TIME/MATERIAL	4,450,768	3,466,392	3,648,566	182,174	5.3%	(802,202)	-18.0%
RENTAL/LEASE	634,198	720,380	699,445	(20,935)	-2.9%	65,247	10.3%
INSURANCE	2,084,624	2,147,918	2,367,918	220,000	10.2%	283,294	13.6%
PROFESSIONAL SERVICES	2,132,509	2,184,932	2,355,309	170,377	7.8%	222,800	10.4%
LICENCES, PERMITS, FEES	534,562	584,005	563,992	(20,013)	-3.4%	29,430	5.5%
CREDIT CARD SERVICE CHARGES	229,857	162,150	174,112	11,962	7.4%	(55,745)	-24.3%
PROMOTION & ADVERTISING	1,318,009	1,216,325	1,239,325	23,000	1.9%	(78,684)	-6.0%
DISCRETIONARY COMMUNICATIONS	529,768	429,271	389,163	(40,108)	-9.3%	(140,605)	-26.5%
CONTRACTED MUNICIPAL SERVICES	8,962,316	8,853,971	9,061,734	207,763	2.3%	99,418	1.1%
OTHER PURCHASED SERVICES	700,599	705,616	687,205	(18,411)	-2.6%	(13,394)	-1.9%
OFFICE FURNISHINGS & EQUIPMENT	16,182	12,310	12,310	-	0.0%	(3,872)	-23.9%
WRITE-OFFS	672,256	433,020	433,020	-	0.0%	(239,236)	-35.6%
OTHER EXPENDITURES	1,405,071	2,091,214	2,714,264	623,050	29.8%	1,309,193	93.2%
TRANSFERS TO RESERVES	23,777,356	22,406,576	19,604,337	(2,802,239)	-12.5%	(4,173,019)	-17.6%
Total Expenses	\$150,723,923	\$151,268,685	\$153,807,527	\$2,538,842	1.7%	\$3,083,604	2.0%
Surplus/(Deficit)	\$4,985,631	-	-	-	-	(\$4,985,631)	-100.0%



2010 OPERATING BUDGET SUMMARY NET CHARGE AGAINST TAX RATE

Department/Commission	2009 Actual \$	2009 Budget \$	2010 Budget Approved \$	2010 Bud. vs. 2009 Bud. Incr(Decr.) \$	%Change	2010 Bud. vs. 2009 Act. Incr.(Decr.) \$	% Change
Administrative Costs	1,502,768	1,613,386	1,626,235	12,849	0.8%	123,467	8.2%
Mayor & Councillors	791,199	824,413	834,428	10,015	1.2%	43,229	5.5%
Total Council	2,293,967	2,437,799	2,460,663	22,864	0.9%	166,696	7.3%
CAO's Office	793,470	641,481	863,767	222,286	34.7%	70,297	8.9%
Human Resources	2,661,701	2,833,114	2,883,882	50,768	1.8%	222,181	8.3%
Legal Dept.	1,258,905	993,249	1,332,568	339,319	34.2%	73,663	5.9%
Strategic Initiatives	0	516,507	0	-516,507	-100.0%	0	0.0%
Sustainability Office	458,558	0	429,056	429,056	0.0%	-29,502	-6.4%
Total CAO	5,172,634	4,984,351	5,509,273	524,922	10.5%	336,639	6.5%
Commissioner's Office	476,978	488,486	509,191	20,705	4.2%	32,213	6.8%
Contact Centre	942,501	921,381	983,795	62,414	6.8%	41,294	4.4%
Communications and Community Relations	1,523,199	1,548,921	1,278,384	-270,537	-17.5%	-244,815	-16.1%
Financial Services	3,198,821	3,583,362	3,435,955	-147,407	-4.1%	237,134	7.4%
ITS Department	5,648,170	5,933,019	5,837,339	-95,680	-1.6%	189,169	3.3%
Legislative Services	1,648,444	1,939,637	1,876,170	-63,467	-3.3%	227,726	13.8%
Total Corporate Services	13,438,113	14,414,806	13,920,834	-493,972	-3.4%	482,721	3.6%
Commissioner's Office	969,856	1,024,318	1,021,486	-2,832	-0.3%	51,630	5.3%
Economic Development	1,268,164	1,338,314	1,350,845	12,531	0.9%	82,681	6.5%
Total Development Services	2,238,020	2,362,632	2,372,331	9,699	0.4%	134,311	6.0%
Commissioner's Office	465,589	343,438	475,823	132,385	38.5%	10,234	2.2%
Asset Management	5,120,783	5,464,870	5,565,929	101,059	1.8%	445,146	8.7%
Culture	1,908,710	1,568,333	1,857,149	288,816	18.4%	-51,561	-2.7%
Fire Services	26,137,470	24,722,541	26,016,244	1,293,703	5.2%	-121,226	-0.5%
Markham Public Libraries	9,738,288	9,764,061	9,940,866	176,805	1.8%	202,578	2.1%
Operations	17,910,492	18,387,923	20,265,544	1,877,621	10.2%	2,355,052	13.1%
Operations & Asset Mgt -Administration	3,166,237	2,278,715	2,213,857	-64,858	-2.8%	-952,380	-30.1%
Recreation Services	5,410,983	5,824,040	5,641,462	-182,578	-3.1%	230,479	4.3%
Waste	7,628,268	7,497,430	7,785,650	288,220	3.8%	157,382	2.1%
Total Community And Fire Services	77,486,820	75,851,351	79,762,524	3,911,173	5.2%	2,275,704	2.9%
Corporate Items	-105,615,185	-100,050,939	-104,025,625	-3,974,686	4.0%	1,589,560	-1.5%
Total Corporation (Excl. WW & Build. Std.)	-4,985,631	0	0	0	0.0%	4,985,631	-100.0%
Planning & Design	0	0	0	0	0.0%	0	0.0%
Engineering	0	0	0	0	0.0%	0	0.0%
Building Standards	0	0	0	0	0.0%	0	0.0%
Waterworks	-991,609	0	0	0	0.0%	991,609	-100.0%
Total Corporation	-5,977,240	0	0	0	0.0%	5,977,240	-100.0%



2010 OPERATING BUDGET SUMMARY - EXPENDITURES

Department/Commission	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. vs. 2009 Act.	
	\$	\$	\$	Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,502,768	1,613,386	1,626,235	12,849	0.8%	123,467	8.2%
Mayor & Councillors	830,961	824,413	834,428	10,015	1.2%	3,467	0.4%
Total Council	2,333,729	2,437,799	2,460,663	22,864	0.9%	126,934	5.4%
CAO's Office	793,470	641,481	863,767	222,286	34.7%	70,297	8.9%
Human Resources	2,657,802	2,833,114	2,883,882	50,768	1.8%	226,080	8.5%
Legal Dept.	1,371,927	1,185,129	1,452,342	267,213	22.5%	80,415	5.9%
Strategic Initiatives	0	516,507	0	-516,507	-100.0%	0	0.0%
Sustainability Office	481,446	0	429,056	429,056	0.0%	-52,390	-10.9%
Total CAO	5,304,645	5,176,231	5,629,047	452,816	8.7%	324,402	6.1%
Commissioner's Office	476,978	488,486	509,191	20,705	4.2%	32,213	6.8%
Contact Centre	948,403	924,381	986,795	62,414	6.8%	38,392	4.0%
Communications and Community Relations	1,888,442	1,926,085	1,905,548	-20,537	-1.1%	17,106	0.9%
Financial Services	3,907,336	4,225,367	3,998,349	-227,018	-5.4%	91,013	2.3%
ITS Department	5,648,170	5,933,519	5,837,839	-95,680	-1.6%	189,669	3.4%
Legislative Services	5,182,545	5,317,487	5,372,937	55,450	1.0%	190,392	3.7%
Total Corporate Services	18,051,874	18,815,325	18,610,659	-204,666	-1.1%	558,785	3.1%
Commissioner's Office	969,856	1,024,318	1,021,486	-2,832	-0.3%	51,630	5.3%
Economic Development	1,388,940	1,420,148	1,432,679	12,531	0.9%	43,739	3.1%
Total Development Services	2,358,796	2,444,466	2,454,165	9,699	0.4%	95,369	4.0%
Commissioner's Office	465,589	343,438	475,823	132,385	38.5%	10,234	2.2%
Asset Management	5,277,368	5,660,924	5,735,983	75,059	1.3%	458,615	8.7%
Culture	3,960,453	3,860,273	4,117,695	257,422	6.7%	157,242	4.0%
Fire Services	26,497,015	25,320,502	26,417,205	1,096,703	4.3%	-79,810	-0.3%
Markham Public Libraries	10,708,037	10,621,936	10,785,456	163,520	1.5%	77,419	0.7%
Operations	18,988,407	19,189,743	21,008,864	1,819,121	9.5%	2,020,457	10.6%
Operations & Asset Mgt -Administration	3,174,762	2,296,815	2,231,957	-64,858	-2.8%	-942,805	-29.7%
Recreation Services	19,154,027	19,472,078	19,651,428	179,350	0.9%	497,401	2.6%
Waste	8,443,574	8,240,789	8,655,660	414,871	5.0%	212,086	2.5%
Total Community And Fire Services	96,669,232	95,006,498	99,080,071	4,073,573	4.3%	2,410,839	2.5%
Corporate Items	26,005,647	27,401,364	25,572,922	-1,828,442	-6.7%	-432,725	-1.7%
Total Corporation (Excl. WW & Build. Std.)	150,723,923	151,281,683	153,807,527	2,525,844	1.7%	3,083,604	2.0%
Planning & Design	2,566,142	5,278,418	4,883,518	-394,900	-7.5%	2,317,376	90.3%
Engineering	3,107,671	5,209,941	3,627,472	-1,582,469	-30.4%	519,801	16.7%
Building Standards	5,396,403	6,970,563	4,431,910	-2,538,653	-36.4%	-964,493	-17.9%
Waterworks	60,188,130	64,266,839	67,297,242	3,030,403	4.7%	7,109,112	11.8%
Total Corporation	221,982,269	233,007,444	234,047,669	1,040,225	0.4%	12,065,400	5.4%

2010 OPERATING BUDGET SUMMARY - REVENUES

Department/Commission	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. vs. 2009 Act.	
	\$	\$	Approved	Incr.(Decr.)	%Change	Incr.(Decr.)	% Change
			\$	\$		\$	
Administrative Costs	0	0	0	0	0.0%	0	0.0%
Mayor & Councillors	39,762	0	0	0	0.0%	-39,762	-100.0%
Total Council	39,762	0	0	0	0.0%	-39,762	-100.0%
CAO's Office	0	0	0	0	0.0%	0	0.0%
Human Resources	-3,899	0	0	0	0.0%	3,899	-100.0%
Legal Dept.	113,022	191,880	119,774	-72,106	-37.6%	6,752	6.0%
Strategic Initiatives	0	0	0	0	0.0%	0	0.0%
Sustainability Office	22,888	0	0	0	0.0%	-22,888	-100.0%
Total CAO	132,011	191,880	119,774	-72,106	-37.6%	-12,237	-9.3%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Contact Centre	5,902	3,000	3,000	0	0.0%	-2,902	-49.2%
Communications and Community Relations	365,243	377,164	627,164	250,000	66.3%	261,921	71.7%
Financial Services	708,515	642,005	562,394	-79,611	-12.4%	-146,121	-20.6%
ITS Department	0	500	500	0	0.0%	500	0.0%
Legislative Services	3,534,101	3,377,850	3,496,767	118,917	3.5%	-37,334	-1.1%
Total Corporate Services	4,613,761	4,400,519	4,689,825	289,306	6.6%	76,064	1.6%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Economic Development	120,776	81,834	81,834	0	0.0%	-38,942	-32.2%
Total Development Services	120,776	81,834	81,834	0	0.0%	-38,942	-32.2%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Asset Management	156,585	196,054	170,054	-26,000	-13.3%	13,469	8.6%
Culture	2,051,743	2,291,940	2,260,546	-31,394	-1.4%	208,803	10.2%
Fire Services	359,545	597,961	400,961	-197,000	-32.9%	41,416	11.5%
Markham Public Libraries	969,749	857,875	844,590	-13,285	-1.5%	-125,159	-12.9%
Operations	1,077,915	801,820	743,320	-58,500	-7.3%	-334,595	-31.0%
Operations & Asset Mgt -Administration	8,525	18,100	18,100	0	0.0%	9,575	112.3%
Recreation Services	13,743,044	13,648,038	14,009,966	361,928	2.7%	266,922	1.9%
Waste	815,306	743,359	870,010	126,651	17.0%	54,704	6.7%
Total Community And Fire Services	19,182,412	19,155,147	19,317,547	162,400	0.8%	135,135	0.7%
Corporate Items	131,620,832	127,452,303	129,598,547	2,146,244	1.7%	-2,022,285	-1.5%
Total Corporation (Excl. WW & Build. Std.)	155,709,554	151,281,683	153,807,527	2,525,844	1.7%	-1,902,027	-1.2%
Planning & Design	2,566,142	5,278,418	4,883,518	-394,900	-7.5%	2,317,376	90.3%
Engineering	3,107,671	5,209,941	3,627,472	-1,582,469	-30.4%	519,801	16.7%
Building Standards	5,396,403	6,970,563	4,431,910	-2,538,653	-36.4%	-964,493	-17.9%
Waterworks	61,179,739	64,266,839	67,297,242	3,030,403	4.7%	6,117,503	10.0%
Total Corporation	227,959,509	233,007,444	234,047,669	1,040,225	0.4%	6,088,160	2.7%



OPERATING BUDGET BY COMMISSION AND ACCOUNT (\$000's) (EXCLUDING WATERWORKS, BUILDING STANDARDS, PLANNING & DESIGN, & ENGINEERING)

COMPARISON BY COMMISSION					COMPARISON BY ACCOUNT				
	2009 Budget	2010 Budget	Change Incr./Decr.) \$ %			2009 Budget	2010 Budget	Change Incr./Decr.) \$ %	
REVENUES *					REVENUES *				
Mayor & Council	-	-	-		Taxation Revenues	108,412	110,518	2,106	1.9
CAO's Office	192	120	-72	(37.5)	Grant & Subsidy Revenues	917	1,078	161	17.6
Corporate Services	4,401	4,690	289	6.6	General Revenues	19,821	20,882	1,061	5.4
Development Services	82	82	0	0.0	User Fees and Service Charges	17,840	17,541	-299	(1.7)
Community And Fire Services	19,155	19,318	163	0.9	Other Income	3,917	3,364	-553	(14.1)
Corporate Items	127,452	129,598	2,146	1.7	Inter-departmental	375	425	50	13.3
Total Revenues	151,282	153,808	2,526	1.7	Total Revenues	151,282	153,808	2,526	1.7
EXPENDITURES *					EXPENDITURES *				
Mayor & Council	2,438	2,461	23	0.9	Personnel Services	86,387	90,484	4,097	4.7
CAO's Office	5,176	5,629	453	8.8	Materials & Supplies	8,360	8,290	-70	(0.8)
Corporate Services	18,815	18,611	-204	(1.1)	Purchased Services	31,578	32,270	692	2.2
Development Services	2,444	2,454	10	0.4	Capital Asset Acquisition	12	12	0	0.0
Community And Fire Services	95,417	99,080	3,663	3.8	Financial Expenses	433	433	-	-
Corporate Items	26,992	25,573	-1,419	(5.3)	Other Expenditures	2,105	2,715	610	29.0
					Transfers to Own Funds	22,407	19,604	-2,803	(12.5)
Total Expenditures	151,282	153,808	2,526	1.7	Total Expenditures	151,282	153,808	2,526	1.7

* Excludes prior years surplus/(deficit)

2010 CAPITAL BUDGET

Definition of Capital

A project or an acquisition must meet the following requirements to be considered a Capital Expenditure:

- Must have an expected useful life longer than one year
- Total costs must meet or exceed \$5,000
- Must align with the Town's Corporate Goals

Public Sector Accounting Board

In June 2006, Public Sector Accounting Board (PSAB), approved revisions to section 3150 of the Public Sector Accounting Handbook – Tangible Capital Assets stating that effective January 1, 2009 all municipal governments will be required to capitalize Tangible Capital Assets (TCA) at historic cost and amortize these assets over their useful life. Public Sector Guideline 7 (PSG – 7) of the Public Sector Accounting Handbook of the Canadian Institute of Chartered Accountants provides transitional guidance on presenting information related to tangible capital assets by way of a note to the financial statements until Section 3150 – Tangible Capital Assets comes into effect on January 1, 2009.

In order to be fully compliant with the above new requirements, the Town of Markham has completed the process of inventorying its assets as at December 31, 2008.

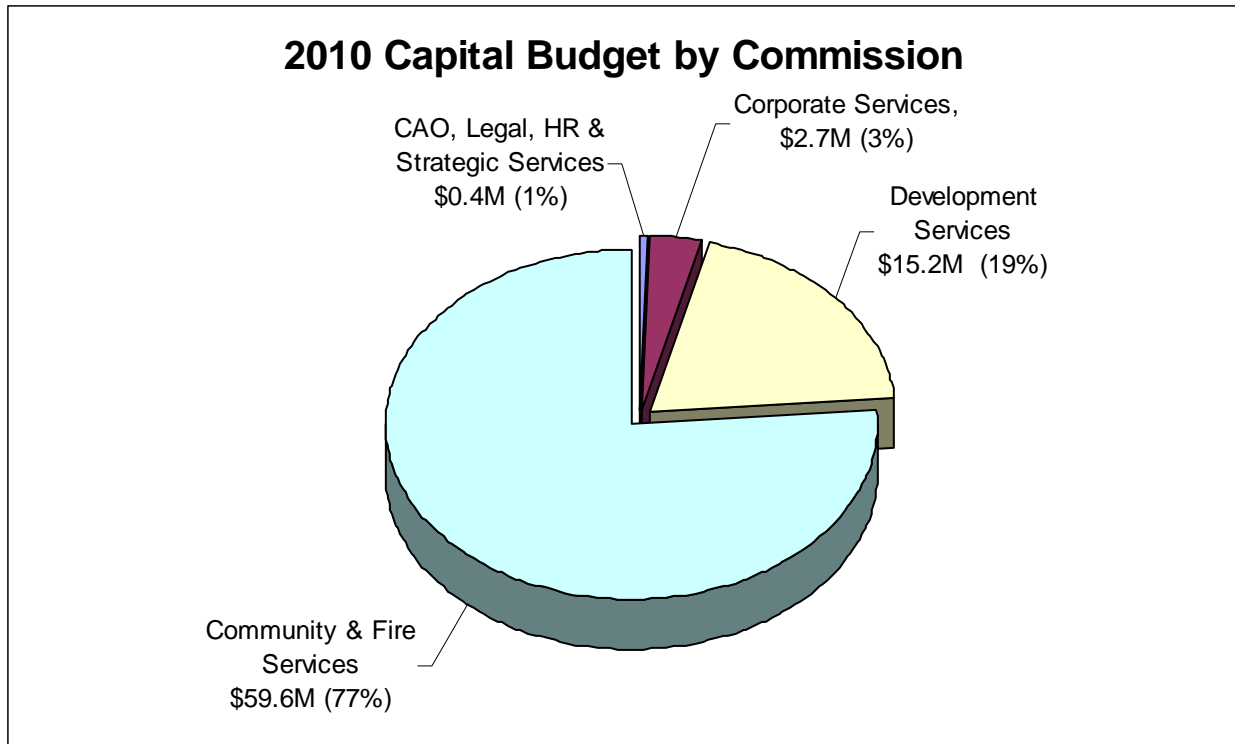
Where historical accounting records are not available, the Town will apply a consistent method in estimating the historic cost. For amortization, the straight line method will be applied to all assets.

Multi-Year/Prior Year Projects

Periodically, Capital projects are phased in over several years and departments will provide a quarterly cash flow on the capital submission forms. While not included in this document, a monthly report is provided by Finance to senior staff on these cash flows as well as the capital projects' spent vs. budget for tracking purposes.

Budget Overview

The 2010 Capital Budget totals \$77,919,500 and is funded through a variety of sources. \$25,260,010 (32%) of the Capital Budget is funded through the Life Cycle Replacement and Capital Reserve and appears as a 'Transfer to Reserves' in the Operating Budget. This marks a \$5,380,865 increase in Life Cycle Replacement and Capital Reserve funding from 2009 levels. Contributions from Developer Charges (DCA) and Reserves also account for large portion of the Capital Budget funding. The capital budget by commission is presented in the exhibit on the following page.



Approximately 50% of the current year Capital Budget is identified through two long-term studies: Life Cycle Reserve study & the Development Charges Background study.

The purpose of the Life Cycle Reserve study is to address the ongoing replacement and rehabilitation requirements for the aging Town assets (facilities, roads, water/sewer, etc) over a 25 year period. The 2010 & future year Capital budgets are based upon the Life Cycle Reserve study and condition assessments are performed to determine if the replacements are required. (e.g. 2010 has \$25.3M of projects funded from the Life Cycle Replacement and Capital Reserve Fund)

The Development Charges Background study has two components relating to growth: Town-Wide Hard services (e.g. relating to cost recovery for major roads, sidewalks, streetlights and storm water management), and Town-Wide Soft services (e.g. relating to cost recovery for facilities, parks development and public works).

The Development Charges (DC) Background study for Town-Wide Hard services was updated in 2008 which covered the period 2008-2031, and the soft services was updated in 2009 which covers the period 2009-2018. (e.g. 2010 has \$16.2M of projects funded from the DC Reserves)

The “Long Term Capital Budget Forecasts” for growth (Development Charges) and non-growth (Life Cycle Reserves) provided on page 159 and 160 are tools that departments use when determining the current year capital budget. Project submissions will vary as asset conditions are reviewed each year to determine appropriate replacement time.

During 2009, the Federal and Provincial governments announced an Infrastructure Funding Program for municipalities. Included in this was the The Building Canada Fund

(BCF) which is the Government of Canada's new flagship infrastructure program. It advances national priorities that are important to all Canadians: a stronger economy, a cleaner environment, and better communities, while addressing local and regional infrastructure needs.

The national priority funding categories for the BCF are:

- Core National Highway System
- Drinking Water
- Wastewater
- Public Transit
- Green Energy

The Town applied for and received a total funding of \$8.8 million (with the Town funding an additional \$4.4 million for a total of \$13.2 million) for the following projects:

- Thornhill Community Centre and Library Renovations
- Facility Accessibility
- Facility Energy Retrofits
- Emergency Operations Centre Retrofit

Along with the BCF the Federal and Provincial governments announced a Recreational Infrastructure Canada (RInC) program which is a new infrastructure fund that will invest \$500 million in recreational facilities across Canada over a two-year period. This national initiative will provide a temporary economic stimulus that will help reduce the impacts of the global recession while renewing, upgrading and expanding recreational infrastructure in Canadian communities.

RInC is part of Canada's Economic Action Plan, the Government of Canada's multi-faceted plan to ensure a quick recovery from the current economic downturn.

The Town applied for and received a total funding of \$5.13 million (with the Town funding an additional \$3.30 million for a total of \$8.43 million) for the following projects:

- Outdoor Civic Centre Skating Rink
- Saint Roberts Artificial Turf and Bubble
- Tennis Court Facility at Angus Glen Community Centre

The remaining 29% of the 2010 Capital budget is funded through various sources as identified in the 'Sources of Funding' section. (e.g. tax funded, provincial grants, and other reserves)

Building Markham's Future Together

The following section summarizes Capital projects beginning in 2010 as they relate to Council's long term strategic plan of Building Markham's Future Together.



GROWTH MANAGEMENT

Construction of New Parks

- \$1.31 million. Includes funding for the construction of 6 new parks.

Directed Growth Strategy Initiatives

- \$0.65 million. Development of guidelines, policies and analyses to support a Town Directed Growth Strategy.

Construction of Cornell Fire Station

- \$4.63 million. Construction and purchase of furniture and equipment for the fire station in Cornell community, which is required due to continued growth.

TRANSPORTATION/TRANSIT

Illumination & sidewalk programs

- \$3.24 million. Town wide requests to install street lighting and sidewalks.

Mid-block Crossings at Highway 404

- \$1.00 million. Property acquisition for mid-block crossing.

Main Street Markham Road Improvements

- \$0.96 million. Design of road improvements from 16th Ave to Major Mackenzie Drive and Highway 7 to Church Street.

Traffic control signals, traffic operations improvements & traffic studies

- \$1.12 million. Various improvements to vehicle and pedestrian signals and studies to provide further enhancements.

Replacement of Streetlights

- \$0.62. Annual replacement and upgrades to existing streetlights.

ENVIRONMENTAL

Facility Energy Retrofits

- \$3.00 million. Includes the installation of energy efficient materials at various municipal buildings.

Erosion Protection/Stormwater Management

- \$1.35 million. Town Wide improvement of erosion and stormwater management sites.

Trees for Tomorrow Initiative (Year 4 of 4)

- \$0.35 million. Continuation of this program, which will allow for the supply, planting and maintenance (including watering) of trees in parks and open spaces in the Town to enhance current tree cover levels.

Waste Management Initiatives

- \$0.34 million. Continuation of the multi-residential organics program, community mailbox recycling, mission green at work & special events recycling.

Green Print Community Sustainability Plan

- \$0.30 million. Development of green print sustainability plan, which will build on the corporate environmental management plan, provide coordination and integration of sustainability initiatives and provide an annual report to the community.

Travel Demand Management

- \$0.28 million. Continued support of the Smart Commute 404-Highway 7 Program with local businesses.

Markham Environmental Sustainability Fund

- \$0.10 million. Annual funding for Town and community projects that are environmentally friendly.

Enhanced Cultural Practices

- \$0.20 million. Year 4 of a 5-year program to install irrigation systems on all Class B sportsfields in the Town.

MUNICIPAL SERVICES

Road Resurfacing & Improvements

- \$8.12 million. Various road resurfacing & improvement projects.



Watermain Construction and Replacement

- \$7.02 million. Replacement of watermains at various locations.

Replacement & Rehabilitation Program at Community Centres, Libraries, Fire Stations, Civic Centre and Cultural Venues

- \$3.96 million. Various maintenance & upgrades at Town-owned facilities.

Civic Centre Outdoor Skating Rink

- \$3.53 million. Construction of an artificial ice rink and a storage and change room facility at the Anthony Roman Centre.

St. Roberts Catholic School Turf & Bubble

- \$3.20 million. Construction of a soccer field and a bubble at St. Roberts Catholic School.

Thornhill Storm Sewer Upgrades

- \$2.00 million. Phase-in of storm sewer upgrades required in the Thornhill area based on the Thornhill Storm Water Flood Remediation Study.

Angus Glen Tennis Facility

- \$1.70 million. Construction of 4 tennis courts and a facility at the Angus Glen Community Centre & Library.

Permanent Public Washroom Facilities

- \$0.30 million. Installation of two public washrooms.

Pool Sanitization Upgrade

- \$0.13 million. Project at Milliken Mills Community Centre to alter the sanitization equipment to decrease chlorine use. Other pools will be upgraded in future years.

PARKS, RECREATION, CULTURE & LIBRARY MASTER PLAN/PUBLIC SAFETY

Thornhill Community Centre & Library Renovations

- \$6.00 million. Renovations and additions to the Thornhill Community Centre & Library.

Emergency Operations Centre

- \$1.00 million. Renovation and construction of a centre at 8100 Warden Ave for emergency Fire services.

Fire Services Master Plan

- \$0.10 million. Development of a Fire Master Plan.

DIVERSITY

Accessibility Improvement Program

- \$3.26 million. To perform accessibility retrofit upgrade programs at Town facilities.



2010 CAPITAL BUDGET SUMMARY BY COMMISSION

	<u>2009 Budget</u>	<u>2010 Budget</u>
	\$	\$
CAO, Legal, HR & Strategic Initiatives		
Human Resources	180,000	100,000
Sustainability Office	250,000	300,000
CAO's Office	-	61,400
	<u>430,000</u>	<u>461,400</u>
Corporate Services		
ITS	1,109,700	1,724,700
Financial Services	785,500	1,250,900
	<u>1,895,200</u>	<u>2,975,600</u>
Development Services		
Economic Development	350,000	545,400
Planning	2,758,600	1,064,600
Design	12,855,600	3,011,200
Engineering	47,830,400	10,604,000
	<u>63,794,600</u>	<u>15,225,200</u>
Community & Fire Services		
Museum	77,700	30,000
Theatre	-	67,000
Arts Centre	2,599,400	27,000
Recreation & Library Construction	14,500,000	6,000,000
Fire & Emergency Services	554,000	1,454,500
Recreation Services	2,518,400	8,633,000
Operations - Roads	8,285,500	8,359,800
Operations - Parks	1,786,600	1,427,600
Operations - Traffic	-	1,010,000
Facility Assets	4,457,600	14,821,800
Right-of-Way Assets	7,396,200	4,847,700
Operations - Fleet	1,548,500	1,205,400
Waste Management	155,000	339,000
Environmental Leadership	183,000	100,000
Markham Public Library	172,400	125,000
Waterworks	7,260,000	10,809,500
	<u>51,494,300</u>	<u>59,257,300</u>
Total Capital Budget	<u>117,614,100</u>	<u>77,919,500</u>

2010 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
CAO, Legal, HR, & Strategic Initiatives						
<i>Human Resources</i>						
10068	Attendance Management	100,000	100,000			
	Total Human Resources	100,000	100,000	-	-	-
<i>Sustainability Office</i>						
10067	Green Print Community Sustainability Plan	300,000				300,000
	Total Strategic Initiatives	300,000	-	-	-	300,000
<i>CAO's Office</i>						
10065	Accessibility - Administration of Program for 2010	61,400				61,400
	Total Strategic Initiatives	61,400	-	-	-	61,400
	TOTAL CAO, LEGAL, HR, & GREEN PRINT	461,400	100,000	-	-	361,400
Corporate Services						
<i>ITS (requesting department in brackets)</i>						
	Enterprise Asset Management Implementation (Fin & Asset Mgmt)					
10071	Mgmt)	220,000	120,000			100,000
10073	Apparatus - Mobile Computer (Fire)	9,000	9,000			
10074	Corporate Intelligent Scanning (Multi)	153,000	122,400			30,600
10076	Core - Base Architecture (ITS)	370,000		288,000		82,000
10077	Core - Phone System Phase 1 of 3 (ITS)	399,000		5,800		393,200
10078	3M Equipment Lifecycle Replacement Phase 2 of 3 (Library)	111,900		111,900		
10082	High Accuracy GPS Units on Mobile Tablets (Waterworks)	22,600				22,600
10083	Radio Wireless Network Phase 2 of 3 (ITS)	240,000	174,760			65,240
10084	Core - Wide Area Network Install (ITS)	40,000	40,000			
10086	Amanda Audit Trail (Building Standards)	35,000				35,000
10087	Mobile Devices for Engineering, Waste, Design (Multi)	34,000	4,250			29,750
10352	POS Terminals and Enhancement Phase 2 of 2 (Finance)	30,200	30,200			
10356	New Computers for Public Access (Library)	22,600		22,600		
	Electronic Information Boards at Community Centres					
10357	(Recreation)	12,500				12,500
10359	Mobile Work Management Enhancements (Waterworks)	24,900				24,900
	Total ITS	1,724,700	500,610	428,300	-	795,790
<i>Financial Services</i>						
10091	DC & Project Mgmt - Capital Growth Projects - Non-TCA	295,500			103,500	192,000
10092	DC & Project Mgmt - Capital Growth Projects - TCA	107,600			107,600	
10093	Harmonized Sales Tax	545,000			146,300	398,700
	Total Financial Services	948,100	-	-	357,400	590,700
	TOTAL CORPORATE SERVICES	2,672,800	500,610	428,300	357,400	1,386,490
Development Services						
<i>Economic Development</i>						
10001	Blue Print to Establish Centre for Financial Services	40,000	40,000			
10002	China and India Economic Alliance & Investment Attraction	37,500	37,500			
10003	Creative City Sector Program	50,000	45,000			5,000
10004	Economic Alliance Program	35,000	35,000			
10006	Markham Convergence Centre	382,900	40,000	292,900		50,000
	Total Economic Development	545,400	197,500	292,900	-	55,000



2010 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Planning						
<u>Directed Growth Strategy</u>						
10011	2010 Urban Design Awards	20,000				20,000
10013	Annual Top Up - Heritage Façade Improve/Sign Replacement	30,000	30,000			
10014	Annual Top Up - Markham Centre Advisory Group	10,000			9,000	1,000
10015	Annual Top Up - Milliken & Cornell Public Advisory Support	5,000			4,500	500
10016	Annual Top Up - OMB Growth Related Hearings	50,000			45,000	5,000
10018	Cornell Centre Implementation	100,000			90,000	10,000
10019	Growth Management - Contract Staff	649,600			584,600	65,000
10021	Parks Construction Standards Manual	50,000			45,000	5,000
10022	Rouge Park Projects	150,000	150,000			
	Total Planning	1,064,600	180,000	-	778,100	106,500
Design						
9527	Angus Glen Community Centre Tennis Courts and Bubble	1,700,000		57,000	510,000	1,133,000
10031	Box Grove Town Centre Gateway Parkette North and South	472,000	47,200		424,800	
10032	Cornell Greenway (Upper Cornell)	224,200	22,420		201,780	
10033	Greensborough Woodlot Playground (Castlemore & Swan Park)	295,000	29,500		265,500	
10035	South Unionville Ray St. Parkette - Phase 1 and 2 (Design)	135,100	13,510		121,590	
10037	Tridel / Circa Linear Park East (Phase 1)	58,900	5,890		53,010	
10038	Victoria Square / Cathedraltown Playground and Waterplay (Design)	126,000	12,600		113,400	
	Total Design	3,011,200	131,120	57,000	1,690,080	1,133,000
Engineering						
10046	Centurian Drive Reconstruction (Allstate to Woodbine) Design	168,000			168,000	
10047	Downstream Improvement Works Program	872,000		305,200	348,800	218,000
10048	East Markham Transit Node Study	224,000			224,000	
10049	Hagerman Diamond - Municipal Services Relocation	1,200,000				1,200,000
10050	Hwy 404 Mid-Block Crossing, North of Hwy 7 Property	1,000,000			670,000	330,000
10051	Hwy 7 Streetscapes (Rodick to Sciberras)	1,060,000			560,000	500,000
10052	Illumination Requests	1,340,000			1,072,000	268,000
10054	Main Street, Markham - 16th Ave to Major Mack (Design)	805,000	40,000		688,500	76,500
10055	Main Street, Markham - Hwy 7 to Church St. (Design)	150,000		150,000		
10056	Rodick Road - Phase 3 (14th Ave to Esna Park) PA	500,000			500,000	
10057	Sidewalk Requests	1,900,000			1,425,000	475,000
10058	Stormwater Utility Study	180,000		180,000		
10060	Transportation Demand Management	280,000			280,000	
10061	Watercourse Management	150,000		150,000		
10062	Addiscott Court Road Improvements	25,000			25,000	
10063	Unionville Main Street Parking Lot	750,000				750,000
	Total Engineering	10,604,000	40,000	785,200	5,961,300	3,817,500
	TOTAL DEVELOPMENT SERVICES	15,225,200	548,620	1,135,100	8,429,480	5,112,000

2010 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Community & Fire Services

Museum

10096	Museum Artifact Restoration	15,000		15,000		
10097	Museum Exhibitions	15,000		15,000		
	Total Museum	30,000	-	30,000	-	-

Theatre

Theatre Bar Equipment Replacement (Ice Machine & Dishwasher)						
10101	Dishwasher)	12,000		12,000		
10105	Theatre Lighting Control Board Replacement	55,000		55,000		
	Total Arts Centres	67,000	-	67,000	-	-

Arts Centres

10111	Community Room Wall Panel Replacement	16,200		16,200		
10112	Courtyard Bench Replacement	10,800		10,800		
	Total Arts Centres	27,000	-	27,000	-	-

Recreation & Library Construction

9515	Thornhill Community Centre & Library Renovation	6,000,000		2,000,000		4,000,000
	Total Recreation & Culture Construction	6,000,000	-	2,000,000	-	4,000,000

Fire & Emergency Services

9518	Emergency Operations Centre Retrofit	1,000,000		334,000		666,000
10121	Air Cylinders	11,200		11,200		
10122	Bunker Gear	118,300		118,300		
10125	Fire Services Master Plan	100,000			100,000	
10126	Firefighter Tools & Equipment	75,000		75,000		
10127	Training/Education Facility Study	150,000	75,000			75,000
	Total Fire	1,454,500	75,000	538,500	100,000	741,000



2010 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Funding Source			
			Operating Budget Funded	Life Cycle	Development Charges	Other
Recreation Services						
9526	St. Roberts Artificial Turf and Bubble	3,200,000		120,000	1,080,000	2,000,000
9528	Markham Civic Centre Outdoor Skating Rink	3,530,000		153,000	1,377,000	2,000,000
10131	2010 Annual Recreation AED Program	5,000		5,000		
10132	2010 Annual Recreation Aquatic Equipment	63,200		63,200		
10133	2010 Annual Recreation Fitness Equipment	96,000		96,000		
10134	2010 Annual Recreation Program Equipment	70,000		70,000		
10135	2010 Annual Recreation Tables and Chair Replacement	42,000		42,000		
10136	2010 Annual Recreation Thornlea Pool Program	130,000		130,000		
10137	2010 Recreation - Aquatic Audit	11,000	11,000			
10138	2010 Recreation - Pool Sanitization Upgrade	133,300		133,300		
10140	Angus Glen C.C. - Cleaning Equipment	15,000		15,000		
10141	Angus Glen C.C. - Interior/Exterior Painting	66,700		66,700		
10142	Angus Glen C.C. - Scissor Lift	21,000	21,000			
10143	Angus Glen C.C. - Toilet Partitions	58,600		58,600		
10144	Armadale C.C. - Exterior Wall Caulking	5,000		5,000		
10145	Armadale C.C. - Gym Lighting	30,000		30,000		
10146	Armadale C.C. - Interior Painting	19,000		19,000		
10147	Buttonville Womens Institute - Door Replacement	6,000		6,000		
10148	Buttonville Womens Institute - Road Sign	6,000	6,000			
10149	Centennial C.C. - Ceiling Tile Replacement	37,500		37,500		
10150	Centennial C.C. - Exterior Wall Flashing and Caulking	10,000		10,000		
10151	Centennial C.C. - Flooring Replacement	89,200		89,200		
10154	Crosby Arena - Retaining Wall	7,000		7,000		
10155	Crosby Arena - Rink Beam Painting	21,200		21,200		
10156	Markham C.C. - Condensor Water Tank	10,000		10,000		
10157	Markham C.C. - Emergency Exit Signs	7,000		7,000		
10158	Markham C.C. - Flooring Replacement	12,000		12,000		
10159	Markham Seniors Centre - HVAC Replacements	60,000		60,000		
10160	Markham Seniors Centre - Kitchen Equipment	17,000		17,000		
10161	Milliken Mills C.C. - Building Envelope Remediation	25,000		25,000		
10163	Milliken Mills C.C. - Pool Lockers	25,000		25,000		
10164	Milliken Mills C.C. - Vestibule Heater replacement	15,000		15,000		
10165	Milliken Mills Soccer Dome - Rubber Flooring Replacement	60,000		60,000		
10167	Mt Joy C.C. - Building Envelope Remediation	40,000		40,000		
10168	R.J. Clatworthy Arena - Condensor Water Tank	10,000		10,000		
10169	R.J. Clatworthy Arena - Floor Cleaning Equipment	20,000		20,000		
10170	R.J. Clatworthy Arena - Flooring Replacement	40,000		40,000		
10171	R.J. Clatworthy Arena - Rink boards Repair and Refacing	25,000		25,000		
10172	Rouge River C.C. - Air Handling Unit	15,000		15,000		
10173	Rouge River C.C. - Ceiling Tile Replacement	12,300		12,300		
10174	Rouge River C.C. - Golf Course Equipment	48,000		48,000		
10175	Rouge River C.C. - Golf Course Sprinkler System	160,000		160,000		
10176	Rouge River C.C. - Pool Deck Replacement	34,000		34,000		
10177	Rouge River C.C. - Pool Edge Regrouting	10,000		10,000		
10178	Thornhill C.C. - Acoustic Tile Replacement	56,000		56,000		
10180	Thornhill C.C. - Flooring replacement - Kitchen-Service Area	24,000		24,000		
10181	Thornhill C.C. - Hall Exit Doors Replacement	80,000		80,000		
10182	Thornhill C.C. - Refrigeration Piping	15,000		15,000		
10184	Thornhill C.C. - West Arena Lead Remediation, Beam Painting	140,000		140,000		
	Total Recreation Services	8,633,000	38,000	2,138,000	2,457,000	4,000,000



2010 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Operating Budget Funded	Life Cycle	Development Charges	Other
Operations - Roads						
10192	Asphalt Resurfacing - Annual Program	6,250,800		6,250,800		
10193	Augusta Court Fence Replacement	70,000		70,000		
10194	Boulevard Repairs - Annual Program	53,000		53,000		
10195	Cedar Grove Community Park- Parking Lot	40,000	40,000			
10196	Emergency Repairs - Annual Program	106,100		106,100		
10197	Entrance Feature Rehabilitation-Annual Program	31,800		31,800		
10198	Localized Repairs - Curb & Sidewalk - Annual Program	530,600		348,400		182,200
10200	Parking Lots - Annual Program	214,300		214,300		
	Railway Crossing Improvements - Green Lane East of Bayview					
10201	Bayview	53,100		53,100		
10202	Retaining Walls Annual Program	72,800		72,800		
10203	Route & Seal - Annual Program	83,200		83,200		
10204	Secondary Roadworks-Annual Program	500,000				500,000
10205	Storm Sewer Inspection - Annual Program	106,100		106,100		
10206	Storm Water Retention Pond Maintenance - Annual Program	51,000		51,000		
10207	Traffic Signals Upgrades - Annual Program	112,900		112,900		
10208	Upgraded Guiderail Installation - Annual Program	84,100		84,100		
	Total Operations - Roads	8,359,800	40,000	7,637,600	-	682,200
Operations - Parks						
	<u>Trees for Tomorrow</u>					
10221	Markham Trees for Tomorrow -Year 4	170,000	170,000			
10222	New Tree Planting in Parks - Annual Program	20,000	20,000			
10225	Replacement of Boulevard/Park Trees - Annual Program	156,000		156,000		
	Subtotal - Tree Planting Initiative	346,000	190,000	156,000	-	-
10216	Adopt a Park & Colour Your Corner - Annual Program	15,000	6,000			9,000
10218	Dog Off Leash Area - Annual Program	40,000	8,000			32,000
10219	Electrical & Cabling - Annual Program	83,200		68,200		15,000
* 10220	Enhanced Cultural Practices - Year 4 of 5	150,000	150,000			
10223	Paving Pathways & Facilities - Annual Program	108,200		108,200		
10224	Playstructure & Safety Resurfacing - Annual Program	216,400		216,400		
10226	Sportsfield Maintenance & Reconstruction - Annual Program	119,000		119,000		
10227	Town Park Furniture / Amenities - Annual Program	129,800		129,800		
10228	TRCA 50/50 Community Projects	40,000	20,000			20,000
10229	Volunteer Ice Rink - Annual Program	30,000	30,000			
10230	Public Realm Streetscape Enhancement	150,000				150,000
	Total Operations - Parks	1,427,600	404,000	797,600	-	226,000
Operations - Traffic						
10236	Traffic Control Signal Design & Construction- Annual Program	750,000				750,000
10237	Traffic Operational Improvements - Annual Program	260,000				260,000
	Total Arts Centres	1,010,000	-	-	-	1,010,000



2010 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Operating Budget Funded	Life Cycle	Development Charges	Other
Facility Assets						
9516	Facility Accessibility Retrofits	3,200,000		1,067,000		2,133,000
9517	Facility Energy Retrofits	3,000,000		500,000		2,500,000
* 10123	Cornell Fire Station	4,200,000			4,200,000	
10124	Cornell Station - Furniture, Fixtures & Equipment	427,800			427,800	
10241	Building Backflow Prevention - Annual Testing	102,000		62,000		40,000
10242	Building condition Audits - Annual Program	78,300		78,300		
10245	Civic Centre Improvements - Annual Program	240,200	12,000	228,200		
10246	Ontario Building Code Audit	25,000	25,000			
10247	Corporate Accommodations - Annual Program	200,000		200,000		
10249	Fire Facility Improvements - Annual Program	90,400		90,400		
10250	Library Facility Improvements - Annual Program	51,200		51,200		
10252	Operations Facilities Improvements - Annual	327,100		327,100		
10253	Other Facility Improvements - Annual Program	273,500	30,000	243,500		
	Roofing Maintenance and Structural Adequacy - Annual Program	83,000		83,000		
10254	Program	83,000		83,000		
10255	Roofing Replacement Projects - Annual Program	1,455,300		1,455,300		
10256	Satellite Community Centre Improvements - Annual Program	83,000		83,000		
10260	Designated Substances Facility Audit	355,000		355,000		
10262	Civic Centre Conversion to MDE Connection (Phase 2 of 3)	330,000				330,000
10263	Markham Main Street Washroom	257,000	257,000			
10264	Main Street Markham Washrooms - Storage Facility	43,000		43,000		
	Total Asset Management	14,821,800	324,000	4,867,000	4,627,800	5,003,000
Right-of-Way Assets						
10267	Bridge Improvement-John St. W of Leslie St. (B42)	685,200		685,200		
10270	Culvert Replacement- Thorny Brae Dr. E of Yonge St. (C07)	894,000				894,000
10271	Culvert Replacement with Pedestrian Bridge (C76)	224,000		224,000		
10272	Environmental Assets - Storm Water Management (2010)	97,200		97,200		
	Pavement Condition Inspection and Pavement Mgmt. System Impl	104,000		104,000		
10273	Ped. Bridge Replacement-Tannery Pond 30m/N Robinson St. - P56	250,000		250,000		
10274	P56	250,000		250,000		
10275	ROW Assets - Structures Program (2010)	205,600		205,600		
10276	Streetlight Replacement - Town Centre Boulevard	265,200		265,200		
10277	Streetlight Pole Replacement Program	258,800		258,800		
10278	Streetlight Requests/Upgrading/Removal & replacement	100,000				100,000
10279	Structures Inspection - Annual Program 2010	40,000		40,000		
10280	Survey Monument Replacement - Annual Program	26,500		26,500		
10281	Storm Sewer Upgrades	2,000,000				2,000,000
	Total Capital Works, ROW	5,150,500	-	2,156,500	-	2,994,000
Operations - Fleet						
10286	Corporate Fleet Refurbishing - Annual Program	36,900		36,900		
10287	Corporate Fleet Replacement - Annual Program	787,700		787,700		
* 10288	New Equipment - Enhanced Cultural Practices - Year 4 of 5	45,000	45,000			
10289	New Fleet - Operations	85,800	8,580		77,220	
10290	Winter Maintenance Vehicles Purchased by Contractors	200,000			200,000	
10300	Special Events Drinking Fountain Water Wagon	50,000				50,000
	Total Operations - Fleet	1,205,400	53,580	824,600	277,220	50,000



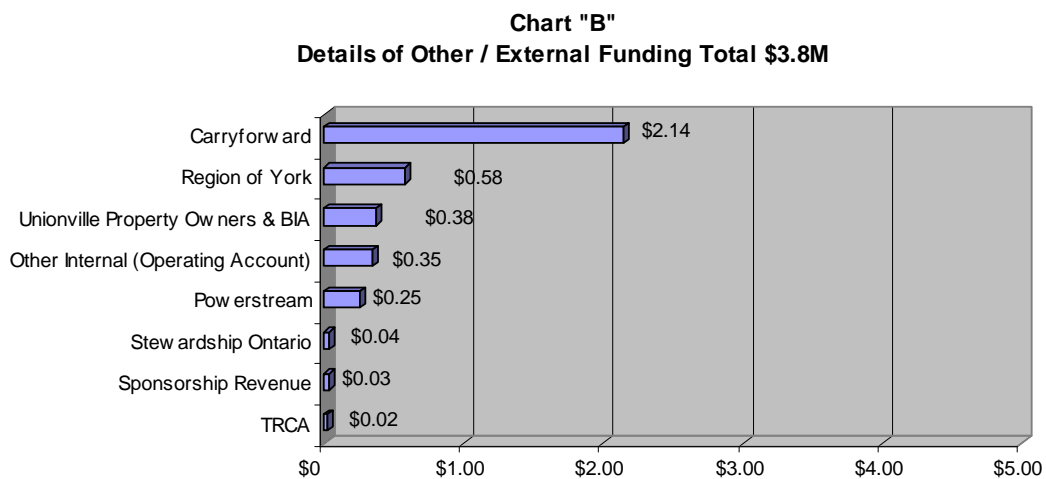
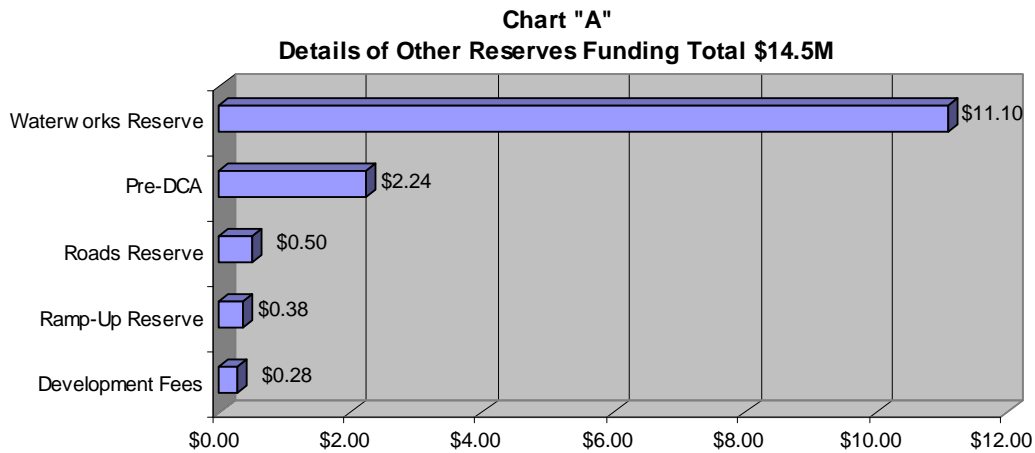
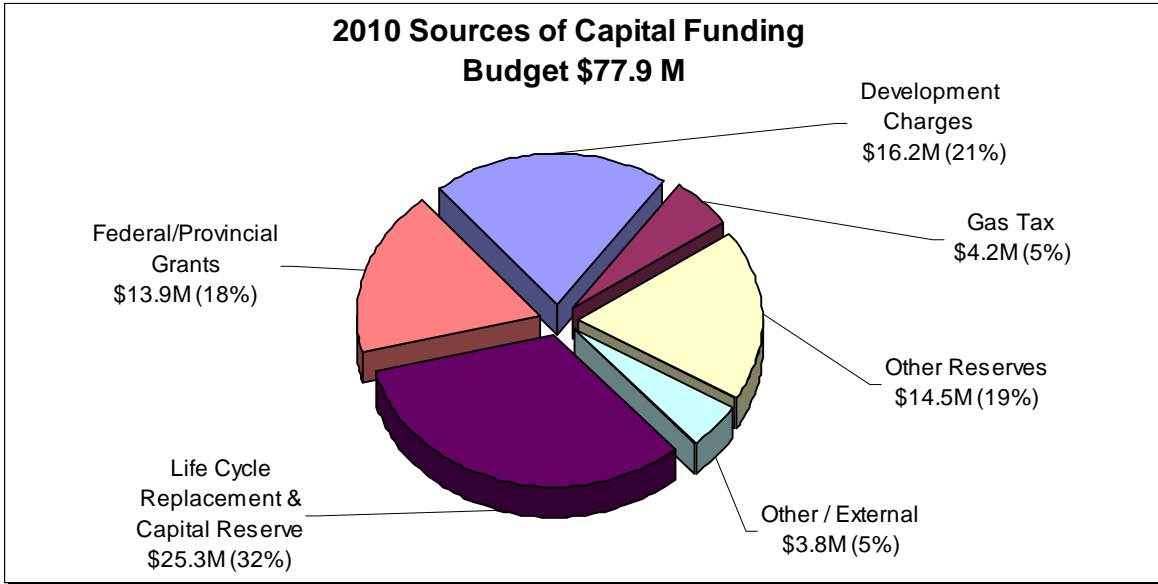
2010 CAPITAL BUDGET SUMMARY BY DEPARTMENT

Project	Project Desc	Total Budget	Operating Budget Funded	Life Cycle	Development Charges	Other
Waste Management						
10291	Clear Garbage Bag & Biodegradable Green Bin Bag Program	36,000	36,000			
10292	Community Mailbox Recycling - Phase 3 of 8	50,000	50,000			
10293	Implement Electronic Recycling	70,000	70,000			
10294	Mission Green at Work - Phase 4 of 5	50,000	50,000			
* 10295	Multi-Residential Organics Rollout - Phase 4 of 5	25,000	25,000			
10296	Permanent Polystyrene Densifier	70,000	35,000			35,000
10297	Public Space & Special Event Recycling - Phase 4 of 5	38,000	38,000			
	Total Waste Management	339,000	304,000	-	-	35,000
Environmental Leadership						
10351	Annual Top Up - MESF Reserve	100,000	100,000			
	Total Strategic Services	100,000	100,000	-	-	-
Markham Public Library						
10307	Replace Library Furniture and Equipment - Annual	62,500		62,500		
10308	Replace Library Shelving - Annual Program	62,500		62,500		
	Total Library	125,000	-	125,000	-	-
Waterworks						
10316	Articulating Forklift	60,000				60,000
10317	Calvert Road Pumping Station Pump Replacement	120,000				120,000
10318	Calvert Road Pumping Station Upgrades	50,000				50,000
10320	Cathodic Protection of Iron Watermains - Annual	476,000				476,000
10321	Cement Relining of Iron Watermains Program - Annual	1,380,000				1,380,000
10322	Inflow & Infiltration	260,000				260,000
10323	Permanent Flow Monitoring Stations	40,000				40,000
10324	Public Awareness Program for Water/Wastewater	25,000				25,000
10325	Rain Gauge	7,000				7,000
10326	Sanitary Lateral Inspection	306,000				306,000
10327	Sanitary Sewer Collection System	50,000				50,000
10328	Sanitary Sewer Const / Repl Design 2011 - Annual	210,000				210,000
10329	Sanitary Sewer Construction / Replacement Program - Annual	2,336,000				2,336,000
10330	Sanitary Sewer System Upgrade/Rehab Program - Annual	1,328,000				1,328,000
10331	Sanitary System Physical Condition Assessment - Annual	120,000				120,000
10332	Sanitary Trunk Sewer Zoom Inspection - Annual	62,000				62,000
10333	SDWA Licensing Program Financial Plan	50,000				50,000
10334	Supervisory Control & Data Acquisition (SCADA)	101,500				101,500
10335	Water Loss & Leak Detection (Year 1 of 5)	60,000				60,000
10336	Water Meter Replacement/Upgrade Program - Annual	450,000				450,000
10337	Water System Physical Condition Assessment - Annual	120,000				120,000
10338	Water System Supply Point Risk Management	105,000				105,000
10339	Water System Upgrade Program - Annual	193,000				193,000
10340	Watermain Construction and Replacement Program - Annual	2,500,000				2,500,000
10341	Watermain Construction Design 2011 - Annual	200,000				200,000
10343	Waterworks Transfer from Miller to 8100 Warden	200,000				200,000
	Total Waterworks	10,809,500	-	-	-	10,809,500
TOTAL COMMUNITY & FIRE SERVICES		59,560,100	1,338,580	21,208,800	7,462,020	29,550,700
TOTAL 2010 CAPITAL BUDGET		77,919,500	2,487,810	22,772,200	16,248,900	36,410,590



2010 CAPITAL BUDGET SOURCES OF FUNDING

LIFE CYCLE REPLACEMENT & CAPITAL RESERVE		25,260,010
DEVELOPMENT CHARGES (DCA)		16,248,900
FEDERAL GAS TAX GRANT		4,206,200
FEDERAL/PROVINCIAL INFRASTRUCTURE GRANTS		
Infrastructure Stimulus Fund	8,799,000	
Recreation Infrastructure Fund	<u>5,133,000</u>	13,932,000
OTHER SOURCES		
Waterworks Reserve	11,101,080	
Pre - DCA	2,237,500	
Closed Capital From Previous Years (Carry Forward)	2,140,793	
Region of York	580,000	
Roads Reserve	500,000	
Ramp Up Reserve	375,000	
Unionville Property Owners & BIA	375,000	
Other Internal (from Operating Account)	350,000	
Development Fees	275,517	
Powerstream	250,000	
Stewardship Ontario	35,000	
Sponsorship Revenue	32,500	
Toronto & Region Conservation Authority	20,000	
TOTAL OTHER SOURCES	<u> </u>	18,272,390
TOTAL 2010 CAPITAL & OTHER PROGRAMS BUDGET		<u><u>77,919,500</u></u>





2010 CAPITAL INDUCED OPERATING COSTS

Department / Capital Project Description	2010 Operating Budget Impact \$	Annualized Operating Impact \$	Comments
<u>Operations - Parks</u>			
Enhanced Cultural Practices - Year 4 of 5 -Installation of irrigation systems on all Class B sportsfields	109,343	109,343	1 additional 150-days staff + supplies, fertilizer, top dressing & grass seeds
<u>Operations - Fleet</u>			
Enhanced Cultural Practices - Year 4 of 5	900	900	vehicle parts
<u>Waste Management</u>			
Multi-Residential Organics Rollout - Phase 4 of 5	5,179	20,716	Costs to provide containers and public education material for the implementation of organic collection program to 15 multi-residential buildings.
Implement Electronic Recycling	(25,000)	(50,000)	Implement electronic recycling at the depots. Revenue from the manufacturers (agreement in place with the province).
Community Mailbox Recycling - Phase 3 of 8	1,300	2,600	Garbage collection for litter mail collection containers at Canada Post Community mailboxes throughout the Town as part of the Litter Prevention Program.
Permanent Polystyrene Densifier	(1,900)	(3,800)	The new polystyrene will reduce the costs of shipping from weekly to monthly, which will reduce the recycling collection costs.
Total Waste Management	(20,421)	(30,484)	
<u>Fire & Emergency Services</u>			
Cornell Fire Station	-	2,072,786	Expected opening in 2011; Costs for 20 firefighters, 1 training officer, 1 fire prevention officer
<u>ITS</u>			
Acquisition of 2 Handheld Parking Tablets (Clerks)	-	1,700	Annual operating costs starting in year 2 (2011)
Amanda Audit Trail (Building Standards)	-	5,500	Annual operating costs starting in year 2 (2011)
AP Automation (Finance)	-	22,000	Annual operating costs starting in year 2 (2011)
Core - Base Architecture (ITS)	-	2,000	Annual operating costs starting in year 2 (2011)
Director's Station (Library)	-	1,500	Annual maintenance costs starting in year 2 (2011)
E-Commerce (Library)	-	18,000	Annual maintenance @ 20% of capital costs; starting at year 2 (2011)
Facility Assets System Implementation (Asset Mgmt)			
Fire - Staffing Software (J15)	-	12,700	Annual operating costs starting in year 2 (2011)
Station Alerting Linked to CAD (Fire)	-	2,100	Annual operating costs starting in year 2 (2011)
Total ITS	-	65,500	
Total Capital Induced Operating Costs	89,822	2,218,045	

Long Term Capital Budget Forecast

Growth Related Projects

Capital Infrastructure related to growth in the Town are both material in dollars and critical to the Town's service level commitments to its residents and business owners. Capital infrastructure projects include water/sewer, roads, community centres, libraries, parks, and fire stations. As the Town grows, the infrastructure to serve and support the new communities must grow also.

Growth related capital is mainly funded (90%) from Development Charges (DC's) collected from Developers in the Town of Markham. The remaining 10% is funded by the Town through non-DC sources. Development Charges are governed by the Town's DC By-laws, which are updated every five years. The Town of Markham, like many Ontario municipalities, updated its "Development Charges Background Study" (DC Study) and DC By-laws in 2009.

A capital forecast based on the 2009 DC Study information is included for the period 2010 to 2015:

2010 to 2015 Capital Budget Forecast

(in thousands of constant dollars - gross cost)

Category	2010	2011	2012	2013	2014	2015	TOTAL
(A) General Government	946.7	946.7	946.7	946.7	946.7	946.7	\$5,680.2
(B) Library	12,820.2	3,958.4	0.0	0.0	0.0	0.0	\$16,778.6
(C) Fire Services	5,052.1	650.0	0.0	0.0	1,324.3	0.0	\$7,026.4
(D) Indoor Recreation	48,451.1	0.0	0.0	53,000.0	0.0	0.0	\$101,451.1
(E) Park Development & Facilities	13,278.2	11,115.9	48,547.5	14,104.4	9,358.2	20,254.0	\$116,658.2
(F) Public Works	10,748.3	1,855.4	388.4	10,489.8	793.8	164.7	\$24,440.4
TOTAL	\$91,296.6	\$18,526.4	\$49,882.6	\$78,540.9	\$12,423.0	\$21,365.4	\$272,034.9

Notes: Listing of Growth Category Details

A. Growth Studies

B. Buildings, Land, Furniture & Equipment, Materials

C. Buildings, Land, Furniture & Equipment, Firefighter Equipment, Fire Vehicles

D. Major Facilities, Land, Equipment

E. Park Development, Vehicles & Equipment, Buildings, Land

F. Buildings, Land, Furniture & Equipment, Town Fleet



Non-Growth Related Projects

In 2005, Council approved a reserve study that examined, among other topics, the projected repair and replacement expenditures related to the Town's aging capital infrastructure (e.g. bridges, roads, vehicles). The study identified the age of the assets, the expected life cycle of the assets and projected replacement costs in order to quantify the Town's future expenditures, by year. A reserve fund, the Life Cycle Replacement and Capital Reserve, was established to provide a source of funding for the future repair, preventative maintenance and replacement of infrastructure. More details on this reserve is included in the Reserve Policy section.

The Town's Reserve Study is updated annually to account for additional assets, the refinement of assumptions on asset replacement cycles, and for adjustments to replacement costs. The following chart projects the Town's non-growth related capital expenditures (e.g. repairs, preventative maintenance, replacement of infrastructure) based upon inventory in the life cycle reserve model."

2010 to 2015 Capital Budget Forecast (based on 2009 Update)
(in thousands of constant dollars - gross cost)

CATEGORY	2010	2011	2012	2013	2014	2015	TOTAL
Bridges	2,609.0	1,029.8	444.3	1,265.6	1,301.9	1,702.6	\$8,353.2
Facilities	7,864.0	10,483.6	11,172.6	6,425.7	5,012.1	12,363.6	\$53,321.5
Fire Bunker Gear	235.7	243.0	978.7	311.1	209.5	117.2	\$2,095.1
ITS	1,239.4	1,707.1	1,897.6	1,215.0	1,470.3	791.1	\$8,320.5
Parks	919.2	893.9	1,975.7	1,672.4	1,963.7	1,603.7	\$9,028.5
Roads	7,583.9	7,629.4	7,782.0	8,258.6	8,337.7	8,504.4	\$48,096.1
Storm Sewers & Storm Water Mgmt	494.8	1,181.8	3,794.3	2,073.3	2,243.3	1,937.0	\$11,724.5
Street Lights	561.8	302.5	346.8	314.7	80.9	82.5	\$1,689.1
Traffic Lights	108.7	105.9	79.6	331.2	266.4	269.6	\$1,161.5
Vehicles	2,008.7	2,129.2	2,305.1	6,491.2	1,891.6	6,557.4	\$21,383.2
TOTAL	\$23,625.2	\$25,706.2	\$30,776.7	\$28,358.9	\$22,777.2	\$33,929.1	\$165,173.3

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

The following pages highlight the major capital projects for the Town. Each page provides specific project details including the impact on future operating budgets. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. Examples of costs that may impact future operating budgets are: personnel, maintenance and repairs, utilities, and supplies.

Positive - The project will either generate some revenue to offset expenses, will actually reduce operating costs or will afford a future cost avoidance.

Negligible - The impact will be less than \$10,000 annually

Slight - The Impact will be between \$10,001 and \$50,000 annually

Moderate - The impact will be between \$50,001 and \$100,000 annually

High – The impact will result in an increase of \$100,001 or more annually

The figures provided are estimates based on the data available at the time of developing the budget.



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION SUMMARY

Project Description	Total Cost	Operating Cost Impact Range		Reduction
		From	To	
Angus Glen Community Centre Tennis Courts & Bubble	\$1,700,000	\$10,001	\$50,000	
Illumination Requests	\$1,340,000	\$10,001	\$50,000	
Sidewalk Requests	\$1,900,000	\$0	\$10,000	
Hagerman Diamond - Municipal Services Relocation	\$1,200,000	\$0	\$10,000	
Hwy 404 Mid-Block Crossing, North of Hwy 7 Property	\$1,000,000	\$0	\$10,000	
Highway 7 Streetscapes (Rodick to Sciberras)	\$1,060,000	\$0	\$10,000	
Thornhill Community Centre & Library Renovation	\$6,000,000	\$10,001	\$50,000	
Emergency Operations Centre Retrofit	\$1,000,000	\$10,001	\$50,000	
St. Roberts Artificial Turf & Bubble	\$3,200,000	\$10,001	\$50,000	
Markham Civic Centre Outdoor Skating Rink	\$3,530,000	\$10,001	\$50,000	
Asphalt Resurfacing - Annual Program	\$6,250,800	\$0	\$0	Yes
Facility Accessibility Retrofits	\$3,200,000	\$0	\$10,000	
Facility Energy Retrofits	\$3,000,000	\$10,001	\$50,000	
Cornell Fire Station	\$4,200,000	\$100,001	Or More	
Roofing Replacement Projects - Annual Program	\$1,455,300	\$10,001	\$50,000	
Storm Sewer Upgrades	\$2,000,000	\$10,001	\$50,000	
Watermain Construction and Replacement Program	\$2,500,000	\$0	\$0	Yes
Cement Relining of Iron Watermains	\$1,380,000	\$0	\$0	Yes
Sanitary Sewer Construction/Replacement	\$2,336,000	\$0	\$0	Yes
Sanitary Sewer System Upgrade/Rehab	<u>\$1,328,000</u>	\$0	\$0	Yes
Total	<u>\$49,580,100</u>			

Projects with a 'reduction' are an indication of cost avoidance over cost reduction.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Angus Glen Community Centre Tennis Courts and Bubble

Project Number 9527

Estimated Total Cost of Project

\$1,700,000

Commission Development Services

Department Design

Project Description

Location

Angus Glen Community Centre property.

Work to be Performed

The construction of 4 tennis courts and installation of a permanent structure over the tennis courts.

Reason for Work

To provide Town residents with international standard tennis courts that are available for use all year round.

Impact on Future Operating Budgets

Slight - The Impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – Fall 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Illumination Requests

Project Number 10052

Estimated Total Cost of Project

\$ 1,340,000

Commission Development Services

Department Engineering

Project Description

Location

Various locations within the Town

Work to be Performed

Installation of new street lighting within the Town and Regional roads

Reason for Work

Work is part of Engineering 10 Year Capital Program

Impact on Future Operating Budgets

Slight - The Impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Sidewalk Requests

Project Number 10057

Estimated Total Cost of Project

\$ 1,900,000

Commission Development Services

Department Engineering

Project Description

Location

Various locations within the Town

Work to be Performed

Installation of new sidewalks within the Town and Regional roads

Reason for Work

Work is part of Engineering 10 Year Capital Program

Impact on Future Operating Budgets

Negligible - The impact will be less than \$10,000 annually

Estimated Project Completion Date – 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Hagerman Diamond – Municipal Services Relocation

Project Number 10049

Estimated Total Cost of Project

\$1,200,000

Commission Development Services

Department Engineering

Project Description

Location

14th Avenue – Between Birchmount Road and Kennedy Road

Work to be Performed

Relocation of existing municipal services (i.e. storm, sanitary and water)

Reason for Work

Relocation of existing services was required by the rail grade separation for GO Transit

Impact on Future Operating Budgets

Negligible - The impact will be less than \$10,000 annually

Estimated Project Completion Date – 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Hwy 404 Mid-Block Crossing, North of Hwy 7 Property

Project Number 10050

Estimated Total Cost of Project

\$1,000,000

Commission Development Services

Department Engineering

Project Description

Location

Highway 404, north of Highway 7

Work to be Performed

Property acquisition of lands required.

Reason for Work

Obtain the property required in order to construction the Mid-Block Crossing bridge.

Impact on Future Operating Budgets

Negligible - The Impact will be less than \$10,000 annually

Estimated Project Completion Date – 2011



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Highway 7 Streetscapes (Rodick to Sciberras)

Project Number 10051

Estimated Total Cost of Project

\$1,060,000

Commission Development Services

Department Engineering

Project Description

Location

Highway 7, between Rodick and Sciberras.

Work to be Performed

Design and Phase 1 construction of the enhanced streetscape on Highway 7

Reason for Work

The Region is currently working on design and construction of Highway 7, the Town is working on an enhanced streetscape for this project.

Impact on Future Operating Budgets

Negligible - The impact will be less than \$10,000 annually

Estimated Project Completion Date – 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Thornhill Community Centre & Library Renovation

Project Number 9515

Estimated Total Cost of Project

\$6,000,000

Commission Community & Fire Services

Department Recreation & Library Construction

Project Description

Location

Thornhill Community Centre, northeast corner of Bayview and John

Work to be Performed

Renovations at the community centre will provide a dedicated youth centre, conversion of the Library auditorium for library programs, expanded space for the Seniors centre and LEED standards will be utilized to generate reductions in greenhouse emissions.

Reason for Work

This is one of the approved projects to be funded from the Infrastructure Stimulus Fund where the government of Canada, Ontario, and the Town each contribute funding.

Impact on Future Operating Budgets

Slight - The Impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – 2011



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Emergency Operations Centre Retrofit

Project Number 9518

Estimated Total Cost of Project

\$1,000,000

Commission Community & Fire Services

Department Fire & Emergency Services

Project Description

Location

8100 Warden Avenue, west side of Warden and Enterprise

Work to be Performed

Construct a new Emergency Operations Centre (EOC) by renovating a portion of the existing building.

Reason for Work

The new EOC will be able to provide a more effective facility to respond to and manage Town-wide and regional emergency situations. This is one of the approved projects to be funded from the Infrastructure Stimulus Fund of which the government of Canada, Ontario, and the Town each contribute.

Impact on Future Operating Budgets

Slight – The impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – December 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name St. Roberts Artificial Turf and Bubble

Project Number 9526

Estimated Total Cost of Project

\$3,200,000

Commission Community & Fire Services

Department Recreation Services

Project Description

Location

On Leslie St., south of Highway 7

Work to be Performed

Replace the existing soccer field with an artificial synthetic field and to add a bubble structure to cover the new turf.

Reason for Work

A joint venture with the York Catholic District School Board which is one of the projects to be funded from the Recreational Infrastructure Canada Fund of which the government of Canada, Ontario, and the Town each contribute.

Impact on Future Operating Budgets

Slight - The impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – March 2011



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Markham Civic Centre Outdoor Skating Rink

Project Number 9528

Estimated Total Cost of Project

\$3,530,000

Commission Community & Fire Services

Department Recreation Services

Project Description

Location

Anthony Roman Centre, northeast corner of Highway 7 and Town Centre Boulevard

Work to be Performed

Construction of an outdoor natural ice surface at the civic centre along with storage and dressing room facilities.

Reason for Work

This is one of the approved projects to be funded from the Recreational Infrastructure Canada Fund of which the government of Canada, Ontario, and the Town each contributes.

Impact on Future Operating Budgets

Slight - The impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – Spring 2011

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Asphalt Resurfacing – Annual Program

Project Number 10192

Estimated Total Cost of Project

\$6,250,800

Commission Community & Fire Services

Department Operations – Roads

Project Description

Location

Townwide

Work to be Performed

Asphalt resurfacing of roads throughout the Town utilizing a pavement management program to select rehabilitation candidates.

Reason for Work

The overall goal is to maintain an acceptable pavement condition index and user satisfaction by implementing cost effective strategies designed to extend pavement life and reduce overall maintenance costs of the road network.

Impact on Future Operating Budgets

Positive - The project will either generate some revenue to offset expenses which will actually reduce operating costs or will afford a future cost avoidance.

Estimated Project Completion Date – December 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Facility Accessibility Retrofits

Project Number 9516

Estimated Total Cost of Project

\$3,200,000

Commission Community & Fire Services

Department Asset Management, Facility Assets

Project Description

Location

Various municipal buildings, Townwide

Work to be Performed

Based on a 2008 audit of Town facilities on accessibility, the Town will ensure all its public facilities are barrier free.

Reason for Work

To be in compliance with the Ontarians with Disabilities Act (ODA). This is one of the approved projects to be funded from the Infrastructure Stimulus Fund of which the government of Canada, Ontario, and the Town each contribute.

Impact on Future Operating Budgets

Negligible - The impact will be less than \$10,000 annually.

Estimated Project Completion Date – Spring 2011

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Facility Energy Retrofits

Project Number 9517

Estimated Total Cost of Project

\$3,000,000

Commission Community & Fire Services

Department Asset Management, Facility Assets

Project Description

Location

Various municipal buildings, Townwide

Work to be Performed

Facility Energy Retrofit initiatives include:

- Solar water/ air heating for all Town owned swimming pools with waste heat recovery
- Centralized monitoring and control of building systems for major Town facilities
- Hi-efficiency heating and cooling system upgrade
- Electrical load reduction through application of high efficiency lighting, variable speed drives, and sensors
- Replacement of single pane windows with more efficient (thermal) windows

Reason for Work

This is one of the approved projects to be funded from the Infrastructure Stimulus Fund of which the government of Canada, Ontario, and the Town each contribute.

Impact on Future Operating Budgets

Slight - The impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – Spring 2011



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Cornell Fire Station

Project Number 10123

Estimated Total Cost of Project

\$4,200,000

Commission Community & Fire Services

Department Asset Management, Facility Assets

Project Description

Location

Lands northeast of Highway 7 and 9th Line

Work to be Performed

Construction of a fire station in the Cornell area

Reason for Work

With continued growth in East Markham this fire station is necessary in order for the fire service to meet the response time goals as outlined in the NFPA 1710 and the 2001 Deployment Study.

Impact on Future Operating Budgets

High – The impact will result in an increase of \$100,001 or more annually.

Estimated Project Completion Date – Spring 2011

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Roofing Replacement Projects – Annual Program

Project Number 10255

Estimated Total Cost of Project

\$1,455,300

Commission Community & Fire Services

Department Asset Management, Facility Assets

Project Description

Location

Various municipal buildings, Townwide

Work to be Performed

Replacement of roofing for various municipal buildings

Reason for Work

Deterioration of existing facility's roofs.

Impact on Future Operating Budgets

Slight - The Impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – Fall 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Storm Sewer Upgrades

Project Number 10281

Estimated Total Cost of Project

\$2,000,000

Commission Community & Fire Services

Department Asset Management, Right-of-Way Assets

Project Description

Location

Various locations, Townwide

Work to be Performed

Upgrades and flood remediation existing storm sewers.

Reason for Work

To upgrade existing storm sewers to better handle flood conditions.

Impact on Future Operating Budgets

Slight - The Impact will be between \$10,001 and \$50,000 annually

Estimated Project Completion Date – TBD

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Watermain Construction and Replacement Program

Project Number 10340

Estimated Total Cost of Project

\$2,500,000

Commission Community & Fire Services

Department Waterworks

Project Description

Location

Bullock Drive (from Jug Lane to Hawkrigde Avenue) and Clark Avenue (from Yonge Street to Lillian Avenue).

Work to be Performed

Replacement of existing watermains.

Reason for Work

Maintain proper operating standards within the watermain system.

Impact on Future Operating Budgets

Positive - The project will either generate some revenue to offset expenses which will actually reduce operating costs or will afford a future cost avoidance.

Estimated Project Completion Date – November 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Cement Relining of Iron Watermains

Project Number 10321

Estimated Total Cost of Project

\$1,380,000

Commission Community & Fire Services

Department Waterworks

Project Description

Location

Various locations throughout the Town

Work to be Performed

Continuing program of cement relining unlined ductile iron watermain pipe, including hydrant & valve replacements. A total of 71 km has been relined since the beginning of the program, with the remaining 11 km to be completed by 2011.

Reason for Work

To prevent corrosion and restore water quality.

Impact on Future Operating Budgets

Positive - The project will either generate some revenue to offset expenses which will actually reduce operating costs or will afford a future cost avoidance.

Estimated Project Completion Date – October 2010

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Sanitary Sewer Construction / Replacement

Project Number 10329

Estimated Total Cost of Project

\$2,336,000

Commission Community & Fire Services

Department Waterworks

Project Description

Location

Various locations throughout the Town

Work to be Performed

Construction involving sanitary sewer replacement on Clark Avenue from Yonge Street to Lillian Avenue and Milliken Mills sanitary sewer construction to replace the decommissioning of Milliken Mills pumping station.

Reason for Work

Sanitary sewer renewal required to restore and increase capacity and to redirect flows to another drainage area to reduce sewer backup and basement flooding.

Impact on Future Operating Budgets

Positive - The project will either generate some revenue to offset expenses which will actually reduce operating costs or will afford a future cost avoidance.

Estimated Project Completion Date – November 2010



CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Sanitary Sewer System Upgrade/Rehab

Project Number 10330

Estimated Total Cost of Project

\$1,328,000

Commission Community & Fire Services

Department Waterworks

Project Description

Location

Various locations throughout the Town

Work to be Performed

Rehabilitation and repairs of sanitary sewer distribution system including manhole and service lateral rehabilitation, repairs, & replacements.

Reason for Work

Sanitary sewers identified in previous year's inspection program.

Impact on Future Operating Budgets

Positive - The project will either generate some revenue to offset expenses which will actually reduce operating costs or will afford a future cost avoidance.

Estimated Project Completion Date – March 2011

WATERWORKS BUDGET

All operations relating to water and sanitary sewer are funded through the Waterworks fund which is part of the Operating Fund but sometimes identified separately due to its self-funding nature. User fees from water billings are the main source of funding for the Waterworks Budget.

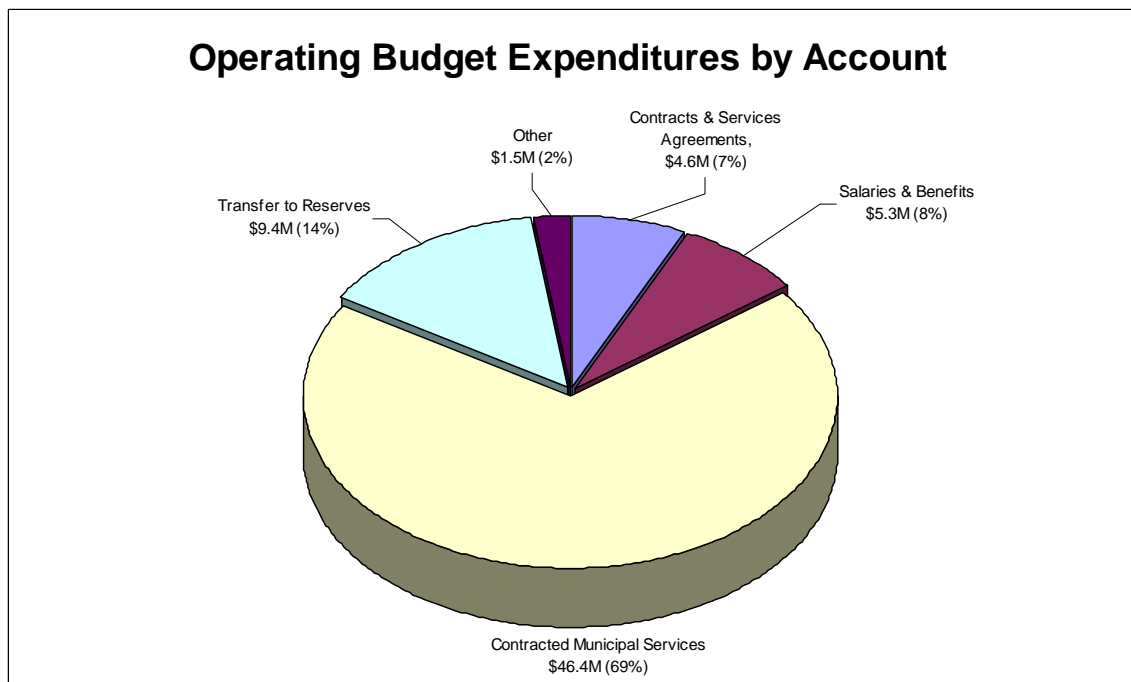
In 2007, the Town of Markham implemented the Water & Wastewater Reserve Study with the purpose of addressing the ongoing replacement and rehabilitation requirements for the aging water and sewer systems. The study made recommendations to the level of Water & Wastewater Infrastructure Surcharge to charge in order to sustain projected replacement and rehabilitation costs over the next 25 years.

Operating Budget

Expenditures

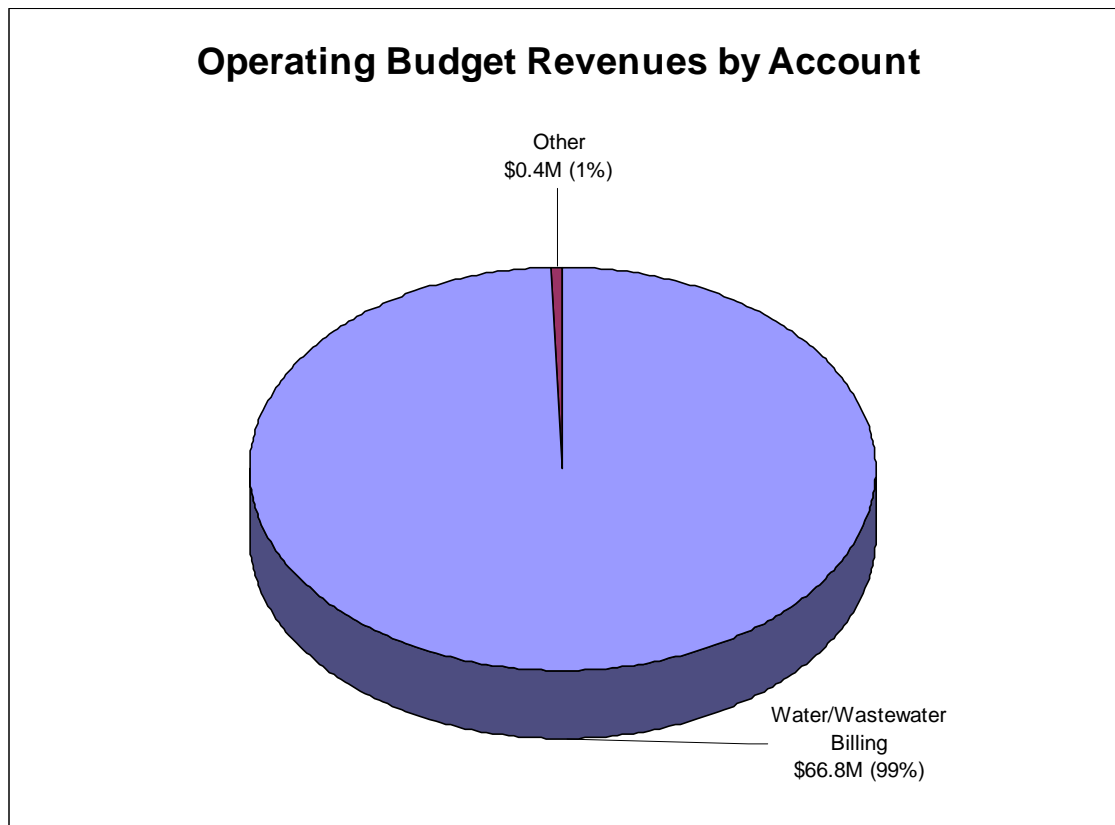
The 2010 Operating Budget for Waterworks totals \$67,297,242 (excluding prior year's surplus). This marks an increase of \$3.0 million over the 2009 Operating Budget.

The figure below indicates that the major portion of budgeted expenditures is Contracted Municipal Services, which is for the purchase of water from the Region of York. Transfer to Reserves, which accounts for 14% of the Operating Budget, represents transfer to the Waterworks Reserve in order to sustain future replacement & rehabilitation requirements. Contract & Service Agreements, which accounts for 7% of the Operating Budget, includes items such as inspection & cleaning of the sewer line, maintenance & repair of the water & sewer system, water sampling & testing, installation & maintenance of meters, and water/wastewater reading & billing.



Revenues

The Operating Budget is funded mainly through revenues associated with billings related to the sale of water. Please refer to the figure below. The Town's water/wastewater rates have increased by 10.4% from the previous year's level as a result of the wholesale water rate increase of 6.1% from the Region of York effective April 1, 2010 and 4.3% increase from the Water & Wastewater Infrastructure Surcharge as identified in the Water & Wastewater Reserve Study.



Capital Budget

The 2010 Waterworks Capital Budget totals \$10,809,500 which is fully funded from the Waterworks reserve. The capital projects include annual programs for watermain construction/replacement, relining of watermain, water meter replacement, and upgrades to water and sewer system. The Waterworks reserve also funds capital projects managed by other departments (such as ITS and Fleet). The 2010 capital budget includes funding from Waterworks reserve in the amount of \$11,101,080.



WATERWORKS CONSOLIDATED 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u> <u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
Revenue				
BILLINGS	\$63,710,839	\$66,802,769	\$3,091,930	4.9%
USER FEES & SERVICE CHARGES	427,000	345,973	(81,027)	-19.0%
SALES	126,000	116,000	(10,000)	-7.9%
RECOVERIES & CONTRIBUTIONS	3,000	32,500	29,500	983.3%
Total Revenues	\$64,266,839	\$67,297,242	\$3,030,403	4.7%
Expenses				
SALARIES AND BENEFITS	\$5,142,895	\$5,251,297	\$108,402	2.1%
PRINTING & OFFICE SUPPLIES	33,019	29,092	(3,927)	-11.9%
OPERATING MATERIALS & SUPPLIES	104,761	104,761	-	0.0%
CONSTRUCTION MATERIALS	581,191	467,895	(113,296)	-19.5%
UTILITIES	35,805	35,805	0	0.0%
COMMUNICATIONS	39,744	46,691	6,947	17.5%
TRAVEL EXPENSES	47,500	44,500	(3,000)	-6.3%
TRAINING	56,130	56,130	0	0.0%
CONTRACTS & SERVICE AGREEMENTS	5,223,628	4,600,922	(622,706)	-11.9%
MAINT. & REPAIR-TIME/MATERIAL	367,880	360,307	(7,573)	-2.1%
RENTAL/LEASE	17,099	5,099	(12,000)	-70.2%
PROFESSIONAL SERVICES	133,034	113,034	(20,000)	-15.0%
LICENCES, PERMITS, FEES	17,260	24,760	7,500	43.5%
PROMOTION & ADVERTISING	8,000	3,000	(5,000)	-62.5%
CONTRACTED MUNICIPAL SERVICES	42,175,953	46,406,905	4,230,952	10.0%
OTHER PURCHASED SERVICES	232,013	227,213	(4,800)	-2.1%
WRITE-OFFS	88,614	88,614	0	0.0%
TRANSFERS TO RESERVES	9,962,313	9,431,217	(531,096)	-5.3%
Total Expenses	\$64,266,839	\$67,297,242	\$3,030,403	4.7%
Net Expenditures/ (Revenue)	-	-	-	0.0%

BUILDING STANDARDS BUDGET

The Building Standards Department is responsible for the administration of Ontario Building Code and other applicable laws including the Town's zoning by-laws. The department issues building permits and provides inspections for all new or renovated buildings within Markham's borders, and its Operating budget funds all operations related to this department's work. Building Standards operations is part of the Operating Fund but sometimes identified separately due to its self-funding nature.

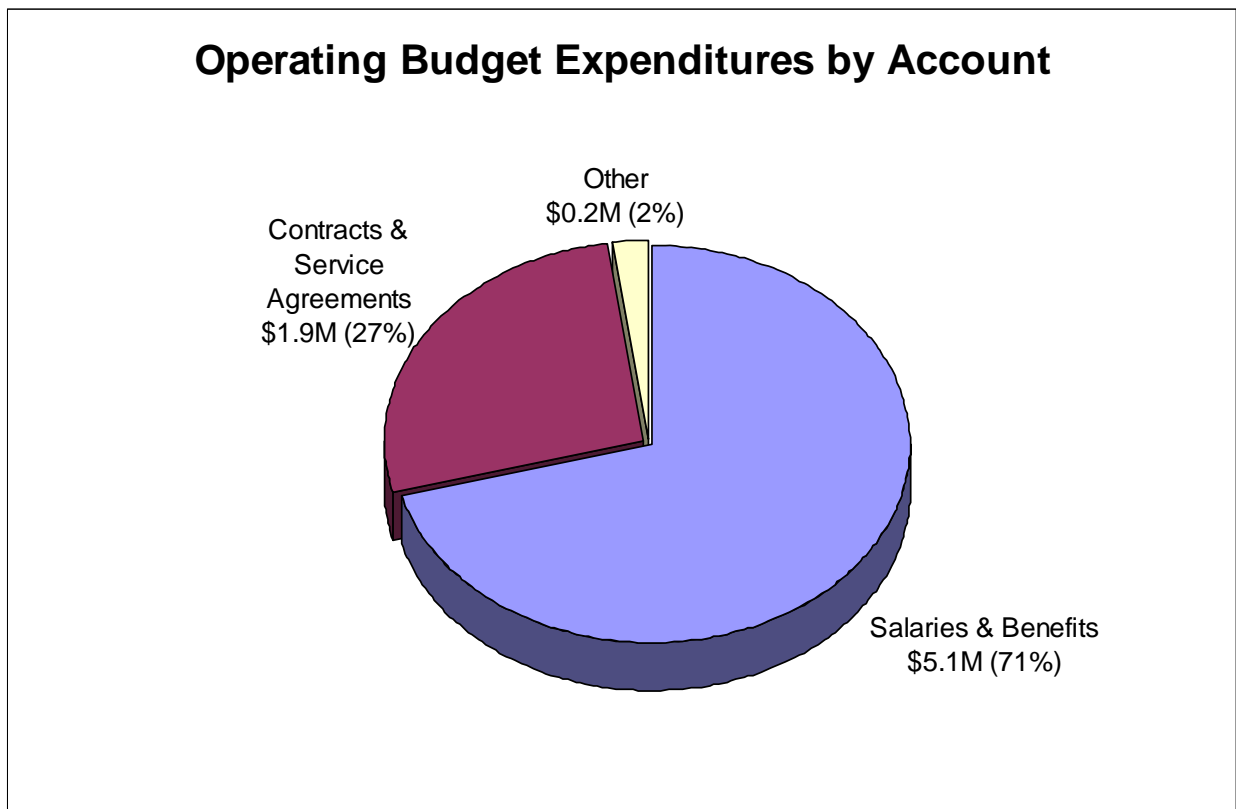
The new Building Code Statute Law Amendment Act, 2002 (Bill 124) took effect July 1, 2005. This legislation stipulates fees must not exceed the anticipated reasonable cost to administer and enforce the Act and that revenues and costs be reported separately.

Operating Budget

Expenditures

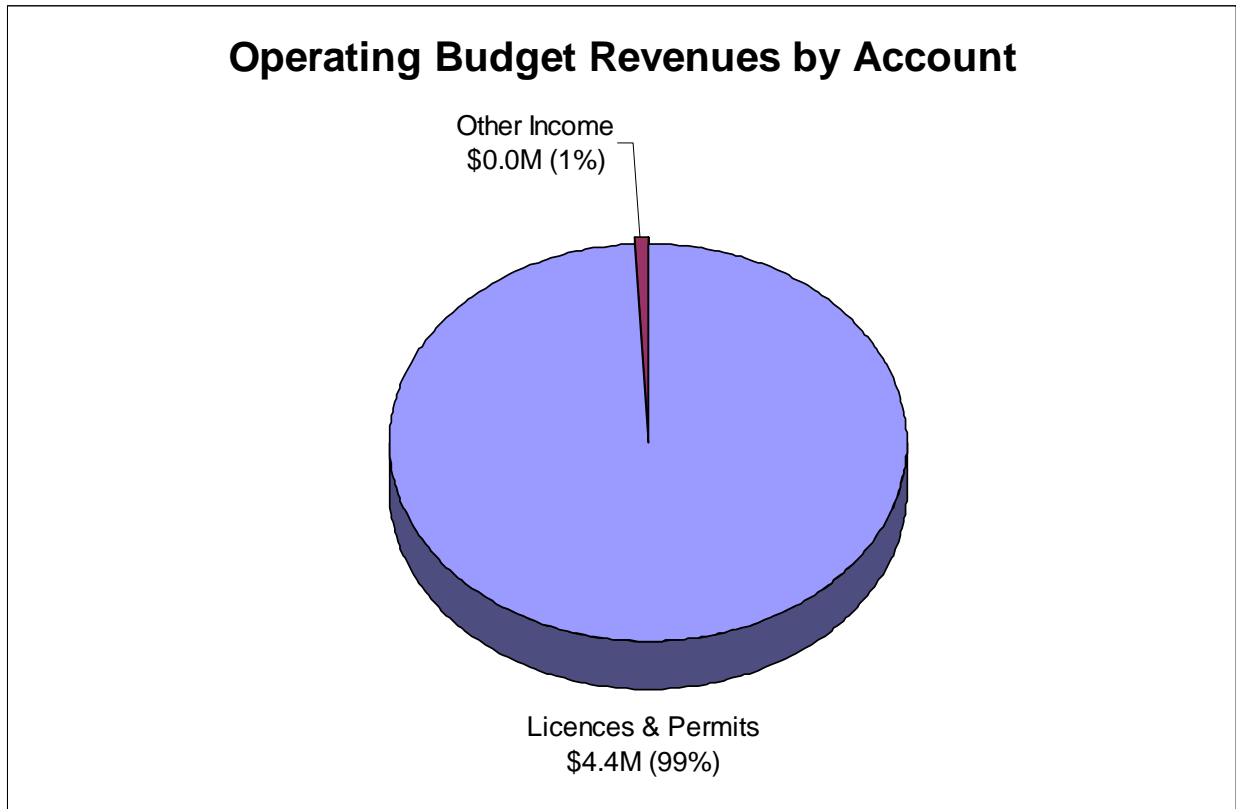
The 2010 Operating Budget for Building totals \$7,155,944. This marks a decrease of \$190,000 from the 2009 Operating Budget due to a decline in building permits.

The figure below indicates that the major portion of budgeted expenditures is Salaries and Benefits, which accounts for 71% of the Operating Budget. Contracts & Service Agreement represents indirect costs such as ITS equipment, other department's services, overhead costs and is 27% of the Operating Budget with other expenditures accounting for 2%.



Revenues

The Operating Budget is funded mainly through revenues from Licences and Permits related to Building permit applications.



Capital Budget

Building Standards department requested 2010 ITS Capital Budget of \$35,000 for Building department system enhancements related to an Audit Module for the Amanda system funded from the Building Fee reserve.



BUILDING STANDARDS CONSOLIDATED 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>	
			<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<u>Revenue</u>				
LICENCES & PERMITS	\$6,934,443	\$4,395,790	(\$2,538,653)	-37%
USER FEES & SERVICE CHARGES	\$36,120	\$36,120	-	-
Total Revenues	\$6,970,563	\$4,431,910	(\$2,538,653)	-36%
<u>Expenses</u>				
SALARIES AND BENEFITS	\$5,094,587	\$5,072,658	(\$21,929)	0%
PRINTING & OFFICE SUPPLIES	\$53,708	\$43,708	(\$10,000)	-19%
OPERATING MATERIALS & SUPPLIES	\$14,604	\$13,604	(\$1,000)	-7%
COMMUNICATIONS	\$23,893	\$24,593	\$700	3%
TRAVEL EXPENSES	\$9,006	\$8,006	(\$1,000)	-11%
TRAINING	\$27,476	\$27,476	-	-
CONTRACTS SERVICES AGREEMENTS	\$2,081,104	\$1,924,579	(\$156,525)	-8%
MAINT. & REPAIR - TIME & MATERIAL	\$235	\$235	-	-
RENTAL/LEASE	\$6,214	\$6,214	-	-
PROFESSIONAL SERVICES	\$5,971	\$5,971	-	-
LICENCES, PERMITS, FEES	\$14,165	\$14,165	-	-
CREDIT CARD SERVICE CHARGES	\$8,424	\$8,424	-	-
PROMOTION & ADVERTISING	\$6,311	\$6,311	-	-
Total Expenses	\$7,345,698	\$7,155,944	(\$189,754)	-3%
Surplus/(Deficit)	(\$375,135)	(\$2,724,034)	(\$2,348,899)	626%
TRANSFERS TO RESERVES	(\$375,135)	(\$2,724,034)	(\$2,348,899)	626%
Net Expenditures/ (Revenue)	-	-	-	-

PLANNING & DESIGN BUDGET

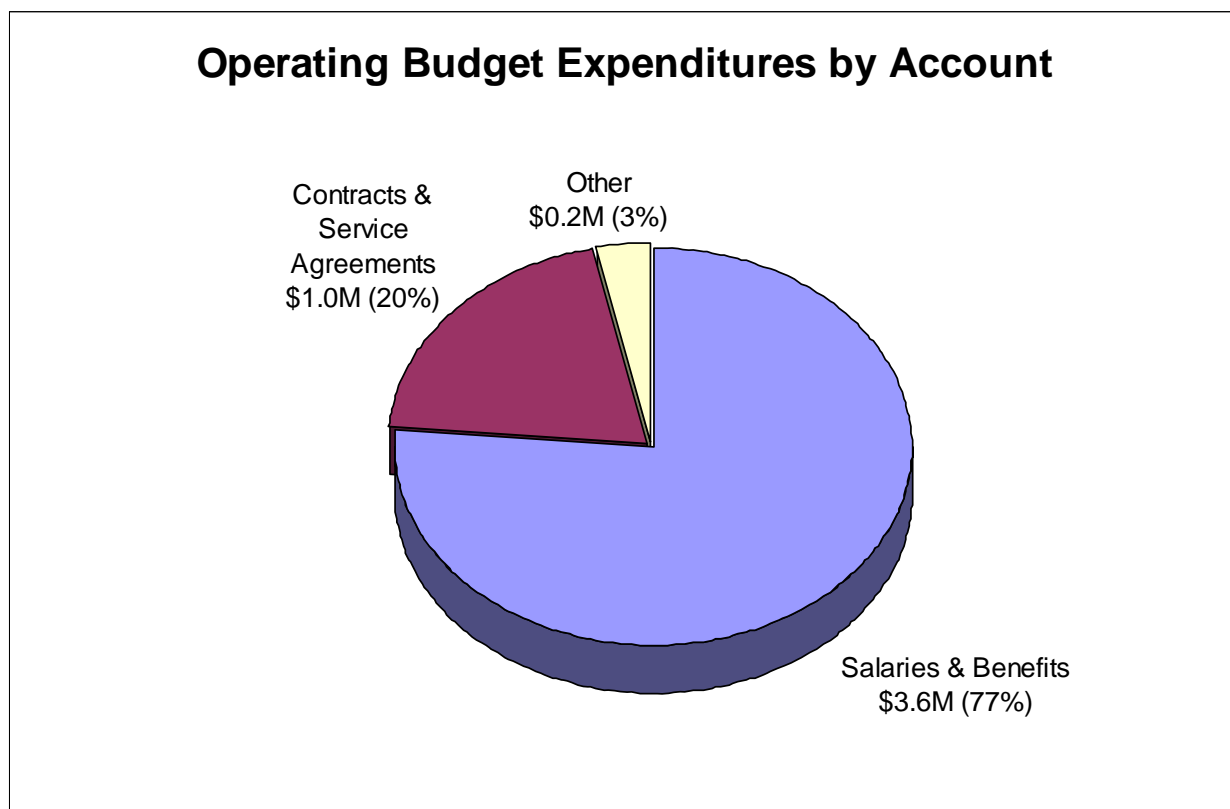
The Planning & Design Department responsibilities relate to long range strategic planning and current development control, formulation of plans, policies, regulations, and guidelines on land use, development, urban design, and growth management; processing and evaluation of development applications; data collection, analysis, research and monitoring on land use, planning policy and growth related matters; digital mapping related functions; community outreach, liaison and information.

Operating Budget

Expenditures

The 2010 Operating Budget for Planning & Design totals \$4,883,518. This marks an increase of \$1,010,000 from the 2009 Operating Budget due to an increase in user fees.

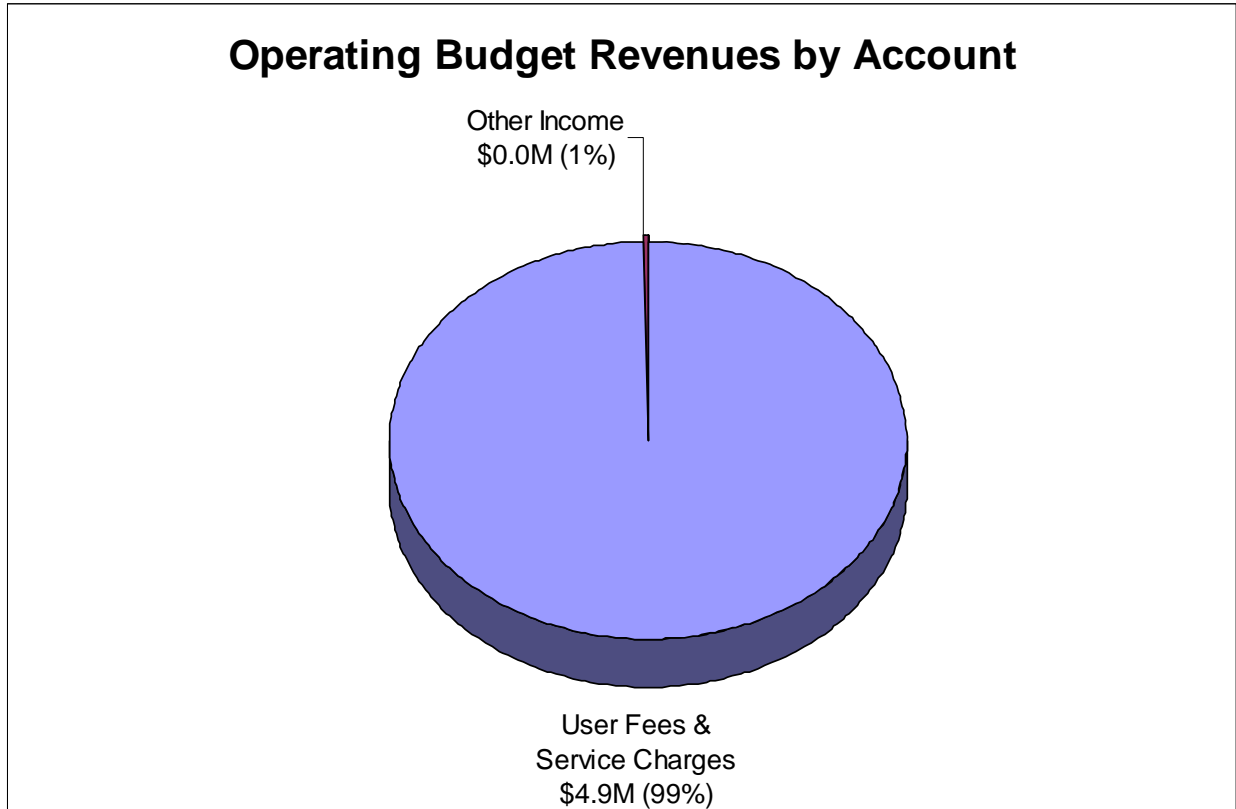
The figure below indicates that the major portion of budgeted expenditures is Salaries and Benefits, which accounts for 77% of the Operating Budget. Contracts & Service Agreement represents indirect costs such as ITS equipment, other department's services, overhead costs and is 20% of the Operating Budget with other expenditures accounting for 3%.





Revenues

The Operating Budget is funded mainly through revenues from User Fees & Service Charges related to Planning Fees.



Capital Budget

The 2010 Planning Capital Budget totals \$914,600 which is primarily funded from Development Charges. The capital projects include Growth Management Studies, annual advisory and improvement programs, and standards manuals.

The 2010 Design Capital Budget totals \$3,011,200 which is primarily funded from Development Charges and the Recreation Infrastructure Grant. The capital projects include new parks, a tennis court facility, and playgrounds.



PLANNING & DESIGN CONSOLIDATED 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>	
			<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<u>Revenue</u>				
USER FEES & SERVICE CHARGES	\$3,866,922	\$4,873,518	\$1,006,596	26.0%
RECOVERIES & CONTRIBUTIONS	\$10,000	\$10,000	-	-
Total Revenues	\$3,876,922	\$4,883,518	\$1,006,596	26.0%
<u>Expenses</u>				
SALARIES AND BENEFITS	\$4,160,023	\$3,583,140	(576,883)	-13.9%
PRINTING & OFFICE SUPPLIES	\$43,092	\$43,092	-	-
OPERATING MATERIALS & SUPPLIES	\$6,803	\$6,803	-	-
COMMUNICATIONS	\$9,369	\$9,369	-	-
TRAVEL EXPENSES	\$17,869	\$17,869	-	-
TRAINING	\$7,281	\$7,281	-	-
CONTRACTS SERVICES AGREEMENTS	\$870,540	\$954,442	\$83,902	10%
RENTAL/LEASE	\$3,000	\$3,000	-	-
PROFESSIONAL SERVICES	\$38,748	\$38,748	-	-
LICENCES, PERMITS, FEES	\$22,995	\$22,995	-	-
CREDIT CARD SERVICE CHARGES	\$1,823	\$1,823	-	-
PROMOTION & ADVERTISING	\$4,365	\$4,365	-	-
MISCELLANEOUS EXPENSES	-	(5,000)	(5,000)	-
TRANSFERS TO RESERVES	(1,308,986)	\$195,591	\$1,504,577	-114.9%
Total Expenses	\$3,876,922	\$4,883,518	\$1,006,596	26.0%
Net Expenditures/ (Revenue)	-	-	-	-



ENGINEERING BUDGET

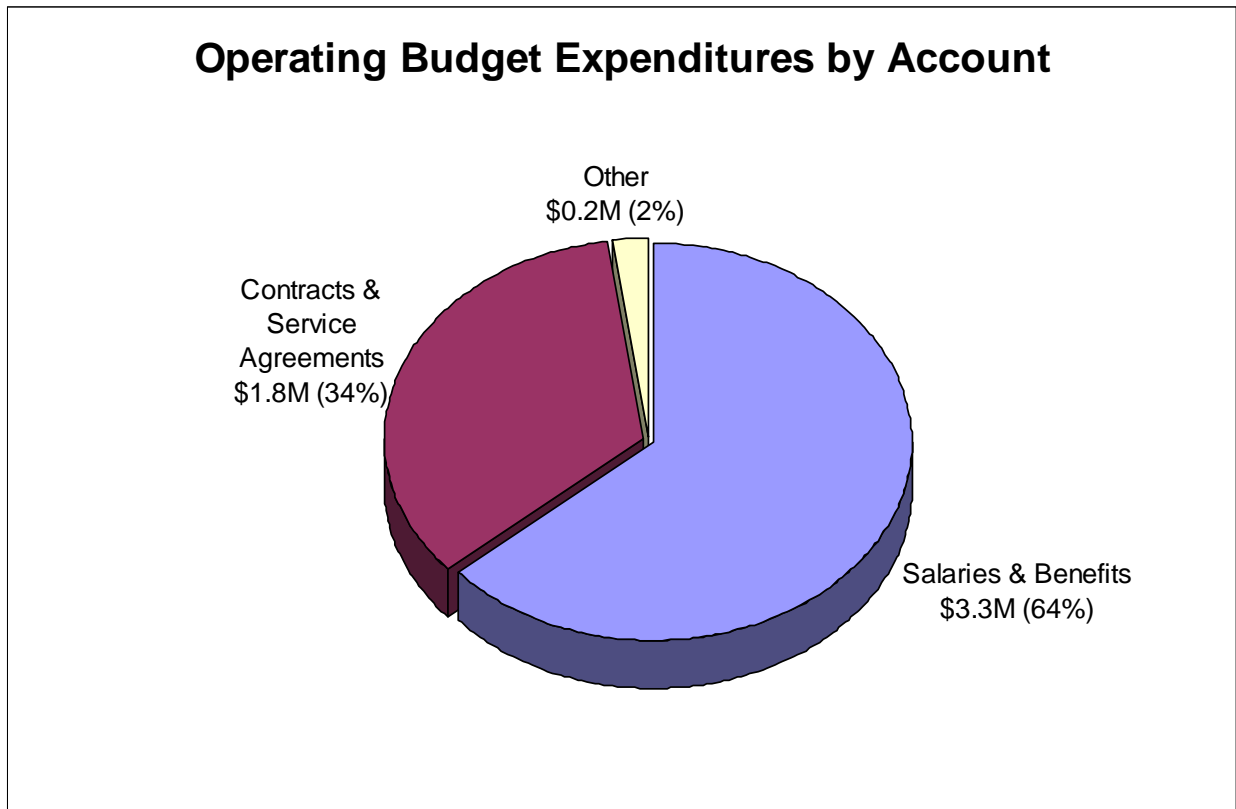
The Engineering Department responsibilities relate to planning and delivery of infrastructure, transportation, and environmental engineering. This includes: new subdivision & site plan applications, construction of storm & sanitary sewers, watermains, and roads.

Operating Budget

Expenditures

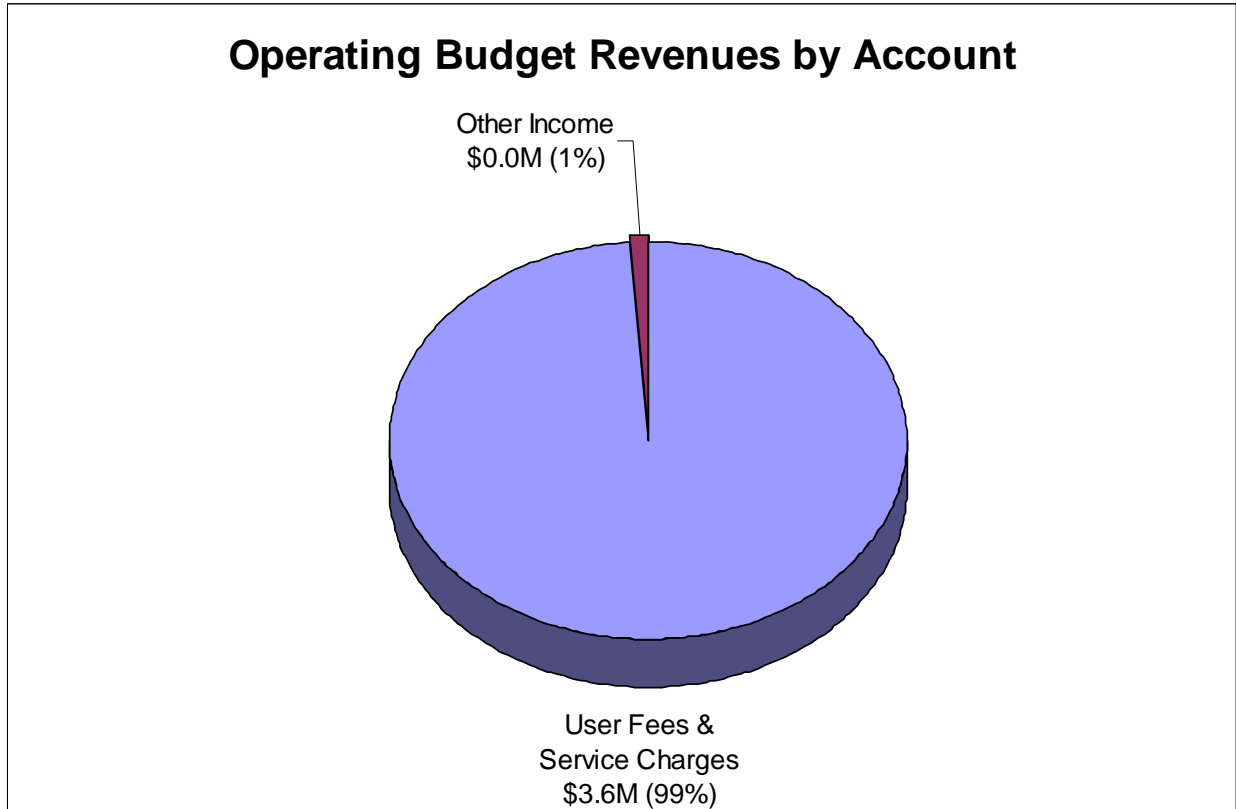
The 2010 Operating Budget for Planning & Design totals \$5,157,982. This marks a decrease of \$149,000 from the 2009 Operating Budget due to a decrease in contracts & service agreements and other expenses.

The figure below indicates that the major portion of budgeted expenditures is Salaries and Benefits, which accounts for 64% of the Operating Budget. Contracts & Service Agreement represents indirect costs such as ITS equipment, other department's services, overhead costs and is 34% of the Operating Budget with other expenditures accounting for 2%.



Revenues

The Operating Budget is funded mainly through revenues from User Fees & Service Charges related to Engineering Fees.



Capital Budget

The 2010 Engineering Capital Budget totals \$10,604,000 which is primarily funded from Development Charges. The capital projects include annual illumination and sidewalk programs, bridge and road construction, and transportation and utility studies.



ENGINEERING CONSOLIDATED 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>	
			<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
<u>Revenue</u>				
USER FEES & SERVICE CHARGES	\$2,752,247	\$3,589,698	\$837,451	30.4%
SALES	-	\$500	\$500	-
RECOVERIES & CONTRIBUTIONS	\$50,000	\$37,274	(\$12,726)	-25.5%
Total Revenues	\$2,802,247	\$3,627,472	\$825,225	29.4%
<u>Expenses</u>				
SALARIES AND BENEFITS	\$3,256,908	\$3,281,577	\$24,669	0.8%
PRINTING & OFFICE SUPPLIES	\$19,519	\$12,000	(\$7,519)	-38.5%
OPERATING MATERIALS & SUPPLIES	\$26,126	\$18,000	(\$8,126)	-31.1%
COMMUNICATIONS	\$23,071	\$13,500	(\$9,571)	-41.5%
TRAVEL EXPENSES	\$25,341	\$13,000	(\$12,341)	-48.7%
TRAINING	\$35,100	\$15,000	(\$20,100)	-57.3%
CONTRACTS SERVICES AGREEMENTS	\$1,874,338	\$1,764,773	(\$109,565)	-5.8%
MAINT. & REPAIR - TIME & MATERIAL	\$2,956	\$2,956	-	-
PROFESSIONAL SERVICES	\$30,689	\$25,000	(\$5,689)	-18.5%
LICENCES, PERMITS, FEES	\$13,323	\$12,176	(\$1,147)	-8.6%
Total Expenses	\$5,307,371	\$5,157,982	(\$149,389)	-2.8%
Surplus/(Deficit)	(\$2,505,124)	(\$1,530,510)	\$974,614	-38.9%
TRANSFERS TO RESERVES	(\$2,505,124)	(\$1,530,510)	\$974,614	-38.9%
Net Expenditures/ (Revenue)	-	-	-	-

BUSINESS PLAN INTRODUCTION

The following section details each Business Unit of the Town. Each Business unit is part of a Town Commission; CAO's Office, Corporate Services, Development Services and Community and Fire Services. A brief overview has been provided for each Commission followed by their respective operating budgets and the Business Unit Profiles.

Business Unit Profiles (BUPs), provide a single reference for identifying each business unit's 2010 objectives in alignment to the Corporate goals and Council priorities. By centralizing this information, the profiles have become a great tracking tool for measuring the progress towards the Town's mission, goals and objectives. During the Town's Business Planning Process each Business Units presents their BUP to senior management, identifying their planned objectives for the upcoming year. Each BUP tracks five years of Key Performance Indicators (KPI's) in addition to the current mid year data. The KPI data trends support the request of the objectives and help estimate the required resources during the Business Planning Process.

The BUP provides a summary of information on such matters as:

- 2009 Business Plan Objective/Outcomes
- Key performance indicators
- 2010 Cross Commission Projects
- 2010 Business Plan Objectives

One of the key elements of the BUP is a focus on KPIs. With the development of KPIs, the Town has embarked on a corporate-wide approach for measuring our financial performance, operational excellence, staff satisfaction, and customer satisfaction. Trends and inter-relationships among business units' KPIs have proven extremely helpful in identifying services that are working well, and others that require help during our Budget planning process.

BUPs are an annual exercise for all business units. The style and content of the profiles has evolved over the last few years as we have become more adept at aligning business unit objectives to corporate goals and Council priorities, developing insightful KPIs and articulating concise business objectives. The BUPs are accessible to Town staff through the Town's intranet site, and to the public on the Town's internet site as part of this annual budget binder.



BUSINESS PLAN TABLE OF CONTENTS

Mayor and Council	197
Chief Administrative Officer	198
<i>Legal Services</i>	201
<i>Human Resources</i>	205
<i>Sustainability Office</i>	209
Corporate Services	214
<i>Legislative Services</i>	218
<i>Finance</i>	222
<i>Information Technology Services</i>	226
<i>Communications and Community Relations</i>	230
<i>Contact Centre</i>	234
Development Services	239
<i>Building Standards</i>	243
<i>Planning and Urban Design</i>	247
<i>Engineering</i>	251
<i>Economic Development</i>	255
Community and Fire Services	260
<i>Facility Assets</i>	267
<i>Right of Way Assets</i>	270
<i>Culture</i>	274
<i>Fire and Emergency Services</i>	278
<i>Markham Public Library</i>	282
<i>Operations</i>	286
<i>Waste Management</i>	290
<i>Waterworks</i>	294
<i>Recreation Services</i>	298



MAYOR AND COUNCIL 2010 OPERATING BUDGET

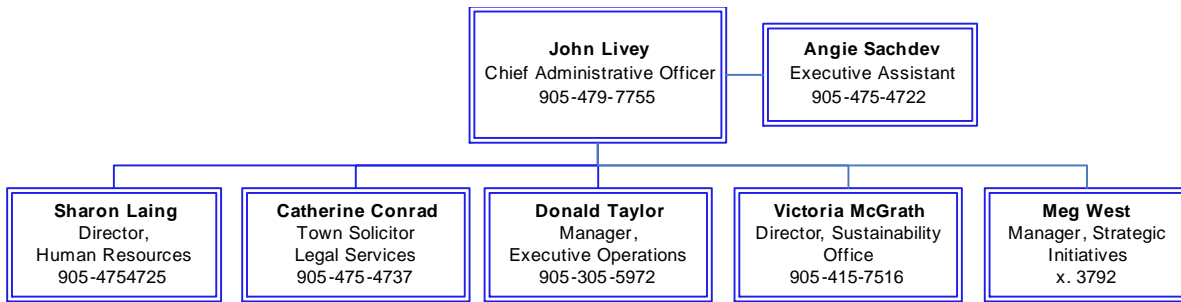
<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>	
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>
Revenue							
RECOVERIES AND CONTRIBUTIONS	\$39,762	-	-	-	0.0%	(\$39,762)	-100.0%
Expenses							
SALARIES AND BENEFITS	\$2,117,878	\$2,215,657	\$2,234,850	\$19,193	0.9%	\$116,972	5.5%
PRINTING & OFFICE SUPPLIES	23,218	\$23,511	23,441	(70)	-0.3%	223	1.0%
OPERATING MATERIALS & SUPPLIES	9,642	11,900	11,900	-	0.0%	2,258	23.4%
VEHICLE SUPPLIES	4,261	1,000	1,000	-	0.0%	(3,261)	-76.5%
COMMUNICATIONS	944	17,190	17,070	(120)	-0.7%	16,126	1708.3%
TRAVEL EXPENSES	93,018	92,395	92,395	-	0.0%	(623)	-0.7%
TRAINING	785	5,294	5,594	300	5.7%	4,809	612.6%
MAINT. & REPAIR-TIME/MATERIAL	471	7,230	7,230	-	0.0%	6,759	1435.0%
RENTAL/LEASE	16,602	10,858	14,229	3,371	31.0%	(2,373)	-14.3%
PROFESSIONAL SERVICES	1,050	6,589	6,589	-	0.0%	5,539	527.5%
LICENCES, PERMITS, FEES	4,108	1,545	2,585	1,040	67.3%	(1,523)	-37.1%
PROMOTION & ADVERTISING	61,752	43,630	43,630	-	0.0%	(18,122)	-29.3%
OFFICE FURNISHINGS & EQUIPMENT	0	1,000	150	(850)	-85.0%	150	0.0%
Total Expenses	\$2,333,729	\$2,437,799	\$2,460,663	\$22,864	0.9%	\$126,934	5.4%
Net Expenditures/(Revenues)	\$2,293,967	\$2,437,799	\$2,460,663	\$22,864	0.9%	\$126,934	5.4%

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

No significant changes.



CHIEF ADMINISTRATIVE OFFICER (CAO)



The Chief Administrative Officer provides leadership to a full-time staff of 918 who respond to issues of the growing municipality of Markham and the high expectations that the public has for superior service delivery. The responsibilities of the CAO include overseeing municipal operations and ensuring Council's priorities and strategic directions are achieved. Direct reports to the Chief Administrative Officer include the Commissioners of Corporate Services, Community and Fire Services, and Development Services, as well as the Directors of Human Resources, Sustainability Office, Legal Services, the Manager Strategic Initiatives and the Manager Executive Operations.

The CAO & Commissioners' Committee (CCC) supports the management of the Town's operations and is comprised of the CAO's direct reports. The CCC meets weekly, is chaired by the CAO, and addresses Town operations and issues.

The CAO's Commission consists of the following Business Units:

- Legal Services
- Human Resources
- Sustainability Office

Legal Services

Reporting to the Chief Administrative Officer, the Legal Services Department provides a full range of legal advice and support to Council, its committees and Town staff. As a municipal corporation, the Town is subject to all laws of the Federal Government and Province of Ontario.

The primary functions and duties of the Legal Services Department include:

- Legal advice to Council and its committees regarding legal issues, liability and applicability of provincial legislation
- Representation at all Ontario Municipal Board hearings
- Conduct or defend all legal actions instituted by or commenced against the Town in all levels of the Ontario court system
- Preparation and review of all development agreements (subdivision, site plan) and other contracts/agreements
- Negotiation, preparation, review and registration of documents required for the acquisition and sale of real property
- Drafting and review of by-laws

- Provision of legal advice and direction to all municipal departments
- Meetings with other government agencies, particularly provincial ministries and York Region, to resolve issues
- Assistance to the By-law Enforcement Department in the enforcement and prosecution of Town regulatory and zoning by-laws, including representation of the Licensing Manager at Licensing hearings

Human Resources

The Human Resources department supports the achievement of the Town of Markham's goals by providing strategic human resources management solutions in the areas of recruitment and selection, employee and labour relations, compensation and benefits, training and development, and occupational health and safety

The Town employs 918 full-time staff supported by part time and temporary staff in areas such as Recreation Services, Roads Department and Parks during peak seasons.

Sustainability Office

The Markham Sustainability Office champions sustainability throughout the organization and in the community, including the Green Print Community Sustainability Plan.

A sustainable community has four interconnected dimensions:

- Healthy environment
- Economic vitality
- Social equity, and
- Vibrant culture

These are often called the four pillars of sustainability. In a sustainable community, decisions are made that will improve all four interconnected dimensions.

The Green Print will provide a comprehensive, strategic and overarching plan under which other initiatives, processes and programs would be coordinated, integrated and informed and will engage community members in an ongoing dialogue on the sustainable future of Markham.



CAO, LEGAL, HR & SUSTAINABILITY OFFICE 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Forecast</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
Revenues								
USER FEES & SERVICE CHARGES	\$91,296	\$191,880	\$119,774	(\$72,106)	-37.6%	\$28,478	31.2%	
RECOVERIES & CONTRIBUTIONS	29,865	-	-	\$0	0.0%	(\$29,865)	-100.0%	
OTHER REVENUE	10,850	-	-	\$0	0.0%	(\$10,850)	-100.0%	
Total Revenues	\$132,011	\$191,880	\$119,774	(\$72,106)	-37.6%	(\$12,237)	0.0%	
Expenses								
SALARIES AND BENEFITS	\$3,998,458	\$4,092,996	\$4,269,865	\$176,869	4.3%	\$271,407	6.8%	
PRINTING & OFFICE SUPPLIES	40,740	29,158	30,153	995	3.4%	(10,587)	-26.0%	
OPERATING MATERIALS & SUPPLIES	85,604	74,006	73,656	(350)	-0.5%	(11,948)	-14.0%	
COMMUNICATIONS	12,775	8,154	9,612	1,458	17.9%	(3,163)	-24.8%	
TRAVEL EXPENSES	28,955	40,516	42,842	2,326	5.7%	13,887	48.0%	
TRAINING	220,984	264,125	285,250	21,125	8.0%	64,266	29.1%	
CONTRACTS & SERVICE AGREEMENTS	-28,134	66,446	65,762	(684)	-1.0%	93,896	-333.7%	
RENTAL/LEASE	5,470	7,480	6,944	(536)	-7.2%	1,474	26.9%	
PROFESSIONAL SERVICES	501,528	253,789	503,789	250,000	98.5%	2,261	0.5%	
LICENCES, PERMITS, FEES	48,845	59,921	61,534	1,613	2.7%	12,689	26.0%	
PROMOTION & ADVERTISING	380,598	262,640	262,640	-	0.0%	(117,958)	-31.0%	
OTHER EXPENDITURES	8,822	17,000	17,000	-	0.0%	8,178	92.7%	
Total Expenses	\$5,304,645	\$5,176,231	\$5,629,047	\$452,816	8.7%	\$324,402	6.1%	
Net Expenditures/(Revenues)	\$5,172,634	\$4,984,351	\$5,509,273	\$524,922	10.5%	\$336,639	6.5%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Professional Services: Increase in budget for external legal fees based on 2009 expenditures.

LEGAL SERVICES BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Legal representation at all Ontario Municipal Board hearings. The Department represents the Town at all manner of litigation and administrative matters to ensure that Council's position and Town policy is upheld.	Success in defense of the Town's position or settlement of matters in accordance with instructions.	OT	✓	
2	Real property matters - The Department acts for the Town in negotiating and completing acquisitions, disposition and leases to ensure that the interests of the Town are well represented and protected and to ensure that Town policy is complied with.	Successful completion of transactions authorized by Council, ensuring protection of the Town's interests.	OT	✓	
3	Legal representation and provision of strategic and practical advice and services to the Town, including Council, Committee and staff, on a wide variety of legal issues and policy matters.	Protection of Town's interests while facilitating, in a timely way, the plans and programs of operating departments.	OT	✓	
4	Development Agreements - preparation and registration of all subdivision, site plan, heritage conservation easement and other agreements to facilitate residential, commercial, industrial, institutional and heritage development within the Town.	Timely preparation, execution and registration of all agreements necessary to protect the interests of the Town and facilitate development approvals of the Town.	OT	✓	
5	Markham Enterprises Corporation - provision of strategic and practical advice to the Shareholder, Board of Directors, staff of MEC and its subsidiary Markham District Energy Inc.	Timely and practical advice delivered to ensure the corporation's interests are protected	OT	✓	
6					
7					
21					
22					
23					

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation



LEGAL SERVICES KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed						1	1
# of informal satisfaction surveys completed							
overall satisfaction (%)					73%		80%
% extremely/very satisfied					59%		35%
% of rquests responded to in a timely fashion	80%	86%	88%	84%	80%		85%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 8.01	\$ 8.41	\$ 11.29	\$ 10.62	\$ 10.23	\$ -	
Lawyer to population ratio (Avg 1:48,000)	1:85806	1:66,853	1:69,450	1:71,250	1:74,544	1:74,950	
OPERATIONAL EXCELLENCE							
Favourable decisions as a % of decisions rendered	100%	95%	94%	95%	86%	89%	95%
# of subdivision agreements prepared	27	18	14	29	23	-	
# of site plan agreements prepared	71	102	62	65	53	23	
# of other development agreements prepared	44	27	23	53	27	10	
# of files opened	381	410	401	468	440	211	
% of acquisitions done by expropriation						New	
% increase in purchase price due to expropriation						New	
Average time to acquire by expropriation v negotiation						xx/10.7 mo	
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	91%		85%		61%		75%
Recognition rating (from staff survey)	87%		77%		29%		65%
Staff Satisfaction rating (from staff survey)	85%		87%		76%		80%
Completion rate for performance management	100%	100%	100%	100%	100%		100%
Average Corporate learning hours per full-time employee		6.6	5.1	6.7	7.4		20.0
Staff absenteeism (average # of days per employee)	12.1	0.4	1.9	4.9	4.4		8.6
Staff turnover rate	0%	0%	14%	0%	29%		7.5%
KPI SUMMARY							

LEGAL SERVICES BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)											
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities						Operational	
				Council			Operational			NJI PEP Level 3	E3 Project
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity		

2010 Cross Commission Projects											
1	Subdivision Reform, preparation of draft approval "pick list" and revision of standard Subdivision Agreement, with linkages to "pick list" (Primary)						✓			✓	✓

Business Unit Objectives											
1	Legal representation at all Ontario Municipal Board hearings. The Department represents the Town at all manner of litigation and administrative matters to ensure that Council's position and Town policy is upheld.		Success in defense of the Town's position or settlement of matters in accordance with instructions.				✓				
2	Real property matters - The Department acts for the Town in negotiating and completing acquisitions, disposition and leases to ensure that the interests of the Town are well represented and protected and to ensure that Town policy is complied with.		Successful completion of transactions authorized by Council, ensuring protection of the Town's interests.				✓				
3	Development Agreements - preparation and registration of all subdivision, site plan, heritage conservation easement and other agreements to facilitate residential, commercial, industrial, institutional and heritage development within the Town.		Timely preparation, execution and registration of all agreements necessary to protect the interests of the Town and facilitate development approvals of the Town.				✓				
4	Legal representation and provision of strategic and practical advice and services to the Town, including Council, Committee and staff, on a wide variety of legal issues and policy matters.		Protection of Town's interests while facilitating, in a timely way, the plans and programs of operating departments.				✓				
5	Development Agreements - preparation and registration of all subdivision, site plan, heritage conservation easement and other agreements to facilitate residential, commercial, industrial, institutional and heritage development within the Town.		Timely preparation, execution and registration of all agreements necessary to protect the interests of the Town and facilitate development approvals of the Town.				✓				
6	Markham Enterprises Corporation - provision of strategic and practical advice to the Shareholder, Board of Directors, staff of MEC and its subsidiary Markham District Energy Inc.		Timely and practical advice delivered to ensure the corporation's interests are protected				✓				
6	Preparation of a client survey in 2010 as a follow up to the 2008 client survey		Identify areas for improved customer service								✓

NJI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



LEGAL SERVICES 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues							
USER FEES & SERVICE CHARGES	\$95,428	\$191,880	\$119,774	(\$72,106)	-37.6%	\$24,346	25.5%
RECOVERIES & CONTRIBUTIONS	17,594	-	-	-	0.0%	(17,594)	-100.0%
Total Revenues	\$113,022	\$191,880	\$119,774	(\$72,106)	-37.6%	\$6,752	6.0%
Expenses							
SALARIES AND BENEFITS	\$1,011,804	\$1,083,962	\$1,104,052	\$20,090	1.9%	\$92,248	9.1%
PRINTING & OFFICE SUPPLIES	4,378	6,320	6,320	-	0.0%	1,942	44.4%
OPERATING MATERIALS & SUPPLIES	10,541	9,261	9,261	-	0.0%	(1,280)	-12.1%
COMMUNICATIONS	2,117	1,117	1,117	-	0.0%	(1,000)	-47.2%
TRAVEL EXPENSES	4,309	4,325	4,325	-	0.0%	16	0.4%
TRAINING	1,373	1,189	1,189	-	0.0%	(184)	-13.4%
CONTRACTS & SERVICE AGREEMENT:	(40,976)	(40,976)	(43,853)	(2,877)	7.0%	(2,877)	7.0%
RENTAL/LEASE	1,273	1,520	1,520	-	0.0%	247	19.4%
PROFESSIONAL SERVICES	343,480	75,189	325,189	250,000	332.5%	(18,291)	-5.3%
LICENCES, PERMITS, FEES	33,628	43,222	43,222	-	0.0%	9,594	28.5%
Total Expenditures	\$1,371,927	\$1,185,129	\$1,452,342	\$267,213	22.5%	\$80,415	5.9%
Net Expenditures/(Revenues)	\$1,258,905	\$993,249	\$1,332,568	\$339,319	34.2%	\$73,663	5.9%

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Professional Services: Increase in budget for external legal fees based on 2009 expenditures.

HUMAN RESOURCES BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes					
#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Diversity Strategy	An inclusivity framework for the four communities of focus which is consistent with BMFT deliverables is in place, including the development of a comprehensive Diversity Action Plan rooted in broad stakeholder involvement (over 12 public consultations) and data collection. Adoption of *UNESCO - CMARD and reaching out to community through speaking engagements such as *CASSA, *TARC and Diversity Conference. Hiring of a Diversity Specialist to support the Diversity agenda.	OT	✓	
2	Central Repository of Vital Data - Markham Learn Centre	The roll out and implementation of a Learning Mangement System which will support Talent Mangement, legislative compliance and Emergency Response redeployment strategies.	OT		✓
3	Human Resources Information System	The implementation of a records clean-up to gain efficiency and avoid cost.	COM		✓
4	Recruitment and Selection Policies and Practices	The implementation of standardized policies, practices and associated tools available to employees and managers.	AD		✓
5	Firefighter Recruitment	The recruiment of firefighters through diverse outreach methods including- partnerships with York Region Police and Emergency Services in support of two new stations.	OT		✓
6	Final Implementation of Competency Based PPRFs	Final Roll out of revised PPRF through Corporate workshops.	COM		✓
7	Health and Safety	Joint Occupational Health and Safety Committee review and updating of protocols Accident Investigation review of protocols Completion of a program audit using Road to Zero framework	OT		✓
8	Health and Safety - WHMIS	Increased Corporate compliance with associated quarterly reporting.	OT		✓
9	Attendance Management	Development of program and accountabilities.	AD		
10	Refinement of HR Scorecard around Health and Safety using Road to Zero framework	Revitalization of Health and Safety metrics to align with the Ministry of Labour Road to Zero initiative.	OT		✓
11	Staff Satisfaction improvement project -Process mapping and Communication	A set of documented maps that can be relied on for consistent practice and effective communication.	OT		✓
12	Change of Benefit Carrier from Manulife to Sun Life	Pooled purchasing of group health and dental carrier services resulting in approximately \$100,000 of annual savings.	COM		✓
13					
14					
28					
29					
30					

Notes:
 UNESCO-CMARD-United Nations Educational, Scientific and Culutral Organization - Coalition of Municipalities Against Racism.
 CASSA - Council of Agencies Serving South Asians
 TARC-Tamils Against Racism Committee

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management, Transportation/Transit, Environment, Municipal Services, Integrated Leisure Master Plan, Diversity

Operational Priorities: NQI PEP Level 3, Innovation



HUMAN RESOURCES KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed			1				1 every 2 years
# of informal satisfaction surveys completed							
overall satisfaction (%)			87%				80%
% extremely/very satisfied							35%
Human Resources Customer Service Survey (% extremely satisfied)						92%	90%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 19.61	\$ 20.85	\$ 24.77	\$ 24.24	\$ 22.30	\$ 24.46	
Average training cost per employee				\$ 574.00	\$ 525.00		
% of inactive staff processed through bi-weekly payroll						1.50%	0.00%
OPERATIONAL EXCELLENCE							
Total hours of training held per year				812	835		
Percentage of employees placed on payroll by deadline	90%	90%	95%	95%	90%	90%	90%
Ratio of HR staff per total employee population		119	160	114	114	114	
Time to fill a vacancy (in weeks)			9.9	9.4	13	12	10
# of Arbitrations		3	-	-	1	-	
# of Grievances		12	21	25	14	6	
All Injury Rate (Fire department pilot)						16.63%	0.00%
% of Safe Work Instructions in Place						-	100%
% of Leaders conducting regular Health and Safety discussions with staff						-	100%
STAFF ENGAGEMENT							
High Performing Work Group (from staff survey)	55%		72%		63%		75%
Recognition rating (from staff survey)	48.6		61.0		63%		65%
Staff Satisfaction rating (from staff survey)	55%		70%		82%		80%
Completion rate for performance management	55%	83%	100%	93%	100%		100%
Average Corporate learning hours per full-time employee		31.0	47.3	9.8	16.0		20
Staff absenteeism (average # of days per employee)	4.3	4.0	6.1	1.3	12.9		8.4
Staff turnover rate	27%	0%	8%	0.06%	14%		7.5%
KPI SUMMARY							
Indicators have been revised to more closely align with NQI, E3 and Human Resources Business indicators							

HUMAN RESOURCES BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)

#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
				Council						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Integrated Leisure Master Plan	Diversity	NQI/PEP Level 3	E3 Project

2010 Cross Commission Objectives

1	Diversity (primary)		The implementation of the priority items as identified in the Diversity Action Plan and approved by Council, including the design and delivery of Diversity Competence training.								✓	✓	
2	Town wide review of Administrative Services (primary)		Review of the delivery of administrative services across the organization with a view to identifying opportunities for increased efficiency and effectiveness.										✓
3													
10													

Business Unit Objectives

1	Attendance Management - policy and program development		Arising out of the Report of the Auditor General, implementation of priority items as identified in her report and approved by Council									✓	✓
2	Introduction of Learning Management System - Markham Learn Centre		The roll out and implementation of a Learning Management System which will support legislative compliance, Emergency Response redeployment strategies and Talent Management.									✓	✓
3	CUPE Inside, Outside, Library CUPE and MPFFA Collective Bargaining		The conclusion of a renewal collective agreement in each case									✓	
4	Health and Safety - continuous program improvement		The completion of Job Hazard Analysis for all job tasks and the corresponding development of safe work instructions and training. Development and implementation of tools to document and support leaders in conducting regular Health and Safety discussions within each business unit. Joint Occupational Health and Safety Committee review and updating of accident investigation protocols Development and implementation of due diligence training for all staff.									✓	
5	Town Staff Satisfaction Survey		2010 will be 1st year where responsibility for bi-annual survey is transferred to HR. HR will undertake and report on the staff satisfaction survey with an objective of an 80% participation rate (consistent with 2008 target).									✓	
6	NQI - On-line Learning Modules		In a continued effort to champion the Town's NQI journey, HR will partner with the National Quality Institute to introduce Quality & Healthy Workplace modules for Performance Managers followed by the development of in-house on-line modules for all staff.									✓	
7	Pay and Benefit administrative systems review		A pay and benefit administrative policy and process review to identify and fill policy gaps, introduce audit processes, document effective practices, ensure accountability, data integrity and									✓	✓
8	Staff Satisfaction Improvement Project -Process Mapping and Communication		Continuation of process mapping to increase consistency of practice and improve effective communication within the HR department.									✓	
9													
12													

NQI/PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



HUMAN RESOURCES 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./Decr.</u>	<u>% Change</u>	<u>\$ Incr./Decr.</u>	<u>% Change</u>	
Revenues								
USER FEES & SERVICE CHARGES	(\$4,132)	-	-	-	0.0%	\$4,132	0.0%	
OTHER REVENUE	233	-	-	-	0.0%	-\$233	0.0%	
Total Revenues	(\$3,899)	-	-	-	0.0%	\$3,899	0.0%	
Expenses								
SALARIES AND BENEFITS	\$1,799,618	\$1,982,495	\$2,021,070	\$38,575	1.9%	\$221,452	12.3%	
PRINTING & OFFICE SUPPLIES	31,986	14,985	14,985	-	0.0%	(17,001)	-53.2%	
OPERATING MATERIALS & SUPPLIES	63,520	61,190	61,190	-	0.0%	(2,330)	-3.7%	
COMMUNICATIONS	6,981	5,057	5,057	-	0.0%	(1,924)	-27.6%	
TRAVEL EXPENSES	3,344	15,204	15,204	-	0.0%	11,860	354.7%	
TRAINING	213,911	241,971	261,971	20,000	8.3%	48,060	22.5%	
CONTRACTS SERVICES AGREEMENT	-22,968	37,422	29,615	(7,807)	-20.9%	52,583	-228.9%	
RENTAL/LEASE	3,690	4,551	4,551	-	0.0%	861	23.3%	
PROFESSIONAL SERVICES	158,048	178,600	178,600	-	0.0%	20,552	13.0%	
LICENCES, PERMITS, FEES	10,252	11,999	11,999	-	0.0%	1,747	17.0%	
PROMOTION & ADVERTISING	380,598	262,640	262,640	-	0.0%	(117,958)	-31.0%	
MISCELLANEOUS EXPENSES	8,822	17,000	17,000	-	0.0%	8,178	92.7%	
Total Expenses	\$2,657,802	\$2,833,114	\$2,883,882	\$50,768	1.8%	\$226,080	8.5%	
Net Expenditures/(Revenues)	\$2,661,701	\$2,833,114	\$2,883,882	\$50,768	1.8%	\$222,181	8.3%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

SUSTAINABILITY OFFICE – BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes					
#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Undertake Green Print Community Sustainability Plan.	Community Sustainability Plan prepared that includes vision, baseline indicators, goals, and short, medium, and long term objectives.	OT	✓	
2	Undertake Climate Action Plan completed.	Climate Action Plan prepared that sets out how emissions and energy use in municipal operations and the community will be reduced.	OT	✓	
3	Develop a local food promotion strategy that encourages maintaining a healthier community and	Implementation targets include the establishment of at least one farmers market, development of partnerships for a local food	OT	✓	
4	Incorporate Triple Bottom Line into decision making process	Council and Staff awareness, acceptance and adoption of Triple Bottom Line	AD	✓	
5	Raise funds for Community Sustainability Plan - Submit application to the Green Municipal Fund	# of funding applications, % of funding applications approved, \$ secured from funding applications	COM	✓	
6	Develop a youth engagement program to drive youth to the website.	# of schools attended	COM	✓	
7					
8					
28					
29					
30					
Notes:					

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation



SUSTAINABILITY OFFICE - KEY PERFORMANCE INDICATORS

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed. (1 every other year)						1	1 survey every 2 yrs
# of informal satisfaction surveys completed. (1)							
overall satisfaction (%) (80)							80%
% extremely/very satisfied (35)							35%
FINANCIAL PERFORMANCE							
Net cost per household	\$ -	\$ -	\$ -	\$ -	\$ 1.71		
\$ saved through electricity procurement strategy (i.e., \$490K in 2008 - \$400K expected in 2009, etc.)					\$ 230,160.00		
\$ generated through FIT contracts (Feed In Tariff on renewable projects - i.e., 10 kW grid tied solar PV)						0 (solar PV project) 2010 adjusted	
\$ generated through rebates/incentives (ERIP, ecoEnergy, Enbridge, etc.)						\$60,000 ERIP	
\$ generated from grant/partnership funding						0%	
Projects on time and on budget							
OPERATIONAL EXCELLENCE							
Green Print community sustainability plan completed					100%		
# of farmer's markets						1	
# of outreach activities/programs/initiatives (# of people attending?)						"Learn to Conserve" - 203 participants	
# of kWh of electricity, m3 of gas saved corporately (converted to tonnes)							
# of kWh of electricity, m3 of gas saved in community - i.e., through community based programs delivered by MECO and other external partners (converted to tonnes of eCO2 emissions reduced)							
# of renewable energy projects implemented at corporate facilities and corresponding reduction in GHGs (i.e., solar PV, solar thermal, geothermal, etc.)							
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey) (75%)							75%
Recognition rating (from staff survey) (65%)							65%
Staff Satisfaction rating (from staff survey) (80%)							80%
Completion rate for performance management (100%)							100%
Average Corporate learning hours per full-time employee							20.0
Staff absenteeism (average # of days per employee)							8.4
Staff turnover rate (5-7%)							7.5%
KPI SUMMARY							

SUSTAINABILITY OFFICE – BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)

#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities						
				Council						Operational
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan, Public Safety	Diversity	NQI PEP Level 3

2010 Cross Commission Projects

1	Green Print Community Sustainability Plan (Primary)		Plan completed June 2010			✓					
2	Portal (Secondary)		Green Print website in PORTL Q1 2010								✓
3	Growth Management Strategy (Secondary)		Sustainability outlined in policies in OPA 2010	✓							
4	Leisure Master Plan (Secondary)		Sustainability outlined in policies in LMP 2010					✓			
5	Diversity (Secondary)		Diversity to inform Green Print						✓		
6	Municipal Services (Secondary)		Sustainability outlined in policies in MS 2010				✓				
7											
8											
9											
10											

Business Unit Objectives

1	Leadership - championing community sustainability with internal and external customers, providing a consulting role, coordinating and facilitating and advocating for under-represented aspects of community sustainability. Lead the development and implementation of the Green Print. Help shape the communication around sustainable communities for the the pillars of sustainability. Lead by example and motivate staff which will establish a vision and		Completed Green Print (ICSP)	✓	✓	✓	✓	✓	✓		
2	Partnerships - with internal and external customers to develop and share expertise. Develop intergovernmental relationships. Partner with Rouge Park on Agricultural policies to incorporate a more sustainable approach to agricultural practices. Work with the Growth Management team to incorporate more sustainable policies to help shape the new Official Plan. Work with Finance to establish a Triple Bottom Line Approach accounting as a municipal approach. Work with Community and Fire Services to develop sustainable practices related to public realm. Work with the Region of York promoting local food security. Work with Engineering to create more sustainable transportation practices.		Business. Government. NGO's	✓	✓	✓	✓	✓	✓		
3	Education and Outreach - develop internal and external education and awareness opportunities. Relationship building with external stakeholders and funding bodies. Markham will share experiences with other levels of government and peers. Bring subject matter experts to speak and inspire staff, stakeholders and community groups to exchange information and to enhance learning opportunities.		Website on PORTL. Corporate sustainability training (Learning Management System). Employee Orientation. Local groups of diversity.	✓	✓	✓	✓	✓			
4	Funding/Grants - provide a resource within the corporation and community around research and application for funding and grants. Work with other departments to assist in finding funding opportunities. Sourcing and applying for funding and seeking partnerships for revenue generation.		Gas tax funding, Identify grants relevant to sustainability projects. Create terms of reference with other Commissions and execute.	✓	✓	✓	✓	✓	✓		
5	Policy - Ensuring linkages between and within BMFT, the Official Plan, the community sustainability plan, the province, the Region and beyond to ensure that community sustainability is inherent in all policy development. Work closely with Engineering and Planning to recognize that the design of todays infrastructure will have an impact on the Town's future. The Town's infrastructure has to be resilient and adaptable to climate change. Work on integrating an adaptive management approach to policy making. Incorporate a sustainable component (energy, food security, transportation, aging population) to policy making.		Land Use, transit - Walkable, livable city. Energy use. Integrated into the Official Plan, Leisure Master Plan and Local Food Policy.	✓	✓	✓	✓	✓	✓		
6											
10											

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



SUSTAINABILITY OFFICE 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
RECOVERIES & CONTRIBUTIONS	\$12,271	-	-	-	0.0%	(\$12,271)	-100.0%	
OTHER REVENUES	10,617	-	-	-	0.0%	(10,617)	-100.0%	
Total Revenues	\$22,888	-	-	-	0.0%	(\$22,888)	-100.0%	
Expenses								
SALARIES AND BENEFITS	\$469,639	\$405,369	\$424,385	\$19,016	4.7%	(\$45,254)	-9.6%	
PRINTING & OFFICE SUPPLIES	234	6,078	995	(5,083)	-83.6%	761	325.2%	
OPERATING MATERIALS & SUPPLIES	9,754	1,455	-	(1,455)	-100.0%	(9,754)	-100.0%	
COMMUNICATIONS	770	728	500	(228)	-31.3%	(270)	-35.1%	
TRAVEL EXPENSES	672	9,933	1,976	(7,957)	-80.1%	1,304	194.0%	
TRAINING	340	20,790	1,200	(19,590)	-94.2%	860	252.9%	
LICENCES, PERMITS, FEES	37	1,200	-	(1,200)	-100.0%	(37)	-100.0%	
Total Expenditures	\$481,446	\$445,553	\$429,056	(\$16,497)	-3.7%	(\$52,390)	-10.9%	
Net Expenditures/(Revenues)	\$458,558	\$445,553	\$429,056	(\$16,497)	-3.7%	(\$29,502)	-6.4%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.



CAO'S OFFICE – COMMISSION SUPPORT 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
Total Revenues	-	-	-	-	0.0%	-	0.0%	
Expenses								
SALARIES AND BENEFITS	\$717,397	\$621,170	\$720,358	\$99,188	16.0%	\$2,961	0.4%	
PRINTING & OFFICE SUPPLIES	4,142	1,775	7,853	6,078	342.4%	3,711	89.6%	
OPERATING MATERIALS & SUPPLIES	1,789	2,100	3,205	1,105	52.6%	1,416	79.2%	
COMMUNICATIONS	2,907	1,252	2,938	1,686	134.7%	31	1.1%	
TRAVEL EXPENSES	20,630	11,054	21,337	10,283	93.0%	707	3.4%	
TRAINING	5,360	175	20,890	20,715	11837.1%	15,530	289.7%	
CONTRACTS SERVICES AGREEMENT	35,810	-	80,000	80,000	0.0%	44,190	123.4%	
RENTAL/LEASE	507	455	873	418	91.9%	366	72.2%	
LICENCES, PERMITS, FEES	4,928	3,500	6,313	2,813	80.4%	1,385	28.1%	
Total Expenses	\$793,470	\$641,481	\$863,767	\$222,286	34.7%	\$70,297	8.9%	
Net Expenditures/(Revenues)	\$793,470	\$641,481	\$863,767	\$222,286	34.7%	\$70,297	8.9%	

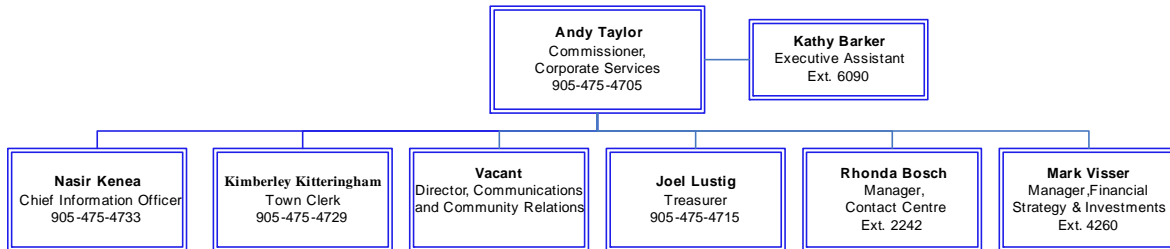
Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Contracts Services Agreement: Increase is due to Town programs planned in 2010. (i.e. NQI program, Staff Survey)



CORPORATE SERVICES



The Commission provides expert financial, administrative and technical services that enhance our customers' and partners' current and future performance. This is accomplished through the delivery of timely, accurate, and complete information, as well as securing the fiduciary and legislative responsibilities of the Corporation.

The Commission comprises the following Business Units, each with their own areas of expertise and responsibility.

- Legislative Services
- Financial Services
- Information Technology Services
- Communications and Community Relations
- Contact Centre

Currently, there are 149 full time employees who are responsible for the day-to-day operations of the various divisions and departments.

Legislative Services

Legislative Services Department staff are familiar faces to many Markham residents and businesses; whether attending a public meeting, renewing a business licence or addressing neighbourhood parking issues. The Legislative Services Department is responsible for a broad range of statutory duties associated with the municipal clerk, as well as regulatory and enforcement services and programs focused on public safety and compliance.

The Department liaises between Council, staff and the public to produce Council and committee meeting notices, agendas, minutes and retains records of the same. Responses to requests for information held by the municipality, organization and administration of municipal elections; registration of deaths and marriages are also undertaken by the Department.

The Department's staff provide corporate support and customer services such as mail and print services, records management and sale of plots for public cemeteries.

The Department's By-Law Enforcement and Licensing Division works closely with residents and businesses to educate and ensure compliance with licensing, property standards and parking regulations. By-law enforcement and licensing officers address

issues related to such things as pesticide use, noise control, taxi and limousine industries and control of disabled parking spaces.

Financial Services

Financial Services consists of a team of experts that coordinate and analyze all financial transactions to enable our customers and partners to make effective business decisions. The primary role of the department is to ensure the financial integrity of the Town. The department is divided into four operational areas, consisting of the following:

- Expenditure Control & Purchasing (Payables, Payroll, Purchasing)
- Financial & Client Services (Financial Planning, Financial Reporting, Receivables)
- Revenues (Tax Billing and Collection, Assessment Review, Cash Management)
- Financial Strategy & Investments (Development Finance, Investments, Special Projects)

Information Technology

Information Technology Services (ITS) supports the Corporation in its efforts to provide effective public services and maintain efficient government operations through appropriate and innovative application of information technologies. The Department is comprised of three divisions, namely:

- Technology (Network Infrastructure, Desktop, Telecommunication, and Audio Visual support)
- Client Delivery (Service Desk, Project Delivery and Support)
- Applications and GIS (Support Business Applications & Web, Data Management, GIS Services and Support)

Communications and Community Relations

The department is responsible for public and staff communications through the Town's website and intranet, a variety of printed publications and advertising and media relations. In addition, the department provides special event support for Town and community events and develops sponsor and partnership relationships. Department staff develop and implement communications plans to support key Town strategies, programs and initiatives; write and design print and electronic materials; provide issues and crisis management support and; coordinate Town branding.

Contact Centre

Through well-trained, knowledgeable staff, supported by state of the art technology, staff of the Contact Centre provides our customers with exceptional, prompt and effective quality service through one stop access to the Town's programs and services.



Some of the services provided are: Tax, Registration, Parks, Waste, Switchboard, By-Law Enforcement, Purchasing (Distribution of Tenders), Operations, Waterworks, and Parking.

In addition to the telephone support function for each of the noted operating departments, the Contact Centre is responsible for registration processing, tender disbursements, parking permits, animal and business licensing, white goods management, email communications as well as front counter support. The Contact Centre also provides statistical analysis relative to expense control, planning and forecasting new departmental transitions into the Contact Centre.



CORPORATE SERVICES COMMISSION 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues							
LICENCES & PERMITS	\$1,291,736	\$1,268,200	\$1,342,969	\$74,769	5.9%	\$51,233	4.0%
INCOME FROM INVESTMENTS	1,135	5,800	5,800	-	0.0%	4,665	411.0%
FINES	1,955,162	1,876,250	1,908,750	32,500	1.7%	(46,412)	-2.4%
USER FEES & SERVICE CHARGES	992,377	952,464	772,813	(179,651)	-18.9%	(219,564)	-22.1%
RENTALS	66,440	60,000	62,157	2,157	3.6%	(4,283)	-6.4%
SALES	41,078	12,000	12,031	31	0.3%	(29,047)	-70.7%
RECOVERIES & CONTRIBUTIONS	230,769	326,305	528,805	202,500	62.1%	298,036	129.1%
OTHER INCOME	103,064	55,000	162,000	107,000	194.5%	58,936	57.2%
INTERDEPARTMENTAL RECOVERIES	(68,000)	(155,500)	(105,500)	50,000	-32.2%	(37,500)	55.1%
Total Revenues	\$4,613,761	\$4,400,519	\$4,689,825	\$289,306	6.6%	\$76,064	1.6%
Expenses							
SALARIES AND BENEFITS	\$13,660,358	\$14,141,394	\$14,309,636	\$168,242	1.2%	\$649,278	4.8%
PRINTING & OFFICE SUPPLIES	155,954	249,966	226,966	(23,000)	-9.2%	71,012	45.5%
PURCHASES FOR RESALE	76,800	67,200	67,200	-	0.0%	(9,600)	-12.5%
OPERATING MATERIALS & SUPPLIES	49,119	28,567	20,567	(8,000)	-28.0%	(28,552)	-58.1%
INVENTORY ADJUSTMENTS	8,337	-	-	-	0.0%	(8,337)	-100.0%
COMMUNICATIONS	886,533	941,603	914,766	(26,837)	-2.9%	28,233	3.2%
TRAVEL EXPENSES	17,559	44,056	36,458	(7,598)	-17.2%	18,899	107.6%
TRAINING	75,432	156,220	144,220	(12,000)	-7.7%	68,788	91.2%
CONTRACTS & SERVICE AGREEMENTS	1,653,496	1,639,258	1,506,443	(132,815)	-8.1%	(147,053)	-8.9%
MAINT. & REPAIR-TIME/MATERIAL	106,357	90,928	85,928	(5,000)	-5.5%	(20,429)	-19.2%
RENTAL/LEASE	128,674	116,245	116,245	-	0.0%	(12,429)	-9.7%
PROFESSIONAL SERVICES	339,209	523,036	428,086	(94,950)	-18.2%	88,877	26.2%
LICENCES, PERMITS, FEES	132,355	149,550	136,550	(13,000)	-8.7%	4,195	3.2%
CREDIT CARD SERVICE CHARGES	29,795	19,196	20,196	1,000	5.2%	(9,599)	-32.2%
PROMOTION & ADVERTISING	193,480	628,356	195,085	(433,271)	-69.0%	1,605	0.8%
KEY COMMUNICATION PROGRAMS	518,809	-	389,163	389,163	0.0%	(129,646)	-25.0%
DISCRETIONARY COMMUNICATION	10,959	-	-	-	0.0%	(10,959)	-100.0%
OTHER PURCHASED SERVICES	3,515	7,150	3,550	(3,600)	-50.3%	35	1.0%
OFFICE FURNISHINGS & EQUIPMENT	112	3,000	3,000	-	0.0%	2,888	2578.6%
WRITE-OFFS	(60)	100	100	-	0.0%	160	-266.7%
OTHER EXPENDITURES	5,081	9,500	6,500	(3,000)	-31.6%	1,419	27.9%
Total Expenses	\$18,051,874	\$18,815,325	\$18,610,659	(\$204,666)	-1.1%	\$558,785	3.1%
Net Expenditures/(Revenues)	\$13,438,113	\$14,414,806	\$13,920,834	(\$493,972)	-3.4%	\$482,721	3.6%

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Licences & Permits: Increase is due to inflation and new development locations.

User Fees & Service Charges: Decrease is due to the reduction in projected revenue from new tax accounts and certificates.

Recoveries & Contributions: Increase is due to transferring of revenue items from various departments.

Other Income: Increase is due to increased recoveries from outside organizations.

Interdepartmental Recoveries: Decrease is due to the elimination of a one time recovery.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Contracts Services Agreement & Professional Services: Decrease is due to department efficiencies and cost savings.

Promotion & Advertising: Key Communication Programs was split out of this grouping in the 2010 Budget.



LEGISLATIVE SERVICES BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes					
#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Develop a comprehensive strategy for corporate records and information management to ensure legislative compliance and operational efficiency; this work is expected to support future implementation of an electronic document management system.	Issued an RFP for a records and information management consultant to develop a revised records retention by-law and advise on best practice solutions related to information management governance. Restructured a Committee Clerk position to further ongoing corporate records management support (Public Services)	OT	✓	✓
2	Conduct a comprehensive review of technologies and vendors to support decision-making for the 2010 Municipal Election; and update the internet voting risk analysis report.	Develop the Technology and Vendor Selection Plan for the 2010 Municipal Election; develop a clear and concise RFP for same.	OT	✓	✓
3	Conduct an operational review of By-law Enforcement with a view towards improving quality and efficiency of service delivery.	Produce an internal report with recommendations for By-law service delivery improvement.	OT	✓	✓
4	Continue to investigate opportunities to improve Council/committee processes, including electronic report circulation, orientation to the governance process and training on effective report writing.	Methodology has been implemented; paperless agenda and streamlined report circulation process has been implemented. Orientation and training materials to be developed. White paper and memorandum templates to be developed.	OT	✓	✓
5	Investigate the consolidation of the Town licensing by-laws.	Consolidation of all licencing by-laws into two consolidated by-laws: Mobile & Stationary: Consolidated Mobile Licencing By-law for 4th Q submission to Committee/ Council	OT	✓	
6	Conduct cost/benefit analysis regarding the deployment of GPS in all By-law Enforcement vehicles.	Project is now integrated with ITS Corporate Wireless/ Radio Implementation Project (2010)	OT	✓	
7	Initiate a governance review of the Town's local boards and advisory committees.	Prepare a report making various recommendations, including those related to a revised recruitment process to better reflect Markham's	OT	✓	
8	Enhance the Town of Markham cemetery program.	Produce a multi-year plan to improve the overall quality of Town cemeteries and of cemetery services. 2009 includes potential participation in "Trees for Tomorrow" program and additional fill at	OT	✓	✓
9	Complete comprehensive review of Taxi Industry and implement relevant by-law amendments.	Results of consultant's review to be brought forward for Council's information and incorporation into consolidated Mobile Licencing By-	OT	✓	
10	Implementation of Markham taxi industry regulatory changes.	Potential resources required as a result of the by-law amendments.	OT	✓	✓
11	Develop requirements for a corporate on-line room and resource booking system.	Implement corporate on-line room and resource booking system as pilot for rooms used by both the public and staff in the fall.	OT	✓	✓
12	Review opportunities to enhance access to information and to make it easier for members of the public, Council and staff to engage in the Standing Committee and Council meeting processes.	Develop process and policy recommendations. Web-based, secured site to be developed for Council and senior staff access to Council documentation in the fall.	OT	✓	✓
13	Develop a food/refreshments policy/protocol for staff, Council and advisory committee meetings to ensure consistency and identify opportunities for cost-effectiveness.	Survey staff, prepare and implement draft policy/protocol.	OT	✓	
14	Implementation of a wildlife services strategy.	Wildlife Strategy completed and reviewed by Animal Services Committee. Presentation to Committee in fall 2009	OT	✓	✓
15	Implementation of a sign enforcement strategy.	Sign strategy implemented in 1st Q. Program revenues up 5% ytd	OT	✓	✓
16	Implementation of BizPaL, an online business licensing and permit information resource.	BizPaL implemented in the spring; Economic Development Department reports that the program has been well-received by small businesses and entrepreneurs. Formal survey of website hits	COM	✓	✓
17	Complete environmental "Kick Start" program.	"Kick Start" Program implemented: 58 site clean-ups, 4 Town staff directed clean-ups, 3 Community Clean-Ups, 65 Anti-Idling Cautions, 72 Park Bike Patrols completed	OT	✓	✓
18	Implement a revised committee appointment policy as well as a strategy to better reflect diversity in the Town's committees.	Consultation with committees and key stakeholders will be required. Policy is in the process of being drafted by Secretariat staff. Recruitment to include ethnic media.	OT	✓	
19	Investigate online access to overnight parking exemptions and overnight parking permits.	Incorporated into Portal Project- identified for implementation in 2010	OT	✓	✓
20	Align parking fines with other GTA municipalities	Parking fines aligned- new minimum fine of \$40 for most offences- additional \$90K revenue on target	COM		✓
21	Review agenda distribution to promote paper reduction and use of online access to agendas.	Decrease paper use by at least 30%	OT		✓
22	Implement Phase III of Extended Driveway program	7 day a week enforcement of by-law implemented- 330 investigations ytd- integration with 2nd Suite enforcement	OT	✓	✓

Notes:

Objective Status: OT= On Target, AD= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Operational Priorities: NQI PEP Level 3, Innovation

LEGISLATIVE SERVICES KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed	1	0	0	1	0	*0	n/a
Overall satisfaction (%) (formal survey)	45%	n/a	n/a	81%			n/a
% extremely/very satisfied (formal survey)	15%	n/a	n/a	22%			n/a
# of informal satisfaction surveys completed	0	0	3	2	1		n/a
Overall satisfaction (%) (informal survey)	n/a	n/a	n/a	n/a	96%		90%
% extremely/very satisfied (informal survey)	n/a	n/a	n/a	n/a	91%		90%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 13.58	\$ 15.39	\$ 15.66	\$ 14.01	\$ 16.95		\$ 17.00
OPERATIONAL EXCELLENCE							
% of Parking Tickets Paid On-Line				20%	25%	21%	23%
% of Staff Reports Received on Time for Council/Standing Comm. Agendas				50%	50%	50%	80%
# of Civil Marriage Ceremonies Performed				359	381	187	375
# of Formal MFIPPA Requests Received	34	51	40	41	26	17	
# of Privacy Complaints Received				2	0	0	
Average # of Daily Property Standards Inspections per Officer				8	9	11	
% of Property Standards Complaints Resolved without Legal Action				98%	98%	99%	
Average # of Unscheduled In-Field Vehicle Inspections per Officer per Month				45	50	59	
Average # of On-Site Business Inspections per Officer per Month				100	110	123	
% of Business Licences Renewed by Renewal Date				40%	45%	75%	
% of First Attendance Appearances Going to Trial				11%	10%	13%	
% of Non-Parking Charges that Proceed to Trial	3%	6%	8%	7%	8%	6%	
% of Quashed /Withdrawn Non-Parking Charges (Quality Control)	n/a	n/a	3%	3%	3%	3%	
Total # of File Boxes Sent to Storage From Business Units Annually	916	720	1,126	1,015	1,031	442	
Annual File/Box Retrieval Rate (on-site and off-site)	2,461	1,995	2,237	2,118	2,192	1,294	
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	83%	n/a	78%	n/a	61.0%		80%
Recognition rating (from staff survey)	68%	n/a	78%	n/a	48.0%		75%
Staff Satisfaction rating (from staff survey)	69%	n/a	73%	n/a	78.0%		80%
Completion rate for performance management	70%	64%	40%	98%	74%		100%
Average Corporate learning hours per full-time employee	n/a	15.5	13.7	17.1	11.0		21.0
Staff absenteeism (average # of days per employee)	5.0	6.3	3.3	5.4	4.5		n/a
Staff turnover rate	7%	0%	5%	7%	12%		5%

KPI SUMMARY

More people are opting to go to the First Attendance Office as opposed to pay parking tickets on-line payments (because of the potential ticket amount reduction). Indicators show that nearly all property standards complaints are resolved without any further legal action, due to the compliance through education and alternative dispute resolution. Indicators from January to June show the continued success of the Town's civil marriage program, in part due to the program's appeal as an affordable wedding option. There has been continued interest in the wedding program from residents outside of Markham, including customers redirected from the City of Toronto's wedding services program closed during the recent civic strike.

The Legislative Services Business Unit is on track to be under the budgeted "Net cost per household" KPI target for 2009.

*A formal resident survey on Animal Services will be conducted in October of 2009.



LEGISLATIVE SERVICES BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)			Strategic Priorities								
#	Objective	Requires Additional Resources?	Outcomes	Council						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/Public Safety	Diversity	NQI PEP Level 3	E3 Project
2010 Cross Commission Projects											
1	Multi-phased, corporate project intended to enhance the management of information management (soft and hard formats). Project will result in more consistent and secure access, use, retention and disposition practices, recognizing information as a key corporate asset. Legislative Services and Information Technology departments are co-leads in this initiative.	✓	Specific objectives and outcomes outlined in Business Unit Objectives (2009, 2010).				✓				✓
2	Supporting the CAO's Office in the implementation of regulations made under the Accessibility for Ontarians with Disabilities Act.		Provide guidance on the development and implementation of corporate policies and on the corporate impact of new legislation.				✓		✓		
3	Departmental support for "portal" business transformation initiative.		Realign business operations to reflect an online business environment associated with the "portal" project.				✓				✓
4											
Business Unit Objectives											
1	Effectively manage all aspects of the Clerk's responsibilities related to the 2010 municipal election in accordance with statutory and operational timeframes.	✓	Implementation of comprehensive project plan. All activities occur throughout 2010 and 2011 in accordance with timeframes set by legislation or operational requirements.				✓				✓
2	Participate in the development and delivery of the orientation program for the 2010 - 2014 Council.		Development of orientation materials, delivery of orientation information to the 2010 - 2014 Council by Q4 and Q1 of 2011.				✓				✓
3	Continued development of governance-related elements of the Town's Information Management Strategy.		Approval of a revised records retention by-law and implementation of supporting procedures by Q4; development of a framework for a file classification system by Q4.				✓				✓
4	Development of an enhanced program of corporate privacy.		Approval of a revised corporate privacy policy by Q2, revised privacy notices for key forms and notices throughout 2010, delivery of privacy training and privacy consultation/assessment throughout 2010.				✓				✓
5	Implement site improvements to the Town's cemeteries, where applicable and as budget permits.	✓	Includes new/enhanced signage, installation of benches, trees and fencing, to be considered by Q4.				✓				
6	Review cemetery fees and services to determine opportunities for service enhancements and revenue generation.	✓	Develop plan for long term cemetery administration/coordination by Q4 and business case(s) for service enhancements such as scattering grounds, development of niches for cremated remains and consideration of burial needs to reflect community diversity by Q4.	✓			✓				✓
7	Support the recruitment of citizen advisory committee members.		Prepare General Committee report related to citizen advisory committee appointments for consideration by 2010-2014 Council by Q4. Prepare recruitment and interview strategy by Q4 in consultation with Mayor's Office.				✓		✓		
8	Consideration of consolidated business licensing by-laws (mobile and stationary).		Completion of the preparation of a consolidated Mobile and a consolidated Stationary Licensing By-law	✓			✓				✓
9	Development of a mediation and/or conflict resolution model for by-law and regulatory disputes.		Model to be developed by Q4 for review by senior staff. Resource planning and Council consideration to be undertaken in 2011.	✓			✓		✓	✓	✓
10	Development of corporate policies/protocols related to flag raisings and proclamations.		Protocols/policies to be considered by General Committee in Q1.				✓		✓		
11	Completion of consolidation of Licencing By-laws into two Consolidated By-laws: Mobile & Stationary		Two consolidated by-laws to provide standardized and common licencing requirements for streamlined administration; efficient field enforcement, and future on-line licencing activities				✓			✓	✓
12	Council review of Needs Assessment for the Establishment of a Satellite Animal Care Facility within Markham boundaries and direction on future strategy/ options		Implementation of Council direction in 2010				✓				
13	By-law services and animal services customer surveys.		Implementation and review of survey to be undertaken by Q2.				✓			✓	✓
14	Implementation of Markham taxi industry regulatory changes.		Includes implementation of new training (including AODA) and testing requirements over the course of 2010.				✓				
15	In-field issuance of By-law & Licencing Orders and Notices, using wireless deployed in 2009		40% of Orders and Notices will be issued "on-the-spot" in 2010				✓			✓	✓
16	Undertake two "Area of Land Use Transition" special enforcement initiatives		Identify two areas of changing land use and undertake a comprehensive municipal regulation review to bring properties into compliance with current regulations	✓	✓	✓					
17	Evaluate the feasibility of engaging external mediation and/or conflict resolution resources in order to encourage citizens to resolve disputes without dependency on By-law Enforcement.		Conduct a feasibility study and produce recommendations.								

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



LEGISLATIVE SERVICES 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
LICENCES & PERMITS	\$1,291,736	\$1,268,200	\$1,342,969	\$74,769	5.9%	\$51,233	4.0%	
INCOME FROM INVESTMENTS	\$1,135	5,800	5,800	-	0.0%	4,665	411.0%	
FINES	\$1,955,162	1,876,250	1,908,750	32,500	1.7%	(46,412)	-2.4%	
USER FEES & SERVICE CHARGES	\$181,983	151,000	157,960	6,960	4.6%	(24,023)	-13.2%	
RENTALS	\$66,440	60,000	62,157	2,157	3.6%	(4,283)	-6.4%	
SALES	\$41,078	11,500	11,531	31	0.3%	(29,547)	-71.9%	
RECOVERIES & CONTRIBUTIONS	-\$1,961	5,100	7,600	2,500	49.0%	9,561	-487.6%	
OTHER INCOME	-\$1,472	-	-	-	0.0%	1,472	-100.0%	
Total Revenues	\$3,534,101	\$3,377,850	\$3,496,767	\$118,917	3.5%	(\$37,334)	-1.1%	
Expenses								
SALARIES AND BENEFITS	\$3,952,423	\$4,012,527	\$4,074,977	\$62,450	1.6%	\$122,554	3.1%	
PRINTING & OFFICE SUPPLIES	37,797	98,175	98,175	-	0.0%	60,378	159.7%	
PURCHASES FOR RESALE	76,800	67,200	67,200	-	0.0%	(9,600)	-12.5%	
OPERATING MATERIALS & SUPPLIES	59,578	32,298	32,298	-	0.0%	(27,280)	-45.8%	
COMMUNICATIONS	269,569	297,210	295,373	(1,837)	-0.6%	25,804	9.6%	
TRAVEL EXPENSES	3,876	10,875	10,875	-	0.0%	6,999	180.6%	
TRAINING	14,058	30,500	30,500	-	0.0%	16,442	117.0%	
CONTRACTS & SERVICE AGREEMENTS	491,902	493,113	488,950	(4,163)	-0.8%	(2,952)	-0.6%	
MAINT. & REPAIR-TIME/MATERIAL	29,720	38,870	38,870	-	0.0%	9,150	30.8%	
RENTAL/LEASE	119,157	103,845	103,845	-	0.0%	(15,312)	-12.9%	
PROFESSIONAL SERVICES	92,536	99,524	100,524	1,000	1.0%	7,988	8.6%	
LICENCES, PERMITS, FEES	12,790	8,200	10,200	2,000	24.4%	(2,590)	-20.3%	
CREDIT CARD SERVICE CHARGES	14,496	10,000	9,000	(1,000)	-10.0%	(5,496)	-37.9%	
OTHER PURCHASED SERVICES	2,650	2,650	2,650	-	0.0%	-	0.0%	
OFFICE FURNISHINGS & EQUIPMENT	112	3,000	3,000	-	0.0%	2,888	2578.6%	
OTHER EXPENDITURES	5,081	9,500	6,500	(3,000)	-31.6%	1,419	27.9%	
Total Expenses	\$5,182,545	\$5,317,487	\$5,372,937	\$55,450	1.0%	\$190,392	3.7%	
Net Expenditures/(Revenues)	\$1,648,444	\$1,939,637	\$1,876,170	(\$63,467)	-3.3%	\$227,726	13.8%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Licences & Permits: Increase is due to inflation.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.



FINANCE BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes					
#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Tangible Capital Asset - Phase 2	Finalize policies and on-going processes, prepare for audit of opening balances, financial statements (2009 and restatement of 2008), GL restructuring, Asset Register	OT		✓
2	Growth Management Fiscal Analysis	Complete fiscal analysis of impact of various intensification levels and review incremental costs of higher density development on infrastructure and operating costs	OT	✓	
3	Final Phase of Implementation of Town Wide Cashiering System	Final phase of Implementation of Town wide Cashiering System	OT	✓	✓
4	Development Charge Review of Soft Services	Completed the required analysis for updated development charge for "soft services". New Bylaw was approved June 2009.	COM	✓	✓
5	Continuous Process Improvement - Shift from front-end checking to streamlined back-end compliance testing	The Purchase Order Adjustment Form (POAF) review process was streamlined eliminating the need that individual POAF forms be reviewed by the Treasurer and CAO, however a new monthly POAF report with applicable details will be produced by the Senior Business Analysts and circulated to CCC and DF. In addition, until year end the Senior Business Analysts will review and sign-off on the POAF forms while at the same time provide training sessions to appropriate staff members.	COM	✓	✓
6	Investigation of Job Costing and Fixed Asset accounting modules (TCA)	RFPs to be released in 2009	OT	✓	
7	Implementation of Automated Time Sheet Entry system (EZ Labour) for Recreation Services	Implement Time entry system for recreation services by end of 2009.	AD	✓	
8	Investigate systems capable of intelligent scanning of documents for Accounts Payable	Complete investigation by mid 2009 and develop business plan (if warranted) and system budget requirements for 2010	OT	✓	✓
9	Conduct a minimum of one customer satisfaction survey (Business Planning and Budget Process Improvements)	A survey of all members of Director's Forum was conducted in April which resulted in the development of Critical Success Factors for the 2010 Capital Budget Process that included a 3-year capital budget (2010, 2011 and 2012)	COM		✓
10	Complete a minimum of one process review (A/R and A/P)	Process mapped the Account Receivable function. Process review of Accounts Payable completed and final documentation expected to be completed by end of Aug.	OT		✓
11	Customer Service Counter Amalgamation with Contact Centre	Investigate the Cash Management counter amalgamation with Contact Centre to create improved customer service.	OT	✓	✓
12	Waterworks Financial Plan	To complete Water/Waste Water Reserve review to confirm compliance with SWISSA legislation	AD		
13	Portal	To implement Finance Dept. aspects of new Corporate Portal Project	AD	✓	✓
14	2009 Reassessment - Phase in of Assessment Increases and capping provisions	Tax Billing system tests to confirm compliance with new phase in legislation. Communication to Council and the Public	COM	✓	
15	Mississauga - Web-based TXM	Investigate the TXM Web based linkage to the Town Portal	AD	✓	✓
16	Develop and Implement Long Term E3 Initiatives	Numerous E3 projects have been completed including Earlier tax instalments, updating user fee bylaw, new tax account set up fee, and electronic paystubs.	OT		✓
17	Internal audit - Purchasing	Complete minimum of one internal purchase audit	OT		✓
18	Investigate and implement electronic bid packages	Implement by mid 2009	COM	✓	✓
19	Implement electronic paystubs	Implement by year end	OT	✓	✓
20	Procurement Plan Consolidation	Implement by Q1. Monitor throughout the year.	OT		✓
21	Automation of Staff Award Report Process into Sharepoint System	Staff Award Report circulation and approval process automated through the Sharepoint system.	COM		✓
22	Purchasing By-law Amendments	Streamlined process with changes to approval levels and faster turnaround time to approval for tenders and RFP's meeting established criteria	COM	✓	✓

Notes:

Objective Status: OT= On Target, AD= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

FINANCE KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	1	0	1 every 2 years
Overall satisfaction (%) (formal survey)	n/a	n/a	n/a	n/a	58%	n/a	80%
% extremely/very satisfied (formal survey)	n/a	n/a	n/a	n/a	22%	n/a	35%
# of informal satisfaction surveys completed	0	0	0	1	1	1*	1
Overall satisfaction (%) (informal survey)	n/a	n/a	n/a	n/a	14%	n/a	25%
% extremely/very satisfied (informal survey)	n/a	n/a	n/a	n/a	59%	n/a	75%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 28.81	\$ 30.58	\$ 32.46	\$ 34.24	\$ 35.05	n/a	< \$39.00
Average Cost per invoice processed	\$ 5.72	\$ 5.45	\$ 5.70	\$ 5.87	\$ 8.25	\$ 9.64	\$ 7.70
Average cost per procurement card transaction	\$ 1.66	\$ 1.64	\$ 1.58	\$ 1.51	\$ 1.36	\$ 1.81	\$ 1.20
% of tax bills collected	93%	95%	95%	96%	96%	91%	95%
OPERATIONAL EXCELLENCE							
% of payroll payments sent out on time and controlled error free	98%	98%	99%	99%	99%	99%	99%
% of generated P/O's compliant with Purchasing by-laws					96%	96%	99%
Cost Savings as a result of purchasing activities	90,000	442,000	485,000	262,000	911,000	153,714	500,000
# of Purchase Orders actioned per FT position	142	124	176	207	225	200	300
# of Accounts Payable documents actioned per FT position	10,324	10,256	9,810	9,702	6,783	2,796	< 6,875
% of Reports reviewed before deadline					73%	75%	100%
% of Letters of Credit processed within 5 days		45%	53%	56%	66%	68%	100%
% of Credit Agreement responded to within 8 weeks						50%	80%
# of Preauthorized Tax Payments	17,284	18,757	20,446	22,027	23,091	24,061	28,500
% of Tax & Water inquiries responded to within 24 hours					100%	100%	100%
% of return on Investment greater than benchmark		0.84%	0.33%	0.23%	1.67%	3.04%	0.50%
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	78%	n/a	73%	n/a	66%	n/a	75%
Recognition rating (from staff survey)	66%	n/a	62%	n/a	52%	n/a	65%
Staff Satisfaction rating (from staff survey)	66%	n/a	70%	n/a	75%	n/a	80%
Completion rate for performance management	100%	77%	94%	100.0	88%	n/a	100%
Average Corporate learning hours per full-time employee	n/a	5.3	20.4	6.9	7.0	n/a	20.0
Staff absenteeism (average # of days per employee)	2.3	2.7	3.1	4.2	4.7	n/a	8.4
Staff turnover rate	8%	3%	6%	8%	8%	n/a	7.5%

KPI SUMMARY

* A 2009 informal survey was completed of all members of Director's Forum which resulted in the development of Critical Success Factors for the 2010 Capital Budget Process that included a 3-year capital budget (2010, 2011 and 2012).

The Financial Services Business Unit is on track to be under the budgeted "Net cost per household" KPI target for 2009.

The Revenue Division- the % of tax bills collected KPI is consistently on or near target, the lower 2009 KPI of 91% is due to payment timing. Pre-authorized tax payment (PTP) accounts: the current target represents 35% of all residential accounts, and the PTP has increased 6,777 accounts or 39% between 2004 and 2009.

Development Finance- the two operational KPIs for this area: 2008 % of Letters of Credit processed within 5 days; % of Credit Agreement responded to within 8 weeks are anticipated to increase throughout the year and into next year to a level closer to the posted target. The historic low level experienced with these KPIs are mainly a result of a resource issue, this issue was resolved in early 2009.

The average cost per invoice processed is higher for June 2009 due to lesser invoices processed (Medical leave) during the first half. Costs savings in Purchasing reflects the current trend (2008 savings were high due to cost avoidance on some major contracts that are not reflective of the general trend)



FINANCE KEY BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)											
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
				Council				Operational			
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/Public Safety	Diversity	NQI PEP Level 3	E3 Project
2010 Cross Commission Projects											
1	Implementation of Auditor General Recommendations		This project will engage various directors in the Corporation in achieving the implementation of recommendations made by the Town's Auditor General.	✓						✓	
2	Business Planning and the Budget Process Improvements		Review the current budget process and develop the critical success factors for the 2010 Capital Budget Process including a 3-year capital budget (2010, 2011, 2012). Review the timeliness and processes of the overall 2011 Business Planning and Budgeting process to ensure a seamless transition between business planning and budgeting.	✓	✓	✓	✓	✓			
3	Review of Purchasing Philosophy - negotiations vs. tendering		Review current bidding format and develop a process that will allow Purchasing to negotiate with vendors as opposed to tendering on contract awards that provide quantifiable economic benefits and efficiencies	✓						✓	
4	Portal		To implement Finance Dept. aspects of new Corporate Portal Project				✓				
Business Unit Objectives											
1	Implement the expanded phase of Cashiering (POS) Roll out to Libraries.		Expanded the final phase of POS rolled out in 2009 to include Libraries. Libraries could not be accommodated until its Symphony software system upgraded in late 2009.				✓			✓	
2	Implementation of Job Costing System		Implement a Job Costing System that would allow financial information, posted to the GL, to be reported on an activity or job basis. Once implemented, this module will provide information for TCA valuation along with the ability of individual departments to track operating expenses by project/job or activity.				✓				
3	Accounts Payable - Automation		Implement an automated Accounts Payable process enabling document imaging and online approval of invoices, recording of transactions and payment processing, archiving and indexing of documents for storage	✓						✓	✓
4	Publish 2009 Financial Statements Fully Compliant with Tangible Capital Asset (PSAB) Requirements		To obtain sign off from external auditors that 2009 Financial Statements are fully compliant with Public Sector Accounting Board requirements, specifically with regards to Tangible Capital Asset reporting.								
5	Implementation of Asset Register System		Select & implement an Asset Register System which will track the Town's Tangible Capital Assets and provide reports for these assets. The system will also be required to calculate & post depreciation to the GL.	✓			✓			✓	
6	Harmonized Sales Tax - System Implementation and Annualized Budget Impacts		To have systems ready to track new data for harmonized sales tax reports, and monitor actual results from July 1 to year end compared to 2010 estimated impact for 2011 budget development								
7	Phase 2 - Growth Management Fiscal Impact Analysis		Following the high level analysis completed in 2009, once the Master Servicing Study, Fire Services Master Plan and Leisure Master plans are complete, to undertake and complete a detailed analysis of fiscal impacts of development intensification levels.	✓	✓		✓	✓			
8	Waterworks Financial Plan		Complete Water/Waste Water Reserve review to confirm compliance with SWISSA legislation								
9	Fiscal Impact - Langstaff Centre		Following a high level fiscal review in fall of 2009, to deliver a more detailed fiscal impact analysis of proposed Langstaff development	✓	✓	✓	✓	✓			
10	Process Map and Review Development Finance processes and policies		Updating of current Development Finance process maps and review of policies to ensure consistent of application (i.e. Refundable Deposits)							✓	
11	Complete analysis of Pre-DCA Reserve Account		To determine the need for the reserve and if required an associated policy	✓							
12	Interim tax Instalment Dates align with final dates.		2010 Interim due dates to be moved to 5th of month in line with Council directive in 2009.				✓			✓	✓
13	Review property tax penalty grace period.		Since due dates are moved to 5th of month, penalty grace period needs to be reviewed and changed.				✓			✓	✓
14	Develop a Borrowing Policy.		Review the Development Charge reserves and develop a policy for internal borrowing once reserves are depleted.	✓							✓

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



FINANCE 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues							
USER FEES & SERVICE CHARGES	\$603,979	\$582,300	\$395,689	(\$186,611)	-32.0%	(\$208,290)	-34.5%
RECOVERIES & CONTRIBUTIONS	-	4,705	4,705	-	0.0%	4,705	0.0%
OTHER INCOME	104,536	55,000	162,000	107,000	194.5%	57,464	55.0%
Total Revenues	\$708,515	\$642,005	\$562,394	(\$79,611)	-12.4%	(\$146,121)	-20.6%
Expenses							
SALARIES AND BENEFITS	\$4,012,449	\$4,211,886	\$4,140,670	(\$71,216)	-1.7%	\$128,221	3.2%
PRINTING & OFFICE SUPPLIES	82,470	109,262	92,262	(17,000)	-15.6%	9,792	11.9%
OPERATING MATERIALS & SUPPLIES	(35,550)	(32,021)	(32,021)	-	0.0%	3,529	-9.9%
INVENTORY ADJUSTMENTS	8,337	-	-	-	0.0%	(8,337)	-100.0%
COMMUNICATIONS	3,542	4,867	3,867	(1,000)	-20.5%	325	9.2%
TRAVEL EXPENSES	5,034	8,044	3,844	(4,200)	-52.2%	(1,190)	-23.6%
TRAINING	6,686	24,390	24,390	-	0.0%	17,704	264.8%
CONTRACTS & SERVICE AGREEMENTS	(424,013)	(447,475)	(511,127)	(63,652)	14.2%	(87,114)	20.5%
MAINT. & REPAIR-TIME/MATERIAL	2,508	3,519	3,519	-	0.0%	1,011	40.3%
RENTAL/LEASE	5,730	8,640	8,640	-	0.0%	2,910	50.8%
PROFESSIONAL SERVICES	119,376	199,309	142,359	(56,950)	-28.6%	22,983	19.3%
LICENCES, PERMITS, FEES	107,220	126,437	111,437	(15,000)	-11.9%	4,217	3.9%
CREDIT CARD SERVICE CHARGES	13,607	8,409	10,409	2,000	23.8%	(3,198)	-23.5%
WRITE-OFFS	(60)	100	100	-	0.0%	160	-266.7%
Total Expenses	\$3,907,336	\$4,225,367	\$3,998,349	(\$227,018)	-5.4%	\$91,013	2.3%
Net Expenditures/(Revenues)	\$3,198,821	\$3,583,362	\$3,435,955	(\$147,407)	-4.1%	\$237,134	7.4%

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

User Fees & Service Charges: Decrease is due to the reduction in projected revenue from new tax accounts and certificates.

Other Income: Increase is due to increased recoveries from outside organizations.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Contracts Services Agreement: Decrease is due to department efficiencies and cost savings.

Professional Services: Decrease is due to department efficiencies.



INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Information Management Implementation	Enable the Town to manage information in a systematic and effective manner across the corporation by meeting business as well as legislative requirements.	AD	✓	✓
2	Wireless data & voice communication strategy implementation	Following a study conducted in 2008, the Town needs to provide a well organized and planned technology solution to meet the current and future needs for wireless voice and data	OT	✓	✓
3	Portal project implementation - Phase I	Implementation of Phase I functionalities - includes out-of-the-box as well as other identified important efficiency capabilities.	OT	✓	✓
4	Strategy development and RFP for desktop replacement in 2010	Establishing a roll out strategy, user profile and asset tracking process for desktop replacement for 2010.	OT	✓	✓
5	Server hardware replacement (phase III)	Final Phase will cover setup and Implementation of Test Lab.	OT	✓	✓
6	Green IT program development and initiation	Implementation of Phase 1 objectives to support environmentally friendly technology tool usage/operation and acquisition	DL	✓	✓
7	Email Archival system (phase II)	Final phase of migrating remaining mailboxes to an Archival System to enhance system performance completed.	COM	✓	✓
8	Finalize off-site disaster recovery study	Finalize the off-site disaster recovery study and review of options and recommendations; initiate plan for implementation as	AD	✓	✓
9	Implementation of approved capital projects	Manage and implement approved capital projects with IT components.	OT	✓	✓
10	Operational improvements - year three objectives	Implement operational improvement objectives related to process, ITIL, Project Management, documentation, policy &	OT	✓	✓
11	Enterprise GIS - review and adoption	Review of GIS strategic direction in the context of consolidated GIS services and business needs.	AD	✓	✓
12	Service Level Enhancements and benchmarking	Implementation of Service Level management processes, agreements and associated KPIs with Waterworks, Fire Services, Library and Recreation department, as well as benchmarking.	OT	✓	✓
13	Implementation of database recovery and administration	Implement database recovery and capacity management tools on production environment in order to enhance business continuity	OT	✓	✓
14	Network bandwidth improvement and switch upgrade	As part of re-tendering dark fibre network in 2009, implement consolidated and upgraded network at remote sites with Community Centre and Library.	OT	✓	✓
15	Telecommunication strategy	A study to understand current & future needs for telecommunication technology & provide steps for migration has	COM	✓	✓
16	Electronic reporting tool implementation	Implementation of electronic report review and approval tool for Award reports and General Committee reports.	OT		✓
17	ITIL implementation	Implementation of Service Catalogue and severity-based incident management process for IT services has been completed.	COM		✓
18	Implementation of Learning Management System	Implement Learning Management System	OT		✓
19	Fire dispatch system upgrade	Upgrade and migration of Fire dispatch system including mobile system	OT		✓
20					

Notes:

Objective Status: OT= On Target, AD= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

INFORMATION TECHNOLOGY SERVICES KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	1	0	1 every 2 years
Overall satisfaction (%) (formal survey)	n/a	n/a	n/a	n/a	75%	n/a	80%
% extremely/very satisfied (formal survey)	n/a	n/a	n/a	n/a	68%	n/a	35%
# of informal satisfaction surveys completed	0	12	12	12	12	6	12
Average customer satisfaction % - very satisfied (service-follow up survey)	n/a	53%	67%	62%	70%	61%	75%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 39.60	\$ 41.65	\$ 45.19	\$ 44.13	\$ 49.70	n/a	\$ 55.00
% of ITS operating budget vs. Town budget (excl Water)	2.62%	3.09%	3.41%	3.36%	3.47%	3.59%	<5%
OPERATIONAL EXCELLENCE							
Business continuity service achievement (%)		99.70%	99.93%	99.94%	99.82%	99.91%	99.95%
% Call abandonment at Service Desk	n/a	17%	12%	11%	13%	14%	7%
Average number of answered calls by Service Desk/month	n/a	871	895	937	1,036	1,072	n/a
% of Calls resolved at Service Desk	n/a	n/a	43%	40%	37%	28%	50%
% of incidents resolved within severity-based set targets						79%	85%
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	73%	n/a	78%	n/a	69%	n/a	75%
Recognition rating (from staff survey)	48%	n/a	72%	n/a	65%	n/a	65%
Staff Satisfaction rating (from staff survey)	58%	n/a	79%	n/a	78%	n/a	80%
Completion rate for performance management	100%	76%	96%	100%	76%	n/a	100%
Average Corporate learning hours per full-time employee	n/a	4.8	18.6	11.3	5.6	n/a	20.0
Staff absenteeism (average # of days per employee)	4.1	7.5	4.7	5.6	5.6	n/a	8.4
Staff turnover rate	7.0%	12.0%	11.0%	7.0%	11.0%	n/a	7.5%

KPI SUMMARY

The 2009 average customer satisfaction % from service follow-up surveys has declined 9% since 2008. This decline can be attributed mainly to the March phone service interruption due to water leakage. It is anticipated that this KPI will improve throughout the rest of the year to a level closer to the 2008 percentage.

Incident based ticket resolution - which is based on IT best practices - is a new KPI that ITS started to measure this year, and ITS is well positioned to meet its target as we move forward.

In order to make improvements in the areas of # calls abandoned and % call resolution at Service Desk, which are being impacted by increased service, ITS will be looking at self-service options for users as well as more focussed effort on internal knowledge transfer.

Overall, with the increasing dependence of the Town's business operation on technology solutions, ITS will continue to strive for enhanced customer service through measurement of operational KPIs and by working closely with our stake holders.

The ITS Business Unit is on track to be under the budgeted "Net cost per household" KPI target for 2009.



INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)											
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
				Council				Operationa			
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity	NQI PEP Level 3	E3 Project
2010 Cross Commission Projects											
1	Joint Portal project - implementation - Lead		Phase 1 - New & enhanced user experience and services to residents and businesses through the internet. It includes content migration, training/knowledge transfer, and the setup of new base infrastructure with some online services. Initiation of Phase 2 - requirement, procurement and initial implementation			✓	✓				✓
2	IT Infrastructure Priorities & Service Levels - Lead	✓	- Telecommunication infrastructure – replacement of the currently old PBX system with Voice Over Internet Protocol (VoIP) technology. - First phase replacement of current desktops/ workstations with new ones, and migration to new operating system. - Replacement of selected satellite sites with enhance network bandwidth for improved performance	✓			✓				
5	Implementation of Wireless Communication including AVL - Lead	✓	Implement the infrastructure required to provide Town staff with the ability to use an enhanced and functionally rich radio communication capability along with Automated Vehicle Location services.				✓				
6	Implementation Information Management Program (Phase 2) - Lead		Establishment of information management guidelines, records retention procedures, governance and meta data. It also includes the Payment Card Industry standard requirement.				✓				
7	Amanda 5 implementation		Full migration of Amanda software from v4 to v5 with additional public facing module and also accessible to external agencies				✓				
Business Unit Objectives											
1	2010 Municipal election		Provision of services to support and manage technology requirements for the 2010 election.				✓				
2	Implementation of integrated library system		A new system of integrated library system that will be used to various library functions such as cataloguing, check-in check-out and reporting etc.				✓				
3	Virtualization of production environment		Work towards moving business applications to a virtualized production environment.			✓	✓				
4	Optimization of business application		Review of selected business applications in order to optimize business processes that span across business units towards providing enhanced access and value to all users while minimizing technology footprint.				✓				
5	Implementation of data integration tool		Implement a data integration tool which permits enhanced access to data and flow of information.				✓				
6	ITIL implementation - on going		Improvements of internal ITS processes in the area of customer service.				✓				
7	Establish Service Level Agreements		Establish service level agreements with Operations and Building StandardsDepts.				✓				
8	Wireless network extension (WiFi)		Extend wireless network on Town facilities to cover parking areas				✓				
9	Implementation of other capital and non-capital technology projects		Implement council approved technology projects, as well as non-capital projects, for business units.				✓				
10	Green IT initiative		Implement energy conservation requirements in technology solution, transfer fax usage to email etc.			✓	✓				
11	Disaster recovery plan		Establish a disaster recovery plan that identifies critical services, system and data duplication as well as recovery including testing.				✓				
12	Assess Open Source		Preliminary assessment of Open Source technology tools for the Town.				✓				✓

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



INFORMATION TECHNOLOGY SERVICES

2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
Revenues								
SALES	-	\$500	\$500	-	0.0%	\$500	0.0%	
Total Revenues	-	\$500	\$500	-	0.0%	\$500	0.0%	
Expenses								
SALARIES AND BENEFITS	\$3,224,595	\$3,423,736	\$3,480,056	\$56,320	1.6%	\$255,461	7.9%	
PRINTING & OFFICE SUPPLIES	11,735	18,199	14,199	(4,000)	-22.0%	2,464	21.0%	
OPERATING MATERIALS & SUPPLIES	6,605	15,902	10,902	(5,000)	-31.4%	4,297	65.1%	
COMMUNICATIONS	609,117	630,208	607,208	(23,000)	-3.6%	(1,909)	-0.3%	
TRAVEL EXPENSES	2,585	9,196	8,196	(1,000)	-10.9%	5,611	217.1%	
TRAINING	53,546	75,000	65,000	(10,000)	-13.3%	11,454	21.4%	
CONTRACTS & SERVICE AGREEMENTS	1,585,607	1,593,620	1,528,620	(65,000)	-4.1%	(56,987)	-3.6%	
MAINT. & REPAIR-TIME/MATERIAL	74,129	48,539	43,539	(5,000)	-10.3%	(30,590)	-41.3%	
RENTAL/LEASE	2,386	2,341	2,341	-	0.0%	(45)	-1.9%	
PROFESSIONAL SERVICES	77,036	114,739	75,739	(39,000)	-34.0%	(1,297)	-1.7%	
LICENCES, PERMITS, FEES	829	2,039	2,039	-	0.0%	1,210	146.0%	
Total Expenses	\$5,648,170	\$5,933,519	\$5,837,839	(\$95,680)	-1.6%	\$189,669	3.4%	
Net Expenditures/(Revenues)	\$5,648,170	\$5,933,019	\$5,837,339	(\$95,680)	-1.6%	\$189,169	3.3%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Contracts Services Agreement: Decrease is due to department efficiencies and cost savings.



COMMUNICATIONS AND COMMUNITY RELATIONS BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Implement strategy for increased cost effectiveness of Recreation & Culture Guide	Integrated Recreation & Culture Guide with About Markham, Town Calendar, Living in Markham. Introduced Markham Life in September '09	OT		✓
2	Develop & implement Special Events Policy including service cost recovery	Working with Operations to identify on-going support requirements. Initial draft of policy developed, needs further refinement (part of Operations' Service Level project.)	AD		✓
3	Develop a policy regarding public use of the Civic Centre	Working with Clerks to develop policy by year-end	AD		✓
4	Improve workload balance through appropriate adjustments in staff responsibilities	On-going. 2009 interim staff satisfaction survey showed marked improvement over 2008	OT		✓
5	Document processes for all key business unit responsibilities (Special Events; Media Relations; Design; Website/Intranet; Publications; Client support)	This work is on-going. Key activities have been mapped. Others in process.	OT		✓
6	Develop process for annual qualification of creative suppliers	designers, photographers, etc.) will be issued in the 2nd half of '09	DL		✓
7	Develop issues management and executive briefing program	Briefings/issues documents are currently developed on an as-needed basis. Database of information for broader dissemination to be incorporated in Portal in 2010.	AD		✓
8	Improve Quality processes and measurements	Process maps developed for key business unit activities. Eclipse project tracking system implemented. Measurable KPI's have been developed and tracking initiated.	OT		✓
9	Further develop Community Relations function	Strengthened relationships with key partners and community organizations to serve mutual interests more effectively. E.G. YRMG; BIA's; Tourism Toronto; Community Social Foundations and NFP's; Service Clubs	OT		✓
10	Develop new framework to increase sponsorship revenue	Completed assessment and analysis of sponsorship opportunities. Recommendation to be presented to Council in	OT		✓
11	Implement BMFT communication plan	Communications and event support provided throughout the year	COM	✓	✓
12	Develop electronic corporate photo archiving system	Electronic photo archiving system developed and implemented	COM		✓
13	Provide excellent communications & event support for key corporate priorities	C&CR supported key activities in 2009. E.G. BMFT and Sustainability public consultation; Olympic Torch Relay;	COM	✓	✓
14	Provide excellent client support through communications and special events	High volume of activity completed with client satisfaction at 85%. National and International awards for GreenPrint social marketing	COM	✓	✓
15	Enhance Website: - Add web-based services for 24/7 access as appropriate - Purge outdated, redundant web content - Improve navigation - Increase video content	This is on-going activity. 2010 introduction of Portal will provide significant opportunities for improved navigation, access to new services and increased interactive content.	OT		✓
16	Increase advertising revenue from rinkboards, backlit signs and other inside advertising	Re-newed active marketing of rinkboards, backlit sign advertising opportunities starts Q3/09	DL		✓
17					
20					

Notes:

Objective Status: OT= On Target, AD= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted
Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks,
Operational Priorities: NQI PEP Level 3, Innovation

COMMUNICATIONS AND COMMUNITY RELATIONS KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)							
CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed	0	0	0	0	0	0	1 every 2 years
Overall satisfaction (%) (formal survey)	n/a	n/a	n/a	n/a	n/a	n/a	80%
% extremely/very satisfied (formal survey)	n/a	n/a	n/a	n/a	n/a	n/a	35%
# of informal satisfaction event & Comm surveys	0	0	0	0	0	73	150
Overall satisfaction (%) (informal survey)	n/a	n/a	n/a	n/a	n/a	95%	90%
% of special event surveys very/extremely satisfied	n/a	n/a	n/a	n/a	n/a	100%	85%
% department customer satisfaction surveys very/extremely satisfied	n/a	n/a	n/a	n/a	n/a	87%	85%
FINANCIAL PERFORMANCE							
Net cost per household* (see note)	\$ 12.32	\$ 12.47	\$ 13.37	\$ 14.00	\$ 16.03	n/a	\$ 11.00
Net cost of Recreation Guide/Markham Life per household** (see note)	\$ 1.36	\$ 1.34	\$ 1.71	\$ 1.77	\$ 1.63	\$ 2.45	zero
Revenue from sponsorships/advertising sales	\$ 167,212	\$ 218,522	\$ 188,793	\$ 200,513	\$176,776	\$189,447	\$ 500,000
OPERATIONAL EXCELLENCE							
Resident level of awareness and understanding of Key Town Initiatives						n/a	75%
% of projects (all) that met negotiated client needs						n/a	85%
C&CR execution of communication plans tactics (% positive/very positive)						n/a	85%
C&CR contribution to achieving client business objectives (% positive/very positive)						n/a	85%
# of media releases					95	88	
# of media inquiries received					103	87	
# of media events					51	36	
# Community events Supported					188	116	
# of Design Projects Completed in-house					n/a	451	
# of EIBs produced					346	171	
# of Web updates					n/a	1030	
# of Town e-news					105	32	
# of Town Page					51	27	
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	69%	n/a	63%	n/a	47%	74%***	75%
Recognition rating (from staff survey)	62%	n/a	35%	n/a	29%	n/a	65%
Staff Satisfaction rating (from staff survey)	65%	n/a	61%	n/a	67%		80%
Completion rate for performance management	100%	75%	75%	67%	67%	n/a	100%
Average Corporate learning hours per full-time employee	n/a	16.8	80.5	60.7	11.9	n/a	n/a
Staff absenteeism (average # of days per employee)	2.4	2.0	20.0	4.5	9.9	n/a	n/a
Staff turnover rate	0%	0%	50%	0%	27%	n/a	n/a

KPI SUMMARY

* The 2004-2007 "Net cost per household" KPI figures have been adjusted to reflect the new department structure which was developed late in 2007 through a merge of the Marketing & Partnership and Corporate Communication Departments.

** 2009 number reflects cost of inaugural issue and Winter Markham Life consolidating Recreation & Culture Guide; About Markham; Markham Calendar; Living in Markham

*** In 2009 the CAO's Office administered an adapted version of the Town's bi-annual staff satisfaction survey for the Corporate Communications Department.

The Communication & Community Relations Business Unit is on track to be under the budgeted expenses for 2009 and working toward the 2009 budgeted revenues.



COMMUNICATIONS AND COMMUNITY RELATIONS BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)											
			Strategic Priorities								
			Council						Operational		
#	Objective	Requires Additional Resources?	Outcomes	Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity	NQI PEP Level 3	E3 Project

2010 Cross Commission Projects

1	Portal - Ensure successful transition of website to new portal in Q1		Content accurate, timely, relevant. Improved navigation and overall branding consistency. Reduced redundancies. Enhanced interactivity.				✓			✓	
2	Generate sponsorship funding		Sponsorship agency generates \$300,000 net								✓
3											
6											

Business Unit Objectives

1	Special Events policy adopted		Policy approved by Council; improved consistency in event resourcing & management				✓				
2	Corporate priorities supported effectively		Key corporate objectives achieved with C&CR support: e.g. BMFT priorities; 2010 Elections; Sustainability; Accessibility	✓	✓	✓	✓	✓	✓	✓	
3	Continue to develop/refine KPI measurements		Improved understanding of project outcomes and required improvements							✓	
4	Continue to refine photo archiving system		System rolled out across the organization and being used to more effectively manage and use corporate photography							✓	
5	Balance workload through effective use of internal and external resources		External resources used cost-effectively to provide specialized support where appropriate; Healthy							✓	
6	Develop guide to C&CR services for our clients		Cross-organizational understanding of timelines required to execute projects; budget requirements; protocols and processes to be followed and approvals required. Improved overall C&CR consistency and workload management.							✓	
7	Further develop Community Relations role		Enhanced relationships with key community organizations to better serve mutual interests							✓	
8											
13											

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound

COMMUNICATIONS AND COMMUNITY RELATIONS 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
USER FEES & SERVICES CHARGES	\$200,513	\$216,164	\$216,164	-	0.0%	\$15,651	7.8%	
RECOVERIES & CONTRIBUTIONS	232,730	161,000	516,500	355,500	220.8%	283,770	121.9%	
INTERDEPARTMENTAL RECOVERIES	(68,000)	-	(105,500)	(105,500)	0.0%	(37,500)	55.1%	
Total Revenues	\$365,243	\$377,164	\$627,164	\$250,000	0.0%	\$261,921	71.7%	
Expenses								
SALARIES AND BENEFITS	\$1,069,010	\$1,121,808	\$1,154,379	\$32,571	2.9%	\$85,369	8.0%	
PRINTING & OFFICE SUPPLIES	17,648	15,193	14,193	(1,000)	-6.6%	(3,455)	-19.6%	
OPERATING MATERIALS & SUPPLIES	18,306	12,388	9,388	(3,000)	-24.2%	(8,918)	-48.7%	
COMMUNICATIONS	3,855	8,153	7,153	(1,000)	-12.3%	3,298	85.6%	
TRAVEL EXPENSES	2,242	4,179	3,779	(400)	-9.6%	1,537	68.6%	
TRAINING	1,142	21,000	21,000	-	0.0%	19,858	1738.9%	
RENTAL/LEASE	305	-	-	-	0.0%	(305)	-100.0%	
PROFESSIONAL SERVICES	50,261	109,464	109,464	-	0.0%	59,203	117.8%	
LICENCES, PERMITS, FEES	1,560	1,529	1,529	-	0.0%	(31)	-2.0%	
PROMOTION & ADVERTISING	193,480	627,871	194,600	(433,271)	-69.0%	1,120	0.6%	
KEY COMMUNICATION PROGRAMS	518,809	-	389,163	389,163	0.0%	(129,646)	-25.0%	
DISCRETIONARY COMMUNICATIONS	10,959	-	-	-	0.0%	(10,959)	-100.0%	
OTHER PURCHASED SERVICES	865	4,500	900	(3,600)	-80.0%	35	4.0%	
Total Expenses	\$1,888,442	\$1,926,085	\$1,905,548	(\$20,537)	-1.1%	\$17,106	0.9%	
Net Expenditures/(Revenues)	\$1,523,199	\$1,548,921	\$1,278,384	(\$270,537)	-17.5%	(\$244,815)	-16.1%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Recoveries & Contributions: Increase is due to transferring of revenue items from various departments.

Interdepartmental Recoveries: Decrease is due to the elimination of a one time recovery.

Promotion & Advertising: Key Communication Programs was split out of this grouping in the 2010 Budget.



CONTACT CENTRE BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Completed service transition into the Contact Centre	Transitioned Building Inspection complaints into the Contact Centre. In addition transitioned ACR to the CAO's Office for logging and tracking citizen issues.	COM	✓	✓
2	Continue to investigate the amalgamation of C.C., Licensing and Cash Management Counters	Will work on the feasibility of this proposal with the key departments.	OT	✓	✓
3	Completed on-line complaint submission and tracking form	Created a form with required fields for residents to submit requests and queries on-line enabling them to e-mail the Contact Centre Customer Service Mailbox directly. Working with ITs and vendor Active Network for future implementation of public access through the software application	COM	✓	✓
4	Completed C.C. reports and enhanced reporting capabilities	Redesign all the Contact Centre Reports to reflect the needs of our departments. Reports are available on-line through	COM	✓	✓
5	Review existing supporting departments service levels for enhancements	Working with the Operations Department through the Service Review project.	AD	✓	✓
6	Completed Customer Surveys for Email Satisfaction	Email survey completed that examined the level of satisfaction that residents have regarding email communications through the Contact Centre. Responses identified an overall Customer Satisfaction Rating of 94% in e-mail communication.	COM	✓	✓
7	Completed process maps for functions in the Contact Centre	Process maps continuously being completed in the Contact Centre and being updated to ensure accuracy.	COM	✓	✓
8	Investigate staff satisfaction survey results to determine areas for improvements	Worked on areas of Staff Control and Communication and will continue to work with staff for continuous improvement.	OT		✓
9					
10	Completed a survey with residents on the Markham Life magazine	Phone survey completed to gain feedback and possible suggestions for enhancements to the new publication.	COM		✓
11	Process map activities with partners to drive operational efficiencies.	Process maps completed for the Completed a survey with residents on the Markham Life magazine	COM		✓
12	Reference document for Contact Centre staff to quickly answer residents garbage questions	Eliminated paper and automated the ability to search and answer garbage questions on-line	COM		✓
13	Redesigned the Contact Centre webpage	Icon on front page of Markham website identifying Customer Service which connected into the services provided by the Contact Centre. Added a House and Streetscape diagram identifying the most frequently requested services - Information and a service request form was designed enabling the citizen to send a complaint electronically via email to the Contact Centre.	COM		✓
14	Transitioned Class software to the Clerks Department	Automated the booking process through the Class software for Chapel, marriage ceremonies as well as photo permits in Town Parks to drive organizational efficiencies.	COM		✓
15	Researched and designed customer service training program for the Cultural venues	Delivered customized customer service training to the Varley Art Gallery staff and Theatre Staff to enhance service delivery.	COM	✓	✓
16					
23					

Notes:

Objective Status: OT= On Target, AD= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

CONTACT CENTRE KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed	0	0	0	0	0	1	1 every 2 years
Overall satisfaction (%) (formal survey)	n/a	n/a	n/a	n/a	n/a	94.0%	80%
% extremely/very satisfied (formal survey)	n/a	n/a	n/a	n/a	n/a	69%	35%
# of informal satisfaction surveys completed	0	0	0	0	0	0	1
Overall satisfaction (%) (informal survey)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
% extremely/very satisfied (informal survey)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
% of ACR Case Follow Up For Customer Satisfaction	n/a	n/a	n/a	10%	4%	6%	10%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 7.01	\$ 7.79	\$ 8.37	\$ 8.18	\$ 8.46	n/a	\$ 8.50
Average Cost per Call (excluding switchboard)	\$ 2.45	\$ 2.41	\$ 2.81	\$ 3.00	\$ 3.18	\$ 3.40	<\$5.00
OPERATIONAL EXCELLENCE							
% of calls answered in 30 seconds - excluding switchboard	77.0%	72.0%	70.0%	70.0%	71.1%	70.40%	70.0%
% 1st Call Resolution	92.0%	90.0%	90.1%	89.6%	87.3%	86.0%	80.0%
Agent's average talk time (in seconds) - excluding switchboard	184	176	174	174	172	155	180
% of emails replied to in 24 hours	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	95.0%
% of Abandoned Calls - including switchboard	2.7%	2.1%	2.0%	2.1%	2.1%	2.3%	<5.0%
% of phone calls answered within 3 rings				99.5%	99.6%	99.8%	95%
number of Recreation Registrations	88,565	110,228	113,299	111,602	126,483	72,318	n/a
total calls volume	217,118	247,372	239,392	225,951	228,252	113,172	n/a
total emails received	1,654	1,653	2,383	3,832	7,098	5,025	n/a
number of people served at counter	6,460	10,754	11,201	12,209	16,698	10,570	n/a
Language line interpretations						11	n/a
Internal Contact Centre staff language interpretations						351	n/a
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	81%	n/a	80%	n/a	74%	n/a	75%
Recognition rating (from staff survey)	65%	n/a	70%	n/a	72%	n/a	65%
Staff Satisfaction rating (from staff survey)	68%	n/a	78%	n/a	76%	n/a	80%
Completion rate for performance management	100%	67%	86%	100%	83%	n/a	100%
Average Corporate learning hours per full-time employee	n/a	30.0	41.1	38.1	16.3	n/a	20.0
Staff absenteeism (average # of days per employee)	4.0	13.1	5.4	12.1	7.7	n/a	8.4
Staff turnover rate	0%	0%	0%	0%	40%	n/a	7.5%

KPI SUMMARY

Overall, the Contact Centre phone stats have remained stable. The area of customer service that has experienced tremendous growth is in email communication and face to face interactions. By year end, the Contact Centre will respond to more than 10,000 emails. Based on our email survey results, the most important customer expectation was timeliness of response - 94% of customers that responded were extremely satisfied with the response from the Contact Centre. This increase in email communication and our commitment of email response time of 24 business hours does have an impact to our staffing requirements.

The Contact Centre Business Unit is on track to be under the budgeted "Net cost per household" KPI target for 2009.



CONTACT CENTRE BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)										
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities						
				Council						Operational
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity	NQI PEP Level 3
2010 Cross Commission Projects										
1	Municipal Service Planning - Creation of a Corporate Customer Service Strategy		Work with all departments in the corporation to develop a strategy.				✓		✓	
2	Municipal Service Planning - Enhance customer service relationship management with the Operations Dept.		Work with Operations to implement customer service improvements.				✓		✓	
3	Emergency Planning - Identify Contact Centre requirements for EOC backup site at 8100 Warden		Work with Fire to document Contact Centre requirements at 8100 Warden				✓			
4	Portal - Assist with on-line service delivery to enhance customer accessibility to Town services		Will work with the Portal Steering Committee						✓	✓
5										
10										
Business Unit Objectives										
1	Continue to investigate the amalgamation of C.C., Licensing and Cash Management Counters		Will work with Asset Management and key departments to investigate feasibility of amalgamation of 3 counter into 1.				✓		✓	✓
2	Investigate technological requirements for staff to work at home in the case of an emergency		Continue to work with IT to define requirements				✓			✓
3	Acquire wireless headsets to drive efficiencies in customer service delivery (Parksmart)		Will work with IT to obtain overall efficiencies as well as maximize usage of the Park Smart Licence.				✓		✓	✓
4	Process mapping activities within Corporate Services Commission to drive efficiencies.		Will work with identified departments to assist with process mapping activities.						✓	✓
5										
6										
18										
19										
20										

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



CONTACT CENTRE 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
USER FEES & SERVICE CHARGES	\$5,902	\$3,000	\$3,000	-	0.0%	(\$2,902)	-49.2%	
Total Revenues	\$5,902	\$3,000	\$3,000	-	0.0%	(\$2,902)	-49.2%	
Expenses								
SALARIES AND BENEFITS	\$936,876	\$907,531	\$974,945	\$67,414	7.4%	\$38,069	4.1%	
PRINTING & OFFICE SUPPLIES	6,304	7,875	6,875	(1,000)	-12.7%	571	9.1%	
COMMUNICATIONS	24	-	-	-	0.0%	(24)	-100.0%	
TRAVEL EXPENSES	197	2,200	200	(2,000)	-90.9%	3	1.5%	
TRAINING	-	2,709	709	(2,000)	-73.8%	709	0.0%	
RENTAL/LEASE	1,096	1,419	1,419	-	0.0%	323	29.5%	
LICENCES, PERMITS, FEES	2,214	1,860	1,860	-	0.0%	(354)	-16.0%	
CREDIT CARD SERVICE CHARGES	1,692	787	787	-	0.0%	(905)	-53.5%	
Total Expenses	\$948,403	\$924,381	\$986,795	\$62,414	6.8%	\$38,392	4.0%	
Net Expenditures/(Revenues)	\$942,501	\$921,381	\$983,795	\$62,414	6.8%	\$41,294	4.4%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.



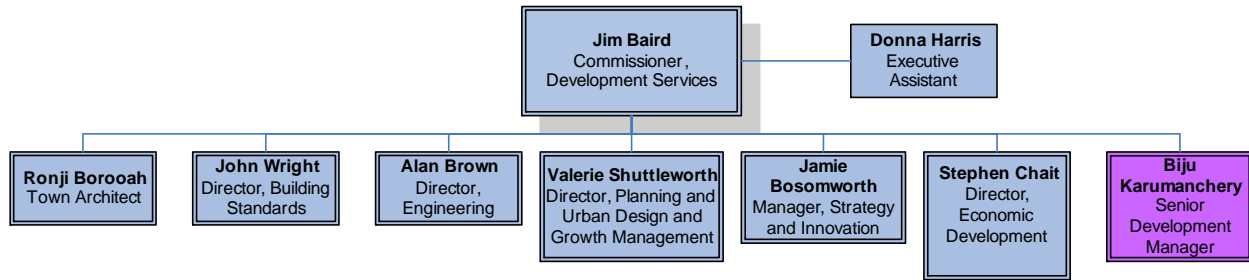
CORPORATE SERVICES COMMISSIONER'S OFFICE 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
Revenues								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
Total Revenues	-	-	-	-	0.0%	-	0.0%	
Expenses								
SALARIES AND BENEFITS	\$465,005	\$463,906	\$484,609	\$20,703	4.5%	\$19,604	4.2%	
PRINTING & OFFICE SUPPLIES	-	1,262	1,262	-	0.0%	1,262	0.0%	
OPERATING MATERIALS & SUPPLIES	180	-	-	-	0.0%	(180)	-100.0%	
COMMUNICATIONS	426	1,165	1,165	-	0.0%	739	173.5%	
TRAVEL EXPENSES	3,625	9,562	9,564	2	0.0%	5,939	163.8%	
TRAINING	-	2,621	2,621	-	0.0%	2,621	0.0%	
LICENCES, PERMITS, FEES	7,742	9,485	9,485	-	0.0%	1,743	22.5%	
PROMOTION & ADVERTISING	-	485	485	-	0.0%	485	0.0%	
Total Expenses	\$476,978	\$488,486	\$509,191	\$20,705	4.2%	\$32,213	6.8%	
Net Expenditures/(Revenues)	\$476,978	\$488,486	\$509,191	\$20,705	4.2%	\$32,213	6.8%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

No significant changes.

DEVELOPMENT SERVICES



The commission provides direction and support to envision, create and deliver the most liveable community in North America. This is achieved through a multi-disciplined team of professionals and administrative staff, balancing individual customer and partner's requirements with the broader public interest. This includes safe buildings, a healthy environment, a strong local economy, well-planned neighbourhoods, quality infrastructure, and a people friendly community.

The following Business Units are included under Development Services Commission:

- Building Standards
- Planning and Urban Design
- Engineering
- Economic Development

Currently, there are 148 full time employees who are responsible for the day-to-day operations of the various divisions and departments.

Building Standards

The department's mission is to enhance the quality of community life with particular emphasis on environmental, health, accessibility, and life safety issues related to building construction. This is accomplished by delivering the optimum level of service achievable in a timely, cost-effective and consistent manner within a corporate climate that is open, responsive, progressive and fair. The department is a leader in using technologies and practices that facilitate sustainable development, prevent buildings failure and effect reasonable compliance with building regulations.

The Building Standards Department is responsible for the administration of Ontario Building Code and other applicable laws including the Town's zoning by-laws. The department issues building permits and provides inspections for all new or renovated buildings within Markham's borders. Each building's addition or renovation is issued a building permit and inspected for the following major building components:

- Architectural
- Mechanical
- Structural
- Plumbing



- Zoning
- Application Review

Planning & Urban Design

This department creates civic pride through excellence in community planning and development. The Planning and Urban Design department activities relate to long range strategic planning and current development control; formulation of plans, policies, regulations and guidelines on land use, development, urban design and growth management; processing and evaluation of development applications; data collection, analysis, research and monitoring on land use, planning policy and growth related matters; digital mapping related functions; community outreach, liaison and information. This department is currently the lead department for the town in managing a Growth Management Study that will result in a new Official Plan meeting the requirements of Provincial policies.

Engineering

This department promotes excellence and innovation in the planning and delivery of infrastructure, transportation and environmental engineering. The department consists of the following sections:

- Development and Transportation
- Inspection
- Infrastructure and Capital Projects

Development and Transportation

The development and transportation section is responsible for managing, reviewing for quality control and approving a variety of Municipal Engineering and transportation related projects. These projects include:

- New subdivisions applications
- Site plan applications
- Transportation planning proposals
- Storm water management proposals
- Municipal servicing and infrastructure design and construction
- Travel Demand Management

Inspection

The inspection section ensures that all municipal infrastructures listed below are installed in accordance with the Town's standards.

- Storm and sanitary sewer construction
- Water main construction
- Road construction
- Grading
- Service connection

- Utilities
- Reduction and/or release of engineering-related securities
- Pool inspection

Infrastructure and Capital Projects

This area is responsible for major infrastructure and capital projects undertaken by the Town. Most of these projects consist of roads construction and installation of water services. The department advises and plans for these projects, but construction of the building is contracted out to an external construction company.

Economic Development

The Economic Development department generates economic prosperity for the Town and its residents by aggressively marketing Markham as the best place to work in and as Canada's high-tech capital. This success is accomplished through the motivated staff, timely and insightful research, targeted marketing, enabling strategies, and outstanding "one-stop service". Some of the services provided include:

- Business attraction
- Business retention and expansion
- Small business/entrepreneur development
- Economic research
- Advertising, marketing, and promotion



DEVELOPMENT SERVICES COMMISSION 2010 OPERATING BUDGET

(EXCLUDING BUILDING STANDARDS, PLANNING & DESIGN, AND ENGINEERING)

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenue								
GRANTS AND SUBSIDIES	\$103,850	\$60,500	\$60,500	-	0.0%	(\$43,350)	-41.7%	
USER FEES & SERVICE CHARGES	7,009	10,500	10,500	-	0.0%	3,491	49.8%	
RECOVERIES & CONTRIBUTIONS	9,917	10,834	10,834	-	0.0%	917	9.2%	
Total Revenues	\$120,776	\$81,834	\$81,834	-	0.0%	(\$38,942)	-32.2%	
Expenses								
SALARIES AND BENEFITS	\$1,673,657	\$1,700,055	\$1,719,754	\$19,699	1.2%	\$46,097	2.8%	
PRINTING & OFFICE SUPPLIES	15,461	18,776	18,776	-	0.0%	3,315	21.4%	
OPERATING MATERIALS & SUPPLIES	5,131	6,097	6,097	-	0.0%	966	18.8%	
COMMUNICATIONS	6,996	4,369	4,369	-	0.0%	(2,627)	-37.6%	
TRAVEL EXPENSES	44,038	62,919	62,919	-	0.0%	18,881	42.9%	
TRAINING	8,152	16,491	16,491	-	0.0%	8,339	102.3%	
CONTRACTS & SERVICE AGREEMENTS	320,000	340,000	340,000	-	0.0%	20,000	6.3%	
RENTAL/LEASE	6,651	9,676	9,676	-	0.0%	3,025	45.5%	
PROFESSIONAL SERVICES	120	8,460	8,460	-	0.0%	8,340	6950.0%	
LICENCES, PERMITS, FEES	9,589	5,325	5,325	-	0.0%	(4,264)	-44.5%	
CREDIT CARD SERVICE CHARGES	-	321	321	-	0.0%	321	0.0%	
PROMOTION & ADVERTISING	269,001	271,557	271,557	-	0.0%	2,556	1.0%	
OFFICE FURNISHINGS & EQUIPMENT	-	400	400	-	0.0%	400	0.0%	
OTHER EXPENDITURES	-	-	(10,000)	(10,000)	0.0%	(10,000)	0.0%	
Total Expenses	\$2,358,796	\$2,444,446	\$2,454,145	\$9,699	0.4%	\$95,349	4.0%	
Net Expenditures/ (Revenue)	\$2,238,020	\$2,362,612	\$2,372,311	\$9,699	0.4%	\$134,291	6.0%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

No significant changes.

BUILDING STANDARDS BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	SMARTsend document conversion	100% new property & permit documents diverted from physical files. 9,000 existing files digitized by August 21	COM	✓	✓
2	Fee Bylaw Amendment	Fee By-law enacted on schedule	COM	✓	✓
3	Implement automated payment for reinspection fees using Integrated Voice Response system	> \$7,000 additional fees collected by August 21	COM	✓	✓
4	Excessive Fortification protocol developed	Discussions continue among Region municipalities & YRP	DL		
5	Renovate Building Counter to facilitate on-line submissions and accommodate applicants with disabilities.	Budget constraints have delayed this project	DL	✓	✓
6	Review recommendations to improve AMANDA financial controls per CSDC report July 2008	The new Point of Sale system should effectively address these recommendations	OT	✓	✓
7	Property File Digitization	175 linear feet of property file space (25' X 7 shelves) digitized and the documents properly disposed of.	OT		✓
8	Online Zoning enquiry	97% of all zoning enquiries submitted online	COM		✓
9					
10					
28					
29					
30					

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation



BUILDING STANDARDS KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	1	1 every 2 years
# of informal satisfaction surveys completed						0	
overall satisfaction (%)						70%	80%
% extremely/very satisfied						52%	35%
FINANCIAL PERFORMANCE							
Net cost per household	\$ (42.77)	\$ (30.35)	\$ -	\$ -	\$ -		
Total Revenue from Building Permits Issued						\$ 1,907,948.32	
Revenue from Residential (Housing) Applications (RP/HP)						\$ 1,201,632.00	
Revenue from ICI Applications (NH/AL)						\$ 322,222.00	
Revenue from Sign Applications (SP)						\$ 26,000.00	
Revenue from Building Code and BCA infractions						\$ 22,329.29	
OPERATIONAL EXCELLENCE							
Number of permits issued for residential construction						543	1,000
Number of permits issued for all construction						1,163	2,500
Total floor area of permits issued for ICI (sq.m.)						73,591	1,000
Total number of inspections undertaken						20,188	20,000
Total number of zoning enquiries						1,086	1,000
% of Successful Prosecutions						53%	100%
% of Housing Permits issued within mandatory time frame (10 days)						80%	100%
% of applications for "Small Buildings" determined within mandatory time frame						40%	100%
% of applications for "Large Buildings" determined within mandatory time frame (20 days)						50%	100%
% of application for "Complex Buildings" determined within mandatory time frame (30 days)						62%	100%
Proportion of inspections conducted within mandatory 48 hour time frame (%)						100%	100%
% of Building Permits in AMANDA with a status of "issued" inspected within a time frame of 365 calendar days						43%	100%
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	73%		76%		72%		75%
Recognition rating (from staff survey)	61%		65%		59.0%		65%
Staff Satisfaction rating (from staff survey)	59%		74%		78%		80%
Completion rate for performance management	100%	98%	100%	73%	98%		100%
Average Corporate learning hours per full-time employee	1.4	0.4	0.2	0.4	7.1		20.0
Staff absenteeism (average # of days per employee)	4.0	3.9	2.0	3.4	6.1		8.4
Staff turnover rate	0%	0%	4%	9%	0%		8%

KPI SUMMARY

KPIs were redefined in 2009 and the AMANDA reports required to obtain the data have been re-written. Greg Cookson has this in hand and before year end, the KPI's as newly defined will be available. The % of applications determined within the required time frame is lower than it should be because some plan examiners delay their review until other outstanding disciplines are complete. This inflates the time to determination, especially where zoning review is dependent on site plan approval. The time to determination will be reported to staff by discipline and by individual to inspire improvement in this important indicator. Successful prosecutions looks low, but each incident usually yields multiple charges, some of which are withdrawn in the plea process. This indicator needs further refinement. Financial indicators are particularly low for the first half of 2009 with the global financial downturn taking its toll on building permit applications. Year end financials are expected to approach the 3-year average.

BUILDING STANDARDS BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)												
				Strategic Priorities								
				Council								Operational
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/Public Safety	Diversity			NQI PEP Level 3
#	Objective	Requires Additional Resources?	Outcomes									
2010 Cross Commission Projects												
1	Portal Implementation		Customer Facing portal implemented				✓					
2	Fee Model Refinement		Indirect Costs reduced by 5%				✓			✓		
3	Move Building Inspectors to 3rd floor		Move is complete				✓		✓	✓		
4												
10												
Business Unit Objectives												
1	Renovate Building Counter to facilitate on-line submissions and accommodate applicants with disabilities.	✓	Appropriate public facilities designed and installed				✓		✓			
2	Deploy new mobile devices to inspectors		Setup deficiency tables for housing permits and design one report based on deficiency data				✓		✓			
3	Prepare for digital permit submissions via portal	✓	Web submission of Sign permits and pool enclosure permits enabled.				✓		✓			
4												
5												
18												
19												
20												

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



BUILDING STANDARDS 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.		
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenue								
LICENCES & PERMITS	\$5,352,440	\$6,934,443	\$4,395,790	(\$2,538,653)	-36.6%	(\$956,650)	-17.9%	
USER FEES & SERVICE CHARGES	43,963	36,120	36,120	-	0.0%	(7,843)	-17.8%	
Total Revenues	\$5,396,403	\$6,970,563	\$4,431,910	(\$2,538,653)	-36.4%	(\$964,493)	-17.9%	
Expenses								
SALARIES AND BENEFITS	\$4,931,851	\$5,094,587	\$5,072,658	(\$21,929)	-0.4%	\$140,807	2.9%	
PRINTING & OFFICE SUPPLIES	50,347	53,708	43,708	(10,000)	-18.6%	(6,639)	-13.2%	
OPERATING MATERIALS & SUPPLIES	5,221	14,604	13,604	(1,000)	-6.8%	8,383	160.6%	
COMMUNICATIONS	16,201	23,893	24,593	700	2.9%	8,392	51.8%	
TRAVEL EXPENSES	2,713	9,006	8,006	(1,000)	-11.1%	5,293	195.1%	
TRAINING	21,447	27,476	27,476	-	0.0%	6,029	28.1%	
CONTRACTS & SERVICE AGREEMENTS	2,081,104	2,081,104	1,924,579	(156,525)	-7.5%	(156,525)	-7.5%	
MAINT. & REPAIR-TIME/MATERIAL	-	235	235	-	0.0%	235	0.0%	
RENTAL/LEASE	1,214	6,214	6,214	-	0.0%	5,000	411.9%	
PROFESSIONAL SERVICES	5,852	5,971	5,971	-	0.0%	119	2.0%	
LICENCES, PERMITS, FEES	15,615	14,165	14,165	-	0.0%	(1,450)	-9.3%	
CREDIT CARD SERVICE CHARGES	13,340	8,424	8,424	-	0.0%	(4,916)	-36.9%	
PROMOTION & ADVERTISING	535	6,311	6,311	-	0.0%	5,776	1079.6%	
TRANSFERS TO RESERVES	(1,749,037)	(375,135)	(2,724,034)	(2,348,899)	626.1%	(974,997)	55.7%	
Total Expenses	\$5,396,403	\$6,970,563	\$4,431,910	(\$2,538,653)	-36.4%	(\$964,493)	-17.9%	
Net Expenditures/ (Revenue)	-	-	-	-	0.0%	-	0.0%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Licences & Permits: Decrease due to lower building permit submissions.

Contracts Services Agreement: Decrease is for an adjustment to the chargebacks from the Town.

Transfers to Reserves: Balancing of department adjustments.

PLANNING AND URBAN DESIGN BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Adoption of the Growth Management Strategy by June 2009 , including all component studies and programs (Intensification Guidelines, Airport Constraints on Land Use, Community Infrastructure Capacity Review, Employment Lands, Environmental Policy Review & Consolidation, Agricultural lands review and a Comprehensive Consultation Program)	Many of the component studies have been endorsed or significantly advanced. Council requested much additional review and analysis, and a number of workshops. Target for endorsement of the GMS adjusted to Fall of 2009	AD	✓	
2	Markham Centre - Height/Density Review - Urban Design Guidelines - Public Realm and Open Space Master Plan - all to be complete by year end in support of Secondary Plan review.	Markham Centre Secondary Plan Review and Transportation analysis on-going. Report on height and density criteria received by Council on January 13, 2009	DL	✓	
3	Implement Make It Happen Task Force Recommendations	Development application brochures available at the counter. Pre-consultation implemented. New pre-servicing agreement implemented. Amanda 5 initiated, implementation 2010	OT		✓
4	Deliver \$8.25 million in new park construction	75% of projects initiated	OT		✓
5	Complete Heritage Districts Study and Threatened Heritage Building Studies	Threatened H.B.S. report to advance in September. Buttonville Study is on-going and targeted to go to Council in the Fall.	OT	✓	✓
6	Complete North Yonge Corridor Study	Study deferred due to west district team members involvement in Yonge/Steeles and OMB hearings	DL		
7	Continue and complete policy and study work underway (Sustainable Development Standards & Guidelines, Yonge/Steeles Corridor Study, Langstaff, Markham Road Focal Point, North Markham Rd., Victoria Sq. Land Use Study)	All studies advanced during the first six months of 2009. Victoria Square Land Use Study was completed.	OT	✓	
8	Urban Design Guidelines for Commercial Development	Design Guidelines for drive through facilities - consultant is selected and study is underway	DL	✓	
9	Support District Teams (including Heritage and C of A) in processing all types of development applications	Amanda updated to track timelines. Additional team training delivered.	OT		✓
10	Initiate work on new Official Plan, following endorsement of GMS	To be initiated once GMS is endorsed	DL	✓	
11					
12					
28					
29					
30					

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation



PLANNING AND URBAN DESIGN KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)							
CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed	n/a	n/a	1		1		1 every 2 years
# of informal satisfaction surveys completed							
overall satisfaction (%)							80%
Percentage of customers extremely satisfied (Citizen/service surveys)	12%	n/a	n/a	15%			35%
Percentage of customers satisfied (Citizen/service specific surveys)	43%	n/a	n/a	74%			35%
Percentage of customers extremely satisfied (Developers surveys)			32%				35%
Percentage of customers satisfied (Developers surveys)			64%				35%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 14.10	\$ 0.97	\$ -	\$ -	\$ -		
Average cost per application circulated (including indirect costs)	\$ 5,956.64	\$ 6,063.24	\$ 8,965.25	\$ 11,502.95	\$ 14,613.44	\$ 25,674.98	
OPERATIONAL EXCELLENCE							
Number of applications circulated	371	564	549	450	232	151	
% of applications processed in agreed upon time frames*							80%
% of preliminary reports to DSC within 6-8 weeks of receipt of a complete application				27%	46%	85%	80%
% of park construction projects completed in agreed upon time frames					91.00%	75.00%	90%
% of park construction projects completed within budget					100	88	90%
% of studies completed within budget*							90%
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	79%	n/a	74%	n/a	65%		75%
Recognition rating (from staff survey)	66%	n/a	66%	n/a	46%		65%
Staff Satisfaction rating (from staff survey)	72%	n/a	71%	n/a	78%		80%
Completion rate for performance management	100%	87%	100%	92%	97%		100%
Average Corporate learning hours per full-time employee		7.3	8.3	4.4	20.7		20.0
Staff absenteeism (average # of days per employee)	2.1	1.7	1.9	4.4	3.7		8.4
Staff turnover rate	3%	6%	6%	10%	6%		8%
KPI SUMMARY							
KPI's noted with an * are new for 2010 and designed to measure how accurately the department is completing work, within established time frames and budgets. Trends are likely to reveal that the department is generally on target or uncover staffing or budgeting issues. AMANDA has been updated to track needed data.							

PLANNING AND URBAN DESIGN BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)

#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
				Council						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity	NQI PEP Level 3	E3 Project

2010 Cross Commission Projects

1	Growth Management Strategy and New Official Plan - including all component studies and programs (eg. Intensification Guidelines, Financial models, Integrated Leisure Master Plan, transportation analysis, Employment lands Intensification, Community Infrastructure Capacity Review, Employment Land Budget, Environmental Policy Review & Consolidation, Agricultural lands review and a Comprehensive Consultation Program)		With the GMS endorsed by Council prior to the end of 2009, work will begin on the new Official Plan. Policy development will require input and cooperation from many departments and external agencies. The target for completion of a draft new O.P. is the end of 2010.	✓	✓	✓		✓	✓			
2												

Business Unit Objectives

1	Markham Centre - Complete amendment to Secondary Plan, including Council adoption		Council adoption by June 2010	✓								
	Langstaff - finalize any outstanding work on Secondary Plan. Resolve appeals to OMB, as may be necessary		Secondary Plan to be in effect before year end.	✓								
3	2010 urban Design Awards		Event to be held in Fall 2010	✓								
4	Complete Heritage District Studies (Buttonville HCD)		Studies complete by year end	✓								
5	Complete North Yonge Corridor Study		Study complete and Secondary Plan work underway by year end.	✓								
6	Continue and complete policy and study work underway (Sustainable Development Standards & Guidelines, Built Form for Intensification Guidelines, Yonge/Steeles Corridor Study, Markham Road Focal Point, North Markham Rd.)		Studies complete by year end	✓	✓	✓						
7	Operate Heritage Financial Programs	✓	Improvement to Property	✓								
8	Implement Strategies from Threatened Heritage Bldgs Study (i.e. Heritage Property Standards By-law)		Preservation of threatened bldgs.	✓								
9	Phase 2 of Markham Village Interpretive Program		Finalize plan for interpretation									
10												
19												
20												

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



PLANNING & URBAN DESIGN 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.		
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenue								
USER FEES & SERVICE CHARGES	\$2,566,142	\$3,866,922	\$4,873,518	\$1,006,596	26.0%	\$2,307,376	89.9%	
RECOVERIES & CONTRIBUTIONS	-	10,000	10,000	-	0.0%	10,000	0.0%	
Total Revenues	\$2,566,142	\$3,876,922	\$4,883,518	\$1,006,596	26.0%	\$2,317,376	90.3%	
Expenses								
SALARIES AND BENEFITS	\$3,572,025	\$4,160,023	\$3,583,140	(\$576,883)	-13.9%	\$11,115	0.3%	
PRINTING & OFFICE SUPPLIES	40,008	43,092	43,092	-	0.0%	3,084	7.7%	
OPERATING MATERIALS & SUPPLIES	5,032	6,803	6,803	-	0.0%	1,771	35.2%	
COMMUNICATIONS	6,192	9,369	9,369	-	0.0%	3,177	51.3%	
TRAVEL EXPENSES	13,731	17,869	17,869	-	0.0%	4,138	30.1%	
TRAINING	352	7,281	7,281	-	0.0%	6,929	1968.5%	
CONTRACTS & SERVICE AGREEMENTS	870,540	870,540	954,442	83,902	9.6%	83,902	9.6%	
RENTAL/LEASE	5,733	3,000	3,000	-	0.0%	(2,733)	-47.7%	
PROFESSIONAL SERVICES	3,805	38,748	38,748	-	0.0%	34,943	918.3%	
LICENCES, PERMITS, FEES	23,697	22,995	22,995	-	0.0%	(702)	-3.0%	
CREDIT CARD SERVICE CHARGES	1,574	1,823	1,823	-	0.0%	249	15.8%	
PROMOTION & ADVERTISING	-	4,365	4,365	-	0.0%	4,365	0.0%	
OTHER EXPENDITURES	40	-	(5,000)	(5,000)	0.0%	(5,040)	0.0%	
TRANSFERS TO RESERVES	(1,976,587)	(1,308,986)	195,591	1,504,577	-114.9%	2,172,178	-109.9%	
Total Expenses	\$2,566,142	\$3,876,922	\$4,883,518	\$1,006,596	26.0%	\$2,317,376	90.3%	
Net Expenditures/ (Revenue)	-	-	-	-	0.0%	-	0.0%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

User Fees & Service Charges: Increase is due to higher budgeted Planning fees compared to 2009.

Salaries & Benefits: Decrease is due to cost savings and deferral of hirings.

Contracts Services Agreement: Increase is for an adjustment to the chargebacks from the Town.

Transfers to Reserves: Balancing of department adjustments.

ENGINEERING BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes					
#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	E3 Initiatives - Implement adopted E3 initiatives • Centres of Excellence - Traffic Operations - Capital - Environmental	• Final phase of implementation related to capital and environmental integration between Engineering and Asset Management to be completed Fall 2009	AD		✓
2	Growth Management Studies - Undertake servicing study based on growth scenarios • Outline servicing requirements (sanitary and storm	• Preliminary results for Thornhill (Langstaff, Liberty, Yonge/Steeles) to be completed Fall 2009 • balance of study to be completed 2010	DL	✓	
3	BMFT a) Strategic Initiatives (Click) • Implement recommendations and update Council on accomplishments	regular monthly updates - ongoing	OT	✓	
4	Transportation a) Metrolinx - update Council on GTHA transportation plan, implementation strategies • Council input into documents - update Council on AFP evaluation and funding of Yonge subway and Hwy 7/Warden rapid transit systems • funding commitments by Metrolinx b) Regional Transportation Study - update Council on Region's Transportation Study • Council input into documents c) Markham Strategic Transportation Study	a) - Council provided input into Metrolinx's "Big Move" study - Yonge Subway AFP underway - Funding for Hwy 7 (Yonge St. to Kennedy Road) LRT approved - Don Mills/Leslie LRT EA underway - Hwy 7 LRT design underway b) - Region to present their Transportation and Servicing Master Plan studies in September 2009 c) - Markham Centre portion of Transportation Study to be presented to Council on September 29, 2009	AD	✓	
5	Make It Happen Task Force - Implement recommendations and followup tasks to improve Letter of Credit,	Master Letter of Credit and subdivision security modification implemented	COM	✓	✓
6	Development - update standards • update and distribute to internal and external clients, new engineering Design Criteria and Standard Drawings and improve the process in	- Updates being finalized with a target date of late 2009/2010 - consultation with internal and external stakeholders to be completed October 2009	DL	✓	✓
7	Capital a) Capital Program • implement 2009 Capital program including Enterprise Drive extension Birchmount/CN Grade Separation, Bike/Trail systems etc. - 70% committed by year end b) Regional EA/Capital Program • monitor regional roads, sewer and watermain EA's and update Council as requested - keep Council apprised of Regional projects and assist the Region in Public/Council consultations	a) delay in projects due to large number of staff turnover at the beginning of the year and property issues - 40% project committed rate expected - \$45 M out of \$62 M to be spent by year end b) Region of York updated Council on the EA and Capital Programs in April 2009 - Region to initiate enhanced public consultation for 5 road EA's c) Conversion of Contract Staff to full time completed.	DL	✓	
8	Transportation a) TDM - implement TDM program for 404/7 area, 5% increase in utilization of TDM initiatives - expand program into other business parks - advance corporate initiatives b) Parking - complete business plan and parking strategy - approval of business plan and strategy by Council in 2008/09 - obtain steering committee and Council's approval as required c) Cycling System - obtain Council approval of Cycling Study - implement System d) Safe Streets - update mandate of Committee and obtain Council's approval - implement education programs (i.e. road watch)	a) February 2009 - 404/7 TMA update to Council on Business Plan b) Parking Strategy update to Parking Committee September 15, 2009 - submitted draft business plan to Parking Committee c) Council update and request for approval October 2009 - implementation underway - 5 year plan being prepared d) Update to Council regarding strategy on September 15, 2009	AD	✓	✓
9	Environmental i) Manage contaminated sites ii) Implementation of 6 components of Stormwater Management Strategy • 6 major components of the Stormwater Management Strategy to be implemented • Management of SWM applications/reports/studies • Funding requirements in 2009 Capital Budget	i) peer reviewed sites (Roseport/Landport, Miller, gas stations etc.) - establish a monitoring data base to be added to AMANDA for easy access to staff ii) SWM utility study related to future costs (Operation and Asset Management and service level upgrades) to be awarded this Fall - SWM guidelines update nearing completion - Flood/erosion studies underway (i.e. Don Mills, Pomona) - continued Management of SWM applications and reports being submitted through subdivision	AD		✓
10					

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety;

Operational Priorities: NQI PEP Level 3, Innovation



ENGINEERING KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	n/a	n/a	1				1 (*3)
# of informal satisfaction surveys completed							
Percentage of customers extremely satisfied (Citizen/service surveys)	n/a	n/a	n/a	80%			35%
Percentage of customers satisfied (Citizen/service specific surveys)	n/a	n/a	n/a	59%			35%
Percentage of customers extremely satisfied (Developers surveys)			32%				35%
Percentage of customers satisfied (Developers surveys)			64%				35%
FINANCIAL PERFORMANCE							
Development Revenue/expenditure ratio			1.5	\$ 1.2	\$ 0.97	\$ 0.60	\$1.0
Capital Revenue/expenditure ratio			0.5	\$ 0.5	\$ 0.75	\$ 0.90	\$1.0
OPERATIONAL EXCELLENCE							
% of applications processed in an agreed upon time frame	-	-	-	-	-	-	80%
% of Engineering submissions processed in service level time frame	-	-	-	-	-	-	80%
% of Site Plan and Subdivision Agreements processed in agreed upon time frame	-	-	-	-	-	-	80%
% of ACR cases completed within service level time frame	-	-	-	-	-	-	80%
% of Capital programs committed	20%	60%	65%	75%	60%	65%	70%
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	81%	n/a	75%	n/a	63%		75%
Recognition rating (from staff survey)	62%	n/a	63%	n/a	53%		65%
Staff Satisfaction rating (from staff survey)	72%	n/a	73%	n/a	78%		80%
Completion rate for performance management	97%	n/a	93%	100%	96%		100%
Average Corporate learning hours per full-time employee	1.3	0.9	2.3	24.4	16.5		20.0
Staff absenteeism (average # of days per employee)	3.4	1.7	3.2	3.6	2.4		8.4
Staff turnover rate	3%	3%	13%	3%	18%		8%

KPI SUMMARY

- 1) All but one of the Operational Excellence are NEW and in the process of being developed and will be implemented in 2010 therefore there is nothing to compare them to from past years.
- 2) The % of Capital Programs complete/committed within 2009 did not meet targeted forecast due to large staff change over in the Capital Section.
- * 3) Engineering survey to developers, consultants regarding engineering submissions review process and inspection service.

ENGINEERING BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)

Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
			Council							Operational
			Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library/Master Plan/Public Safety	Diversity	NQI PEP Level 3	E3 Project
2010 Cross Commission Projects										
Growth Management Strategy		input into strategy from Transportation and servicing perspective	✓	✓		✓				
E3 Initiatives		complete reorganization of Capital and Environmental sections between Engineering, Asset Management and Operations			✓					✓
Business Unit Objectives										
E3 Initiatives		• Pursue internal telework, transit and other TMA initiatives		✓	✓					✓
Growth Management Strategy		• outline servicing requirements and cost for various growth scenarios for Council's consideration • data to be used for future DC study	✓	✓	✓					
a) Complete servicing study based on growth scenarios			✓	✓	✓					
b) Develop OP policies										
c) Input into Langstaff and Markham Centre OP/Secondary Plan										
BMFT		implement recommendations and provide monthly updates to CCC related to transportation and servicing	✓	✓						
• Strategic Initiatives (Click)										
Transportation		a) Update Council as required specifically the Yonge subway funding and schedule b) Update Council and provide input c) Complete draft study - Spring 2010	✓	✓	✓					
a) Metrolinx			✓	✓	✓					
b) Regional Transportation and Servicing Study										
c) Markham Strategic Transportation Plan										
Make It Happen Task Force		a) Review with industry site plan Letter of Credit requirements b) update site plan agreement format								✓
Development		service level/tracking improvements								✓
• Implement AMANDA 5										
Capital		a) 70% committed by year end - \$38 M out of \$54 M program to be spent b) Council/Staff input into EA's and design - Participate in Region's public consultation process for 5 road EA's c) retain consultant to review Hwy 7 undergrounding - work with Regin to finalize policies and funding watermain	✓							
a) Capital Program										
• Implement 2010 Capital Program										
b) Monitor Regional roads, sewers and watermain EA's and design project and update Council as required			✓							
c) Hydro undergrounding										
Transportation		a) - work with 404/7 TMA to increase service and participation levels - pursue Markham Centre TMA - advance corporate programs b) Council approval of Parking Strategy - implement Business Plan c) Implement Cycling and Pathway Master Plan - finalize 5 year plan - Council approval of revised strategy - Transfer of implementation to Operations as part of E3	✓	✓						✓
a) TDM			✓	✓						
• Advance external and internal programs										
b) Parking Strategy										
c) Cycling and Pathway Master Plan										
d) Safe Streets										
Environmental		- Completion of SWM utility study (Phase 1) by end of 2010 - improvements to Don Mills Channel (± \$1.2 million) - initiate watercourse study (i.e. Robinson Creek) - adoption and implementation of updated SWM guidelines - transfer of group to Asset Management as part of E3	✓		✓					✓
a) Implement Stormwater Management Strategy			✓		✓					✓

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



ENGINEERING 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenue								
USER FEES & SERVICE CHARGES	\$3,081,766	\$2,752,247	\$3,589,698	\$837,451	30.4%	\$507,932	16.5%	
SALES	388	-	500	500	0.0%	112	0.0%	
RECOVERIES & CONTRIBUTIONS	25,517	50,000	37,274	(12,726)	-25.5%	11,757	46.1%	
Total Revenues	\$3,107,671	\$2,802,247	\$3,627,472	\$825,225	29.4%	\$519,801	16.7%	
Expenses								
SALARIES AND BENEFITS	\$2,937,160	\$3,601,665	\$3,281,577	(\$320,088)	-8.9%	\$344,417	11.7%	
PRINTING & OFFICE SUPPLIES	16,232	19,519	12,000	(7,519)	-38.5%	(4,232)	-26.1%	
OPERATING MATERIALS & SUPPLIES	13,439	26,126	18,000	(8,126)	-31.1%	4,561	33.9%	
COMMUNICATIONS	11,490	24,271	13,500	(10,771)	-44.4%	2,010	17.5%	
TRAVEL EXPENSES	7,329	30,621	13,000	(17,621)	-57.5%	5,671	77.4%	
TRAINING	8,587	37,600	15,000	(22,600)	-60.1%	6,413	74.7%	
CONTRACTS & SERVICE AGREEMENTS	1,874,338	905,403	1,764,773	859,370	94.9%	(109,565)	-5.8%	
MAINT. & REPAIR-TIME/MATERIAL	2,682	2,956	2,956	-	0.0%	274	10.2%	
PROFESSIONAL SERVICES	28,205	644,687	25,000	(619,687)	-96.1%	(3,205)	-11.4%	
LICENCES, PERMITS, FEES	10,251	14,523	12,176	(2,347)	-16.2%	1,925	18.8%	
TRANSFERS TO RESERVES	(1,802,042)	(2,505,124)	(1,530,510)	974,614	-38.9%	271,532	-15.1%	
Total Expenses	\$3,107,671	\$2,802,247	\$3,627,472	\$825,225	29.4%	\$519,801	16.7%	
Net Expenditures/ (Revenue)	-	-	-	-	0.0%	-	0.0%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

User Fees & Service Charges: Increase is due to higher budgeted Engineering fees when compared to 2009.

Salaries & Benefits: Decrease is due to cost savings and deferral of hirings.

Contracts Services Agreement: Increase is for an adjustment to the chargebacks from the Town.

Professional Services: Decrease is due to the re-organization of the department with some components moving to Operations.

Transfers to Reserves: Balancing of department adjustments.

ECONOMIC DEVELOPMENT BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Formulate successful request for funding for National Centre for Medical Device Development and Special Projects	This has been adjusted due to the Province's review of funding programs	AD	✓	
2	Build the Creative City	Delivered entrepreneurship programs to cultural industry. Delivered the online searchable database of creative industries as well as mapping of creative industries in collaboration with Culture Department. Collaborating with Culture Dept on development of a Culture Master Plan	OT	✓	
3	New 10-year economic development marketing plan based on 10 year strategy	Completed and adopted by Council	OT	✓	
4	Innovation Synergy Centre in Markham, Yorkbiotech and Innovation York	Consolidation of facilities and rationalization of programs and expenditures is underway. Currently searching for space to consolidate operations. Will achieve objectives by mid 2010.	AD	✓	
5	Expanded Markham Small Business Enterprise Centre	Service has been expanded through the addition of Don De Los Santos and through programming designed to reach out to the arts and cultural community as per the economic development strategy	OT		
6					
7					
28					
29					
30					

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation



ECONOMIC DEVELOPMENT KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)							
CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed					2		1 every 2 years
# of informal satisfaction surveys completed							
overall satisfaction (%)	41%	n/a	n/a	n/a	n/a		80%
% extremely/very satisfied	13%						35%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 8.72	\$ 8.35	\$ 7.90	\$ 8.76	\$ 13.21		
External grants and sponsorship funds attracted	\$ 184,000.00	\$ 400,000.00	\$ 105,000.00	\$ 90,000.00	\$ 81,834.00		
OPERATIONAL EXCELLENCE							
Percent variance in annual budgetary expenditures (exact numbers to follow - within 5% under budget in 2008. 2009 tracking on budget)	1.08%	5.71%	6.41%	2.24%	1.90%		
Number of Marketing awards won (numbers tbc)	n/a	n/a	2	2	4		
* Percent attainment of annual marketing plan objectives	n/a	n/a	n/a	n/a	n/a		
** Retention of targeted sector companies	n/a	n/a	n/a	n/a	n/a		
*** Attraction of targeted sector growth companies	n/a	n/a	n/a	n/a	n/a		
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	84%	n/a	80%	n/a	75%		75%
Recognition rating (from staff survey)	80%	n/a	70%	n/a	73%		65%
Staff Satisfaction rating (from staff survey)	79%	n/a	75%	n/a	94%		80%
Completion rate for performance management	100%	100%	100%	100%	100%		100%
Average Corporate learning hours per full-time employee	n/a	16.4	7.1	1.8	3.5		20.0
Staff absenteeism (average # of days per employee)	3.0	1.4	1.5	9.0	1.9		8.4
Staff turnover rate	0%	0%	25%	20%	0%		8%
KPI SUMMARY							
<p>Note: * The 2009 Marketing plan is a base document. The Economic Development Strategy identifies four new targeted growth sectors for which staff have been collecting 2008 baseline data over the summer months. ** A survey of Markham businesses is underway by the Region. Upon receipt of data we will be able to do analysis comparing 2008 and 2009 data. We will be in a position to conduct further analysis on retention and attraction of sector growth companies once we receive the 2009 data from the Region later in the fall 2009. Further to the council-adopted marketing plan for 2009, staff will submit a separate semi-annual progress report to Council in late September, early October.</p>							

ECONOMIC DEVELOPMENT BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)													
				Strategic Priorities									
				Council								Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/Public Safety	Diversity			NQI PEP Level 3	E3 Project
#	Objective	Requires Additional Resources?	Outcomes										
2010 Cross Commission Projects													
1	Cultural Mapping			✓			✓	✓	✓				
2	Supporting the Growth Management Strategy			✓			✓						
3	Employment Lands Analysis			✓			✓						
4													
10													
Business Unit Objectives													
1	Formulate successful request for funding for National Centre for Medical Device Development and Special Projects						✓						
2	Collocate Yorkbioetch/NCMDD, ISCM, and Innovation York						✓						
3	Execute the Town's International program by focusing on inbound investment attraction activity						✓		✓				
4													
5													
18													
19													
20													

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



ECONOMIC DEVELOPMENT 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenue								
GRANTS AND SUBSIDIES	\$103,850	\$60,500	\$60,500	-	0.0%	(\$43,350)	-41.7%	
USER FEES & SERVICE CHARGES	7,009	10,500	10,500	-	0.0%	3,491	49.8%	
RECOVERIES & CONTRIBUTIONS	9,917	10,834	10,834	-	0.0%	917	9.2%	
Total Revenues	\$120,776	\$81,834	\$81,834	-	0.0%	(\$38,942)	-32.2%	
Expenses								
SALARIES AND BENEFITS	\$726,279	\$728,436	\$740,967	\$12,531	1.7%	\$14,688	2.0%	
PRINTING & OFFICE SUPPLIES	15,461	18,776	18,776	-	0.0%	3,315	21.4%	
OPERATING MATERIALS & SUPPLIES	5,110	5,454	5,454	-	0.0%	344	6.7%	
COMMUNICATIONS	5,993	3,301	3,301	-	0.0%	(2,692)	-44.9%	
TRAVEL EXPENSES	35,598	41,001	41,001	-	0.0%	5,403	15.2%	
TRAINING	2,919	6,311	6,311	-	0.0%	3,392	116.2%	
CONTRACTS SERVICES AGREEMENT	320,000	340,000	340,000	-	0.0%	20,000	6.3%	
RENTAL/LEASE	843	938	938	-	0.0%	95	11.3%	
LICENCES, PERMITS, FEES	7,736	4,354	4,354	-	0.0%	(3,382)	-43.7%	
PROMOTION & ADVERTISING	269,001	271,577	271,577	-	0.0%	2,576	1.0%	
Total Expenses	\$1,388,940	\$1,420,148	\$1,432,679	\$12,531	0.9%	\$43,739	3.1%	
Net Expenditures/ (Revenue)	\$1,268,164	\$1,338,314	\$1,350,845	\$12,531	0.9%	\$82,681	6.5%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

No significant changes.



DEVELOPMENT SERVICES COMMISSIONER'S OFFICE 2010 OPERATING BUDGET

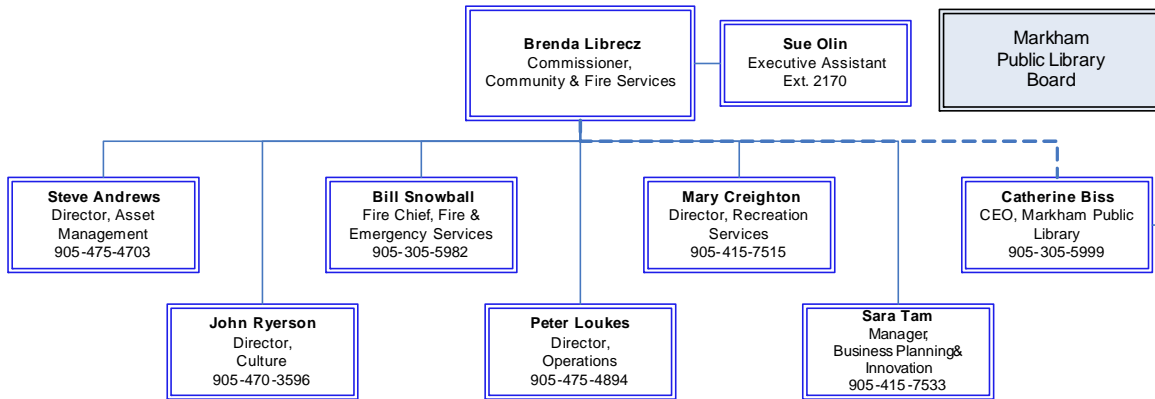
<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./Decr.)</u>	<u>% Change</u>	<u>\$ Incr./Decr.)</u>	<u>% Change</u>	
Revenue								
OTHER INCOME	-	-	-	-	0.0%	-	0.0%	
Total Revenues	-	-	-	-	0.0%	-	0.0%	
Expenses								
SALARIES AND BENEFITS	\$947,378	\$971,619	\$978,787	\$7,168	0.7%	\$31,409	3.3%	
OPERATING MATERIALS & SUPPLIES	21	643	643	-	0.0%	622	2961.9%	
COMMUNICATIONS	1,003	1,068	1,068	-	0.0%	65	6.5%	
TRAVEL EXPENSES	8,440	21,918	21,918	-	0.0%	13,478	159.7%	
TRAINING	5,233	10,180	10,180	-	0.0%	4,947	94.5%	
RENTAL/LEASE	5,808	8,738	8,738	-	0.0%	2,930	50.4%	
PROFESSIONAL SERVICES	120	8,460	8,460	-	0.0%	8,340	6950.0%	
LICENCES, PERMITS, FEES	1,853	971	971	-	0.0%	(882)	-47.6%	
CREDIT CARD SERVICE CHARGES	-	321	321	-	0.0%	321	0.0%	
OFFICE FURNISHINGS & EQUIPMENT	-	400	400	-	0.0%	400	0.0%	
OTHER EXPENSES	-	-	(10,000)	(10,000)	0.0%	(10,000)	0.0%	
Total Expenses	\$969,856	\$1,024,318	\$1,021,486	-\$2,832	-0.3%	\$51,630	5.3%	
Net Expenditures/ (Revenue)	\$969,856	\$1,024,318	\$1,021,486	-\$2,832	-0.3%	\$51,630	5.3%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

No significant changes.



COMMUNITY AND FIRE SERVICES



“Working with the community to make Markham a vibrant place to live, work and play,” is the mission statement of the Community & Fire Services Commission. This is accomplished through the delivery of services provided by the nine business units that report to the six departments (referenced in the above organizational chart) that make up the Commission.

The Business Units and the departments they report to in the Community & Fire Services Commission are summarized below:

Business Unit	Department
1. Facility Assets	Asset Management
2. Right of Way & Environmental Assets	
3. Culture	Culture
4. Fire & Emergency Services	Fire & Emergency Services
5. Markham Public Library	Markham Public Library
6. Operations	Operations
7. Waste Management	
8. Waterworks	
9. Recreation Services	Recreation Services

At the Commission level, business planning, strategy development, and special initiatives are coordinated and undertaken in the Commissioner’s Office. In 2010, the Commission will have an approved full-time complement, including Waterworks, of 608 employees.

The Commission developed the F.I.N.E. acronym in 2009 to denote **Focus**, **Integrate**, **Navigate**, and **Excel** (F.I.N.E.) as the actions to be undertaken to strengthen its service delivery. For 2010, the Commission has identified the following priorities: 1) Strategic Planning; 2) People Planning; 3) Community Engagement Planning; and 4)

Organizational Excellence - NQI PEP Level 3 certification and continuous improvement (E3 initiative). Additionally, our Commission leads the work on two of the Six Strategic Priorities of Council, namely Municipal Services and Parks, Recreation, Culture & Library Master Plan/Public Safety.

The Municipal Services priority has developed the following framework:

$$\text{Municipal Services} = \boxed{\text{Service Excellence}} + \boxed{\text{Service Innovation}} + \boxed{\text{Service Value}}$$

In 2010, this project will focus on Community Engagement Framework and Pilot project, Customer Service Plan, Recognition Program, Implementation of E3 innovations, and a Corporate Policy Framework.

The Integrated Leisure Master Plan is a key deliverable of the Parks, Recreation, Culture & Library Master Plan/Public Safety priority. The plan will seek feedback from the public and approval from Council in 2010.

A brief summary for each department is provided below.

Asset Management

The Asset Management Department is made up of the Facility Assets and Right-of-Way and Environmental Assets business units.

Notable Initiative ~ East Markham Community Centre & Library Construction

The **Facility Assets** business unit has direct responsibility for maintaining 34 Town facilities including smaller community centres, libraries, fire stations, heritage sites, Civic Centre and town owned homes. Facility Assets also provides Corporate-level maintenance service to approximately 70 of the remaining Town buildings including Recreation, Operations and Cultural facilities. These maintenance efforts are designed to achieve safe, user-friendly, comfortable and energy efficient use of these facilities. This unit also provides project management services to all internal departments in the areas of major building repairs, replacements, expansions and construction.

Notable Initiative ~ West Thornhill Stormwater Flood Remediation

The **Right-of-Way and Environmental Assets** business unit is responsible for providing technical assistance and advice to internal departments to achieve the most effective engineering solutions for new and replacement municipal infrastructure. Services are provided in the areas of: Capital Works – Right-of-way, Utilities and Contracts and Business Systems Improvement. Capital Works – Right-of-Way is responsible for the design and project management of capital projects along the Town's Rights-of-Way (e.g. Watermains, Sewers, Roads, Sidewalks, etc.). Utilities and Contracts administers and **coordinates utility approvals** within existing rights of ways and **provides survey services to various internal departments** as well as maintaining the street lighting system. Business Systems Improvement defines rehabilitation requirements as well as recommending reserve funding levels to be



submitted to Finance yearly. This section manages compilation of data to meet the Public Sector Accounting Board Tangible Capital Assets requirements. This section also completes conversion of new development water and sewer data into Corporate GIS layers and databases as well as organizes digital engineering drawings for staff access.

Culture

Notable Initiative ~ “Building a Creative Markham” Culture Policy & Plan

The Culture Department is responsible for the engagement of Markham residents through culture and operates the Frederick Horsman Varley Art Gallery, the Markham Museum, and the Markham Theatre for Performing Arts.

The Department is developing Markham’s first ever Culture Policy and Plan and it will be a foundational element for “Building a Creative Markham”. Additional departmental initiatives include a joint effort with the Development Services Department to implement a Public Art Program.

Together the three cultural venues offer a variety of group tours, rentals, public and school programs, exhibitions, lectures, family activities, special events, professional and community performances, and research and archival information. The venues attract visitors and patrons from Markham, local schools, and the GTA.

Fire & Emergency Services

Notable Initiative ~ Master Fire Plan

The department is responsible for providing safety and property protection to those who live, work or play in the community. This is achieved by providing quality preventative, educational, and emergency services in a professional, sensitive and caring manner. These services are supported internally by the Prevention/Public Education, Training, Mechanical, Communications, and Administration divisions. Services are deployed from seven fire stations and an administrative office.

Markham Public Library

Notable Initiative ~ C3 Implementation at Thornhill Branches

Markham Public Library is responsible for the delivery of library services through six branches and its website. Administratively, it reports to the Town of Markham Public Library Board, and has a dotted-line reporting relationship with the Commissioner of Community & Fire Services. The Library’s mission is to “enrich lives and empower people by providing a spectrum of resources and services that delight our diverse community”. As our most recent opportunity for innovation in library design and service models, the expanded and renovated Markham Village Branch carries out our mission through four key strategies – self-service technology, merchandizing of collections, proactive customer service, and a customer-focused classification system (C3).

Operations

The Operations Department is made up of three business units - Operations, Waste Management and Waterworks. Since 2009, an enhanced environmental focus was added to this department.

Notable Initiative ~ Service Planning Project Phase 2

The ***Operations*** business unit is responsible for the maintenance of roads and parks in the Town of Markham, supported by fleet, traffic operations and business technical services. Aside from road and sidewalk safety, this group ensures effective winter control, environmental protection of right-of-ways, watercourses, and the maintenance and protection of natural and artificial drainage infrastructure. In addition to parks, this group also maintains natural areas and streetscapes. The Town fleet is comprised of approximately 650 vehicles and equipment units, which are used to maintain parks and streets, respond to fire emergencies, and assist all municipal operations.

Notable Initiative ~ Zero Waste

The ***Waste Management*** business unit is responsible for managing the curbside pickup of household recyclables, garbage, organic waste, and yard waste. Other services include the operation of recycling depots, large appliances / metal pickup, special recycling programs, policy development, and public education programming. Mission Green is one of its key initiatives to introduce three stream waste collection into the community, with a target to divert 75% of household garbage from landfills.

Notable Initiative ~ Fiscal Viability Initiatives

The ***Waterworks*** business unit is responsible for the provision of safe drinking water for domestic and commercial use throughout Markham. This responsibility includes the maintenance and repair of watermains up to the property line as well as the water meters inside the house. This group is also responsible for the maintenance and repair of sanitary sewers and all appurtenances up to the property line. Another important service is the regular sampling of the water distribution system to ensure the quality of water for human consumption.



Recreation Services

Notable Initiative ~ Infrastructure Stimulus Projects

Recreation Services is responsible for the delivery of quality recreational opportunities for the community. This includes programming and permitting of four large integrated community centres, many smaller satellite facilities and sports fields; providing accessible programs and services at a variety of alternative locations within neighbourhoods, including schools. Aside from the recreation opportunities listed in Markham Life, special focus areas for programming and service delivery include youth and older adults.



COMMUNITY & FIRE SERVICES 2010 OPERATING BUDGET (EXCLUDING WATERWORKS)

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. vs. 2009 Act.		
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change	
Revenues								
GRANTS AND SUBSIDIES	\$1,120,489	\$856,947	\$1,017,034	\$160,087	18.7%	(\$103,455)	-9.2%	
FINES	1,000	10,000	3,000	(7,000)	-70.0%	2,000	200.0%	
USER FEES & SERVICE CHARGES	10,096,534	10,125,627	10,146,881	21,254	0.2%	50,347	0.5%	
RENTALS	5,640,872	5,732,572	5,728,374	(4,198)	-0.1%	87,502	1.6%	
SALES	479,743	649,072	618,935	(30,137)	-4.6%	139,192	29.0%	
RECOVERIES & CONTRIBUTIONS	1,131,132	921,881	876,881	(45,000)	-4.9%	(254,251)	-22.5%	
OTHER INCOME	181,612	328,340	395,734	67,394	20.5%	214,122	117.9%	
INTERDEPARTMENTAL RECOVERIES	531,030	530,708	530,708	-	0.0%	(322)	-0.1%	
Total Revenues	\$19,182,412	\$19,155,147	\$19,317,547	\$162,400	0.8%	\$135,135	0.7%	
Expenses								
SALARIES AND BENEFITS	\$61,241,929	\$59,873,559	\$62,586,212	\$2,712,653	4.5%	\$1,344,283	2.2%	
PRINTING & OFFICE SUPPLIES	241,275	289,455	298,198	8,743	3.0%	56,923	23.6%	
PURCHASES FOR RESALE	227,506	258,787	282,032	23,245	9.0%	54,526	24.0%	
OPERATING MATERIALS & SUPPLIES	3,880,180	3,887,015	3,882,709	(4,306)	-0.1%	2,529	0.1%	
VEHICLE SUPPLIES	1,404,201	1,818,998	1,644,200	(174,798)	-9.6%	239,999	17.1%	
SMALL EQUIPMENT SUPPLIES	10,808	14,291	15,091	800	5.6%	4,283	39.6%	
BOTANICAL SUPPLIES	264,671	291,614	280,965	(10,649)	-3.7%	16,294	6.2%	
CONSTRUCTION MATERIALS	1,285,492	1,289,847	1,406,878	117,031	9.1%	121,386	9.4%	
UTILITIES	3,884,794	4,509,727	4,121,704	(388,023)	-8.6%	236,910	6.1%	
COMMUNICATIONS	380,159	435,311	414,946	(20,365)	-4.7%	34,787	9.2%	
TRAVEL EXPENSES	118,272	162,492	165,022	2,530	1.6%	46,750	39.5%	
TRAINING	221,916	264,375	279,243	14,868	5.6%	57,327	25.8%	
CONTRACTS & SERVICE AGREEMENTS	6,560,170	6,805,956	7,215,352	409,396	6.0%	655,182	10.0%	
MAINT. & REPAIR-TIME/MATERIAL	4,343,940	3,409,025	3,527,435	118,410	3.5%	(816,505)	-18.8%	
RENTAL/LEASE	476,801	572,750	552,351	(20,399)	-3.6%	75,550	15.8%	
INSURANCE	11,963	13,262	13,262	-	0.0%	1,299	10.9%	
PROFESSIONAL SERVICES	1,247,052	734,943	1,364,268	629,325	85.6%	117,216	9.4%	
LICENCES, PERMITS, FEES	325,587	349,804	342,378	(7,426)	-2.1%	16,791	5.2%	
CREDIT CARD SERVICE CHARGES	200,062	142,633	153,595	10,962	7.7%	(46,467)	-23.2%	
PROMOTION & ADVERTISING	359,189	407,684	434,684	27,000	6.6%	75,495	21.0%	
CONTRACTED MUNICIPAL SERVICES	8,962,316	8,853,971	9,061,734	207,763	2.3%	99,418	1.1%	
OTHER PURCHASED SERVICES	470,689	472,071	467,344	(4,727)	-1.0%	(3,345)	-0.7%	
OFFICE FURNISHINGS & EQUIPMENT	16,070	8,910	8,910	-	0.0%	(7,160)	-44.6%	
WRITE-OFFS	53,079	-	-	-	0.0%	(53,079)	-100.0%	
OTHER EXPENDITURES	8,086	105,400	105,400	-	0.0%	97,314	1203.5%	
TRANSFERS TO RESERVES	473,025	445,262	456,158	10,896	2.4%	(16,867)	-3.6%	
Total Expenses	\$96,669,232	\$95,417,142	\$99,080,071	\$3,662,929	3.8%	\$2,410,839	2.5%	
Net Expenditures/(Revenues)	\$77,486,820	\$76,261,995	\$79,762,524	\$3,500,529	4.6%	\$2,275,704	2.9%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Grants and Subsidies: Increase is due to additional funding projected to be received from outside organizations.

Other Income: Increase is due to the transfer of revenue budgets from other commissions.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Vehicle Supplies: Decrease is due to projected lower pricing and volumes in fuel.

Construction Materials: Increase due to the annual assumption of new roads for maintenance.

Utilities: Decrease due to projected lower volumes of gas and hydro.

Contracts & Service Agreements: Increase due to escalation in Town contracts such as winter maintenance.



Changes in the 2010 Budget from the 2009 Budget over \$50,000 (continued):

Maint. & Repair – Time/Material: Increase due to the annual assumption of new parks and streetlights for maintenance.

Professional Services: Increase is due to the transfer of budgets from other commissions.

Contracted Municipal Services: Increase is due to inflation and growth in Town contracts, specifically, waste.

FACILITY ASSETS BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Implement Accessibility Annual program: Audit remaining buildings; optimize construction strategy to be in accordance with guidelines	All buildings have been audited (phase 3 of 3 completed). All construction project managers are responsible for having the design of major renovations and new buildings validated by the accessibility coordinator	COM	✓	✓
2	Civic Centre Conversion to MDEI	Work completed by Q3, including site restoration	COM	✓	✓
3	Implement Sustainability as part of regular business	All projects are either LEED Silver, or where not applicable due to size of project, include LEED features	COM	✓	✓
4	Implement Project Management software	By the end of Q2, all of Facilities Assets is using eclipse	COM		✓
5	Cathedral Fire Station (F/S 93)	Construction began Q3	OT	✓	✓
6	Implement Facility related results from best practices study for tourist areas	Unionville Main Street: Research into Welcome Centre + Washrooms has started. Location identified. Markham Main Street: Work on constructing permanent washrooms has started in Q2. Signage for Unionville Main St. was installed by	COM	✓	
7	Work with Purchasing to improve Contractor prequalification process	Pre-qualification process has been completely revamped: F/S 93 and Museum collections building were done with much more stringent pre-qualification process that included: thorough financial background check and extensive reference check.	COM		✓
8	Project Management in leadership and environmental adaptation of capital plans, retrofits and new projects	Project management skills have been increased in the following: 1 more staff obtained the PMP designation; new hire was required to obtain PMP within 1 year; all external PMs on PM roster are to have PMP designation to manage Town projects	OT	✓	
9	Building Maintenance: investigate option to combine with Recreation	Preliminary discussion took place	AD	✓	✓
10	Project Management: Outside team	A roster of Projects Management companies has been Prequalified. 4 projects to be awarded in Q3	COM	✓	✓
11	Staff Satisfaction: Complete one (1) informal staff satisfaction survey	Focus group meeting took place.	DL		✓
12	East Markham Community Centre & Library	Funding already in place. Be ready to call tender in late Q4 for construction to begin in 2010.	OT	✓	

Notes:

Objective Status: OT= On Target, AD= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation



FACILITY ASSETS KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed ¹	0	0	1	0	0	0	1 every 2 years
# of informal satisfaction surveys completed	0	0	0	0	0	0	-
Overall satisfaction (%) ¹	N/A	N/A	92%	92%	N/A	N/A	80%
% extremely/very satisfied ¹	N/A	N/A	26%	N/A	N/A	N/A	35%
Post project completion surveys completed <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	0	1
FINANCIAL PERFORMANCE							
Net cost per household	\$ 18.24	\$ 18.00	\$ 18.52	\$ 14.83	\$ 19.30	N/A	within budget
Net operating cost per gross sq.ft. of Civic Centre facility (172,515sf) and 8100 Warden Ave (85,000 sq effective 2009)	\$ 6.68	\$ 6.74	\$ 7.05	\$ 6.96	\$ 7.03	\$ 2.96	\$ 6.79
Est. value of construction & renovation projects managed - Facilities	\$12.5 M	\$9.5 M	\$8 M	\$11.5 M	\$84.4 M	\$119.8 M	N/A
% of projects completed on budget <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	99%	100%
OPERATIONAL EXCELLENCE							
Facility Maintenance - # of facilities maintained	111	120	141	161	162	163	N/A
# of facility work orders generated	3,403	2,686	650	549	480	578	N/A
% of facility work orders completed within 24 hours <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	95%
SF of facilities managed by Civic Centre coordinator	N/A	N/A	N/A	172,515	257,515	300,015	N/A
SF of facilities managed by Maintenance Coordinator	192,184	207,592	223,000	223,000	262,674	263,874	N/A
Completion rate of capital projects (% of planned budget spent) <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	9%	N/A
% of projects with an environmental focus <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	100%	100%
# of capital projects undertaken and managed per staff (6)	N/A	N/A	N/A	N/A	N/A	14	5
STAFF ENGAGEMENT ¹							
Healthy Workplace Environment Index (from staff survey)	78%	N/A	78%	N/A	70%	N/A	75%
Recognition rating (from staff survey)	75%	N/A	64%	N/A	63%	N/A	65%
Staff Satisfaction rating (from staff survey)	73%	N/A	77%	N/A	82%	N/A	80%
Completion rate for performance management	100%	100%	100%	100%	100%	N/A	100%
Average Corporate learning hours per full-time employee	3.2	27.0	47.3	30.8	18.4	N/A	20.0
Staff absenteeism (average # of days per employee)	6.1	4.6	10.6	10.6	5.1	N/A	8.4
Staff turnover rate	0%	0%	0%	5%	10%	N/A	7.5%

Note: ¹ Data is generated for the Asset Management Department and not for each of the two business units making up the department.

Square Footage of facilities to manage is continually growing without any additional staffing resources.
Volume of projects continues to grow each year and the number being managed per employee is excessive.

Investigating feasibility of new KPI for the % of Work Orders completed within 24 hours for 2010. At the present time, the Contact Centre does not track that information and they are pursuing this request with ITS.

FACILITY ASSETS BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)											
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
				Council						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity	NQI PEP Level 3	E3 Project
2010 Cross Commission Projects											
1	Space Planning (Primary)	✓	Review space planning need and implement a multi year implementation strategy. Have the framework of a proposed strategy developed for peer review by Q2.				✓		✓		
2	Accessibility (AODA) (Secondary)		Complete carry over 2009 projects by Q3 2010. Implement the construction of \$3.2M of accessibility retrofits throughout Q1-4 2010. Aim to spend 90% of the funding by the end of Q4.				✓	✓			
3	Business Planning and Budgeting (Secondary)	✓	Complete an analysis of F/A life cycle budgeting process by end of Q2, so that the budget request is more aligned with business planning and the available funding.				✓		✓		
4	Emergency Planning (Secondary)		Support Lead department in construction of the EOC at 8100 Warden				✓				
5	Municipal Service Planning - Process mapping, SOPs (Secondary)		As described in work plan finalized by Lead Department	✓			✓		✓		
6	Implementation of Auditor General Recommendations (Secondary)		100% Implementation of recommendations as they relate to this department				✓		✓		
Business Unit Objectives											
1	Cathedral Fire Station (F/S 93)		Complete construction by Q3	✓			✓				
2	Cornell fire Station (F/S 99)		complete design in Q3. Tender by the end of Q4. NOTE: tender hinges on the MDEI power plant construction schedule.	✓			✓				
3	Public Washrooms (Markham and Unionville)		Construct Markham washrooms by the end of Q2. Complete the design involved with Unionville Welcome Centre & Washrooms as well as new Recycling Depot by Q2. Tender in Q3				✓				
4	Stimulus Projects - EOC, Accessibility, Energy, Thornhill Community Centre & Library, etc.		Start construction in Early Q1. Be at least 85% complete by budget by the end of Q4			✓	✓	✓		✓	
5	RinC Project - Artificial Ice Rink at Civic Centre	✓	Launch construction in Q1 2010. have 85% of work completed by Q4 2010. Required input and assistance from Urban Design; Rec; Operations				✓				
6	East Markham Community Centre & Library Construction		have 25% of the project constructed by the end of 2010	✓			✓				
7	Varley Art Gallery Expansion		Begin construction: start of Q2. Complete construction by mid Q4				✓				
8	Museum Collections Building construction		Have the project substantially complete by the end of Q3 2010				✓				
9	Facility Maintenance for Civic Centre; 8100 Warden and Markham Village Library	✓	Continue uninterrupted municipal services in these facilities. NOTE: requires additional resources				✓				
10	Facility Maintenance Information System implementation		Implement by Q4 if approved in 2010 ITS budget				✓		✓		
11	Eclipse standardization	✓	By the end of Q1, use eclipse exclusively for all financial and schedule tracking, as well as note taking. Requires incremental assistance from IT				✓		✓		
12	Project Management Leadership		Robert Sacoransky to obtain the PMP designation by the end of Q3, 2010				✓		✓		

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



RIGHT OF WAY ASSETS BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Environmental Focus - Develop and implement annual storm-water management pond program	Completed database, input into 2009 life cycle update.	COM	✓	✓
2	Monitoring and maintaining the gas collection System at the former Sabiston Landfill	Obtained updated Certificate of Authorization (Air) from MOE and meeting all requirements.	OT	✓	
3	Implement Sustainability as part of our regular business	Staff continues to consider sustainable practices in our routine work.	COM	✓	✓
4	Infrastructure Management - Develop Lifecycle Analysis for Streetlights	2009 Contract underway for pole replacement/handwell repairs. Life Cycle data base and program updated to cover replacement and future inspection costs. Hansen data base logging of repairs and faults for future review.	COM	✓	✓
5	Develop streetlight standards for implementation in new projects	Engineering is coordinating the project - Consultant has been hired	OT	✓	✓
6	Organizational Excellence - Ensure Lifecycle consistent with Asset databases and specifically for structures, to develop a 5 year rehab program	Completed cross check of lifecycle reserve study matches asset database and corrected all inconsistencies.	COM	✓	✓
7	Map process of completing Town infrastructure data sets and mapping layers from information provided by Engineering	Flow charts and procedures describing information transfer, assets and attributes included, sequencing and up-dating Right of Way Assets in Hansen and GIS will be documented by 2009 Q4.	OT		✓
8	Fiscal Stewardship - Implement PSAB Requirements	All required asset information for PSAB purposes compiled and delivered to Finance Department.	OT		✓
9	E3 - implement and participate in E3 initiatives E-67: Implementing the outcomes of the review of the delivery of design construction roads and bridges projects and environmental engineering projects	Cross Commission Team continue to work on the two Centre of Excellences: Capital Engineering, Environmental & ROW Assets. Re-organization is anticipated to be completed by Q3.	OT	✓	✓
10	E-11: GIS function review	Staff GIS functions described and sent to ITS Department.	COM	✓	✓
11	Staff Survey: Complete three (3) internal customer surveys	Upon review of the 3 sections within ROW Business Unit, only two (2) surveys will be completed in 2009 for the Business Systems Section and the Utility & Contract Section	AD		✓

Notes:

West Thornhill Flood Remediation EA Study - Significant efforts and resources has been utilized for this project including significant amount of consultation with ratepayer groups, Councillors, and the general public. The EA Study has a very aggressive schedule for completion. **Former Sabiston Landfill** - Staff coordinated with MOE and obtain the updated C of A. This requires significant efforts to prepare the documentations, setting up appropriate monitoring strategies to meet MOE requirements. **ROW Staff assisting with Facility Projects** - A number of ROW Staff have been project managing facilities projects (Varley Art Gallery, Daniel Fairty House, Unionville Washroom, Markham Washroom, Thornhill CC Grant Expansion, Cathedral Fire Station) until new external project managers are hired. Significant efforts were made by ROW staff to ensure the projects proceed according to schedule. As a result, several ROW initiatives were placed on hold or delayed. ROW staff also assisted with the preparation of the RFQs for the hiring of all external consultants for Facility projects.

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

RIGHT OF WAY ASSETS KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

CUSTOMER SATISFACTION	2004	2005	2006	2007	2008	2009	TARGET
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	JUNE 30	
# of formal customer satisfaction surveys completed ¹	0	0	1	0	0	0	1 every 2 years
# of informal satisfaction surveys completed	0	0	0	0	0	0	-
Overall satisfaction (%) ¹	N/A	N/A	92%	92%	N/A	N/A	80%
% extremely/very satisfied ¹	N/A	N/A	26%	N/A	N/A	N/A	35%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 30.38	\$ 30.51	\$ 28.08	\$ 25.33	\$ 27.13	N/A	\$ 28.00
Streetlighting Cost per Light Standard	\$ 108.00	\$ 95.00	\$ 100.00	\$ 103.00	\$ 115.00	\$ 50.00	\$ 109.00
Amount of Utility Fees Collected	\$ 161,000	\$ 145,000	\$ 184,000	\$ 160,000	\$ 167,000	\$ 66,330	\$ 102,000
OPERATIONAL EXCELLENCE							
# km of watermains and sewers digitized / staff	N/A	59	46	26	28	11	22
# of survey requests processed /staff	129	128	126	131	140	N/A	140
# of new streetlights assumed by AM/year	368	893	696	977	855	417	est. 700
# of utility permits issued and inspected/staff/year	N/A	1086	1040	1152	1423	N/A	1400
Cost of assessment study per asset assessed - Structures (<i>new</i>)	N/A	\$ 341	\$ 287	\$ 345	\$ 447	N/A	\$ 450
% of assets (Structures) assessed per year (<i>new</i>)	N/A	30%	45%	46%	25%	N/A	25%
# of staff hours required (to manage Structures program) per program (<i>new</i>)	N/A	N/A	N/A	N/A	1,756	763	1500
% of programs developed/implemented versus # of assets that require programming (<i>new</i>)	N/A	25%	25%	25%	75%	75%	75%
STAFF ENGAGEMENT ¹							
Healthy Workplace Environment Index (from staff survey)	78%	N/A	78%	N/A	70%	N/A	75%
Recognition rating (from staff survey)	75%	N/A	64%	N/A	63%	N/A	65%
Staff Satisfaction rating (from staff survey)	73%	N/A	77%	N/A	82%	N/A	80%
Completion rate for performance management	100%	100%	100%	100%	100%	N/A	100%
Average Corporate learning hours per full-time employee	3.2	27.0	47.3	30.8	18.4	N/A	20.0
Staff absenteeism (average # of days per employee)	6.1	4.6	10.6	10.6	5.1	N/A	8.4
Staff turnover rate	0%	0%	0%	5%	10%	N/A	7.5%

KPI SUMMARY

The trend is for the aging of right-of-way infrastructure to continue across the Town of Markham. As a result, more resources will be required to manage them proactively as the most cost-effective approach. This is supported by past experience in which the use of reactive maintenance has been more costly when considering rehabilitation / replacement options.

Some of the indicators have shown the effect of the economic downturn and water allocation restrictions. For example, the # km of watermains and sewers digitized per staff has seen a downward trend due to the slowdown in new subdivision construction. In that situation, available staff time has been reallocated to other priorities such as PSAB data, tracking new asset information (Parks, SWM ponds, Outfalls, street lights) and to complete invert data for sewers that were never captured during the original digitization.

Note: ¹ Data is generated for the Asset Management Department and not for each of the two business units making up the department



RIGHT OF WAY ASSETS BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)			Strategic Priorities							
#	Objective	Requires Additional Resources?	Outcomes	Council					Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library/Master Plan/Public Safety	Diversity	NQI PEP Level 3
2010 Cross Commission Projects										
1	Provide Environmental inputs into - Growth Management Strategy (Secondary)		Provide environmental inputs into Growth Management Strategy by Q4	✓		✓	✓			
2	Municipal Service Planning - Process mapping, SOPs (Secondary)		As described in work plan finalized by Lead Department	✓			✓			✓
3	Implementation of Auditor General Recommendations (Secondary)		100% Implementation of recommendations as they relate to this department				✓			✓
Business Unit Objectives										
1	Utility & Contracts: Implement Streetlight Life Cycle Program		S- Implement PH2 of Pole replacement program. M- Prepare tender doc, tender and start construction after budget approval in Q2, completion prior to Q4. A - Consultant may be required if funding available. R - Similar program completed in 09. T-Q2 Start/completed by Q4.				✓			✓
2	Utility & Contracts: Provide Survey services to internal and external customers		S- Provide survey services to internal and external customers. M- Provide to agreed upon time frames per project (ie meet scheduling of Operations Road Maintenance Program). A -Staff have been able to provide good service levels in 09. R -Quantities of work will be screened				✓			✓
3	Utility & Contracts: Provide permitting and inspection services to external customers		S- Provide permits and inspection services. M- Meet time frames as per Municipal Access Agreements for utility applications. To respond/resolve ACR utility complaints within 14 days. A -Review workloads and assign additional help as necessary. R -Continually				✓			✓
4	Utility & Contracts: Provide streetlight services to meet public complaint/requests and continue to manage contracts/energy billing		S - Provide maintenance services to meet public complaint/requests. Provide budget review/control of maintenance contract and energy billing. M -Prepare Report/ Contract for PowerStream Q1, review complaint issues with Contact Centre & review budget/billing monthly. A - Assign staff as required. R -Continually review resources. T -				✓			✓
5	Business Systems: Provide Right-of-Way assets drawings & data to internal and external customers.		S - Provide engineering /contract drawings and data for existing right-of-way assets. M - Deliver within one week or receiving request. A - Assign staff as required. R - Continually review volume and response time. T -				✓			
6	Business Systems: Compile data, maintenance history and digitize Right-of-Way assets into Corporate GIS layers and Databases.		S - Compile data, maintenance history & digitize ROW assets into Corporate GIS layers & Databases. M -Complete new water system update within 1 month and sanitary, storm, street lights, road network and park geography and data within 6 months of data reception. A - Assign staff as required. R -Continually review volume and response				✓			✓
7	Business Systems: Support /Manage annual programs (Road, Storm Ponds, Structures) including Lifecycle Reserve Update, Condition Assessment, Capital Budget Requests, Updating of Databases	✓	S - Provide data, reports and trends to support Life Cycle Reserve Updates. Participate in decision making process for rehab programs. Prepare Capital Budget Request as required. Manage/review condition assessment surveys. M -Provide information to appropriate departments. A -Develop reports/queries and assign staff as required.			✓	✓			✓
8	Business Systems: Prepare a document to describe data maintenance process and standards for pipe system (water, sanitary, storm).		S - Identify process and definition of data input/maintenance of databases. M -A document that can be use by all new staff. A -Assign, assist and instruct staff as required. R -Identify and confirm all required procedures, tables and standards through discussions. T - Complete by	✓			✓			✓
9	Business Systems: Monitoring and maintaining the gas collection System at the former Sabiston Landfill		S - Manage the gas collection system and environmental monitoring program. M - Meets MOE requirements for methane migration. A - Hire external consultants. R - Continue to review the results of monitoring to			✓		✓		✓
10	E-67: Centre of Excellence - ROW & Environmental Assets Finalize / Document / Implement / Communicate the new Department's roles/responsibilities.		S - To fully implement the new Departments roles/responsibilities with development of a 3 year plan including resource requirements and process mapping of activities and relationship with other departments. M -3 year departmental plan. A -Consultation with internal staff & other departments. R -Continue to review. T -by Q4.	✓		✓	✓			✓
11	Environmental Assets: Provide Environmental reviews and approval services to Engineering Department		S - Review and approval of MESP, FSR, SWM reports, Master Drainage report and all other environmental reports. ESA peer review and approval. Support SMW Pond assumption process. Review standards, policies, guidelines, new Acts and Legislation. M - Provide comments in the time required for each application. A - Continue consultation with Development staff to manage workload. R - Continue	✓		✓	✓			✓
12	Environmental Assets: Project Manage a variety of Environmental Projects	✓	S - Continue to PM projects such as West Thornhill Flood Remediation EA Study, FERF, Don Mills Channel, Pomona Mills Creek etc. M - Complete projects according to deadlines. A -FTE requested (Environmental Engineer - 5 year contract). R -Continue to review	✓		✓	✓			✓
13	Environmental Assets: Continue to fine tune the storm and sanitary sewer model for West Thornhill Area		S - Continue fine tune the models to evaluate flood potential and identify capital program requirements. M -Identify yearly capital budget. A - Dedicate staff resources. R -Continue to review competing priorities. T -	✓		✓	✓			✓
14	Staff Survey: Complete one (1) internal customer surveys		S - To design and issue one (1) informal / formal survey to their internal / external customers. M -Survey completed and results analyzed. A - Utilize assistance from Strategic Initiatives. R -based on past							✓

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound

ASSET MANAGEMENT 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. vs. 2009 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
GRANTS & SUBSIDIES	\$3,326	-	-	-	0.0%	(\$3,326)	-100.0%	
USER FEES & SERVICE CHARGES	78,010	72,000	64,000	(8,000)	-11.1%	(14,010)	-18.0%	
RENTALS	82,129	86,654	68,654	(18,000)	-20.8%	(13,475)	-16.4%	
SALES	6,852	-	-	-	0.0%	(6,852)	-100.0%	
RECOVERIES & CONTRIBUTIONS	32,250	30,000	30,000	-	0.0%	(2,250)	-7.0%	
OTHER INCOME	(53,704)	-	-	-	0.0%	53,704	-100.0%	
INTERDEPARTMENTAL RECOVERIES	7,722	7,400	7,400	-	0.0%	-322	-4.2%	
Total Revenues	\$156,585	\$196,054	\$170,054	(26,000)	-13.3%	\$13,469	8.6%	
Expenses								
SALARIES AND BENEFITS	\$1,669,607	\$1,755,480	\$1,797,450	\$41,970	2.4%	\$127,843	7.7%	
OPERATING MATERIALS & SUPPLIES	129,158	91,916	116,051	24,135	26.3%	-13,107	-10.1%	
SMALL EQUIPMENT SUPPLIES	-	(97)	(97)	-	0.0%	(97)	0.0%	
CONSTRUCTION MATERIALS	1,051	2,028	2,028	-	0.0%	977	93.0%	
UTILITIES	470,631	592,804	553,953	(38,851)	-6.6%	83,322	17.7%	
COMMUNICATIONS	4,214	4,230	4,230	-	0.0%	16	0.4%	
CONTRACTS & SERVICE AGREEMENTS	489,439	646,485	611,399	(35,086)	-5.4%	121,960	24.9%	
MAINT. & REPAIR-TIME/MATERIAL	1,216,520	1,182,118	1,233,433	51,315	4.3%	16,913	1.4%	
PROFESSIONAL SERVICES	-	11,640	11,640	-	0.0%	11,640	0.0%	
LICENCES, PERMITS, FEES	525	1,000	1,000	-	0.0%	475	90.5%	
CONTRACTED MUNICIPAL SERVICES	1,296,223	1,373,320	1,394,000	20,680	1.5%	97,777	7.5%	
TRANSFERS FROM OWN FUNDS	-	-	10,896	10,896	0.0%	10,896	0.0%	
Total Expenses	\$5,277,368	\$5,660,924	\$5,735,983	\$75,059	1.3%	\$458,615	8.7%	
Net Expenditures/(Revenues)	\$5,120,783	\$5,464,870	\$5,565,929	\$101,059	1.8%	\$445,146	8.7%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Maint. & Repair – Time/Material: Increase due to the annual assumption of new streetlights for maintenance.



CULTURE BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	<u>Cultural Services:</u> Build relationships in Markham that increase the culture sector; increase capacity and identify gaps in unreached community groups through community outreach and opportunities for engagement (E3)	Increased quality of life in Markham; increase Markham's reputation as diverse yet inclusive place; increase participation by diverse community groups (age, ability, race); Support economic development plan	OT	✓	✓
2	Cultural Plan: Undertake a cultural policy and strategy for Markham that will position Markham to be a creative city (E3)	Utilize the results from York University researcher; results of mapping exercise in conjunction with YLM; compilation of joint creative city strategy with Economic Development; Development of Cultural Policy for Markham; Participation in public consultation process for Culture & Recreation Master Plan	AD	✓	✓
3	<u>Varley, Museum, Theatre:</u> Initiate Strategic Planning process for all three venues (CFS-2001)	Board & Management process to align goals and priorities to achieve multi-year sustainability	AD	✓	✓
4	<u>Varley, Museum, Theatre:</u> Implement workplan as a result of staff satisfaction survey	Develop plan to target specific improvement area as selected by the Culture Department	OT		✓
5	<u>Varley Art Gallery:</u> Production of 2009/10 Tour into USA; Approved/funded construction of Gallery expansion; Build reputation for innovative/integrative programming reflective of Markham's diversity; increase capacity of Board to increase revenue for growth (E3)	Funding for 2009/10 USA tour and publications established; Gallery expansion completed and opened; Implementation of Hospital Pilot Programme; Development of communication materials to support Foundation fundraising; Meet timelines and deliverables for individual objectives; Participation in national study and project on diversity and museums as a place for social networking.	OT	✓	✓
6	<u>Markham Museum:</u> Support book project; Open Ward building and complementary programming; implement Museum Master Plan; collection storage and implementation plan; realignment of staffing; development of Museum Foundation (E3)	Collection management requirements established for developing exhibitions; Increased programming in new building space; Alignment of staff; Development of Museum Foundation; Meet timelines and deliverables for individual objectives; Participation in national study and project on diversity and museums as a place for social networking; Development of Foundation Board	OT	✓	✓
7	<u>Markham Theatre:</u> Increase community and education programming; Build stronger community presence; Increase programming opportunities for unrented days; produce programming to meet the needs of a diverse audience (E3)	Promote new and improved facility to clients; Establish community programming for diverse audiences (e.g. family programmes, seniors matinees); Develop programming opportunities to diversify use of the theatre (e.g. film programme); Meet timelines and deliverables for individual objectives; Establish base funding level by 2009/10 season; Increase community relations and consultations to support programme changes; Initiation of volunteer program.	OT	✓	

Notes:

Cultural and Strategic planning deferred until staffing stabilization is completed in September 2009. Planning will continue in 2010. Hired 2 new managers for the 2 cultural venues.

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

CULTURE KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	1	2	1	0	1	0	1
# of informal satisfaction surveys completed	0	0	0	0	0	0	1
Overall satisfaction (%)	78%	94%	90%	83%	86%	N/A	80%
% extremely/very satisfied	34%	71%	80%	19%	86%	N/A	35%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 13.12	\$ 13.79	\$ 16.08	\$ 14.46	\$ 15.85	N/A	\$ 14.50
Net cost per capita <i>(new)</i>	N/A	N/A	N/A	N/A	\$ 4.57	N/A	\$ 5.00
Revenue as % of total gross Culture expenditures	63%	64%	57%	62%	57%	45%	60%
Revenue as % of total non-tax Town revenues	4.4%	4.2%	3.9%	4.5%	4.3%	1.7%	4.0%
Total expenditure per attendee	\$ 26.20	\$ 29.20	\$ 17.98	\$ 19.30	\$ 21.56	20	\$ 20.00
Net operating cost per square foot of facility space	\$ 9.43	\$ 9.53	\$ 9.76	\$ 8.97	\$ 11.08	7.46	\$ 9.00
Rental revenue as % of total Culture Revenue <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	14.61	15%
OPERATIONAL EXCELLENCE							
# of visits at cultural venues per capita <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	1	1
Active Culture Membership as % of Total Population <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	1	1
Total Volunteer Hours (Art Gallery & Museum & Theatre) <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	5,060	5,300
# of Annual Participants in Education and Outreach Programs <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	5,061	6,000
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	77%	N/A	76%	N/A	63.6	N/A	75%
Recognition rating (from staff survey)	65%	N/A	62%	N/A	51.6	N/A	65%
Staff Satisfaction rating (from staff survey)	74%	N/A	76%	N/A	84.3	N/A	80%
Completion rate for performance management	100%	68%	100%	94%	81%	N/A	100%
Average Corporate learning hours per full-time employee	2.0	3.9	16.1	14.8	3.2	N/A	20.0
Staff absenteeism (average # of days per employee)	15.0	3.1	2.9	2.4	4.6	N/A	8.4
Staff turnover rate	5%	0%	0%	0%	12%	N/A	7.5%

KPI SUMMARY

The KPI's may be affected by the Museum and Gallery construction in 2010. Rentals in particular may be negatively affected due to visual impact of construction. At the Museum, larger events may be less attended due to parking and/or entrance restrictions. Some of these indicators will increase in the Fall 2009 session as we have increased programming and attendance during that period. Stabilization of site managers positions will result in further staff stabilization throughout 2009 and into 2010.



CULTURE BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)										
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities						
				Council						Operational
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/Public Safety	Diversity	NQI PEP Level 3
2010 Cross Commission Projects										
1	Sponsorship (Identification of Requirements, Development of Corporate Strategy) (Secondary)		As described in work plan finalized by Lead Department							✓
2	Diversity (Secondary)		As described in work plan finalized by Lead Department				✓		✓	✓
3	Cultural Plan: Undertake a cultural policy and strategy for Markham that will position Markham to be a creative city, which supports the Economic Development Strategic Implementation project (Secondary)		Joint creative city strategy with Economic Development. Develop Cultural Policy for Markham. Formalize internal policy documentation. Develop Public Art program. Develop social capital measures in the Culture Plan.				✓	✓	✓	✓
Business Unit Objectives										
1	<u>Varley, Museum, Theatre:</u> Initiate Strategic Planning process for all three venues		Board & Management process to align goals and priorities to achieve multi-year sustainability. Communicate and understand the culture department objectives and increase staff awareness and communication of department's future.	✓			✓	✓	✓	
2	<u>Varley, Museum, Theatre:</u> Implement workplan as a result of staff satisfaction survey		Develop plan to target specific improvement area as selected by the Culture Department and increase communications through meetings.						✓	
3	<u>Varley Art Gallery:</u> Production of 2009/10 Tour into USA; Approved/funded construction of Gallery expansion; Build reputation for innovative/integrative programming reflective of Markham's diversity; increase capacity of Board to increase revenue for growth (E3)		Funding for 2009/10 USA tour and publications established; Gallery expansion completed and opened; increased grant and sponsorship opportunities	✓			✓		✓	✓
4	Increase capacity to deliver on major events		Complete museum expansion, museum will host the Governor General's Horse Guard Event, theatre will host their 25th Anniversary	✓			✓		✓	✓
5	Develop and incorporate a community engagement approach into service planning and service delivery		Approach adapted for use in the department				✓		✓	

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



CULTURE 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. vs. 2009 Act.	
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues							
GRANTS AND SUBSIDIES	\$89,059	\$51,000	\$92,000	\$41,000	80.4%	\$2,941	3.3%
USER FEES & SERVICE CHARGES	1,453,233	1,677,630	1,612,374	(65,256)	-3.9%	159,141	11.0%
RENTALS	268,320	278,560	294,374	15,814	5.7%	26,054	9.7%
SALES	117,651	141,850	115,850	(26,000)	-18.3%	-1,801	-1.5%
RECOVERIES & CONTRIBUTIONS	26,360	65,900	68,500	2,600	3.9%	42,140	159.9%
OTHER INCOME	97,120	77,000	77,000	-	0.0%	-20,120	-20.7%
Total Revenues	\$2,051,743	\$2,291,940	\$2,260,098	(\$31,842)	-1.4%	\$208,355	10.2%
Expenses							
SALARIES AND BENEFITS	\$2,389,992	\$2,234,154	\$2,463,075	\$228,921	10.2%	\$73,083	3.1%
PRINTING & OFFICE SUPPLIES	49,144	64,490	65,490	1,000	1.6%	16,346	33.3%
PURCHASES FOR RESALE	32,675	46,000	45,000	(1,000)	-2.2%	12,325	37.7%
OPERATING MATERIALS & SUPPLIES	214,884	232,248	230,570	(1,678)	-0.7%	15,686	7.3%
VEHICLE SUPPLIES	-	500	500	-	0.0%	500	0.0%
SMALL EQUIPMENT SUPPLIES	705	700	1,500	800	114.3%	795	112.8%
UTILITIES	172,975	187,642	187,624	(18)	0.0%	14,649	8.5%
COMMUNICATIONS	48,408	53,967	52,467	(1,500)	-2.8%	4,059	8.4%
TRAVEL EXPENSES	16,927	17,730	19,305	1,575	8.9%	2,378	14.0%
TRAINING	4,458	10,383	12,083	1,700	16.4%	7,625	171.0%
CONTRACTS & SERVICE AGREEMENTS	105,172	121,615	119,535	(2,080)	-1.7%	14,363	13.7%
MAINT. & REPAIR-TIME/MATERIAL	106,053	68,551	77,551	9,000	13.1%	(28,502)	-26.9%
RENTAL/LEASE	12,559	15,424	15,424	-	0.0%	2,865	22.8%
PROFESSIONAL SERVICES	478,891	464,237	478,237	14,000	3.0%	(654)	-0.1%
LICENCES, PERMITS, FEES	18,073	20,353	23,175	2,822	13.9%	5,102	28.2%
CREDIT CARD SERVICE CHARGES	(13,036)	(10,321)	(18,441)	(8,120)	78.7%	(5,405)	41.5%
PROMOTION & ADVERTISING	262,811	279,228	291,228	12,000	4.3%	28,417	10.8%
OTHER PURCHASED SERVICES	14,697	15,372	15,372	-	0.0%	675	4.6%
WRITE-OFFS	2,980	-	-	-	0.0%	(2,980)	-100.0%
OTHER EXPENDITURES	1,818	3,000	3,000	-	0.0%	1,182	65.0%
TRANSFERS TO RESERVES	40,267	35,000	35,000	-	0.0%	(5,267)	-13.1%
Total Expenses	\$3,960,453	\$3,860,273	\$4,117,695	\$257,422	6.7%	\$157,242	4.0%
Net Expenditures/(Revenues)	\$1,908,710	\$1,568,333	\$1,857,597	\$289,264	18.4%	(\$51,113)	-2.7%

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

User Fees & Service Charges: Decrease is due to projected ticket revenues in 2010.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.



FIRE & EMERGENCY SERVICES BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Improve staff recognition rating	Rating improved. Staff understand their role in recognition.	AD	✓	✓
2	Complete all existing unfinished MFES Capital Budget projects	Complete RFP process for air light vehicle, purchase miscellaneous fire equipment, haz-mat training.	AD	✓	✓
3	Enhance care maintenance of personal protective equipment program to meet new NFPA 1851 revised standards	Contract third party for annual inspection & testing of bunker gear and replace gear after 10yrs.	OT	✓	✓
4	Facilitate use of Amanda system for Public Education for management of all data related to officers work processes	Allows for all public education records to be on Town wide Amanda system.	COM	✓	✓
5	Fire Recruitment (E-27); Fire Prevention Recruitment & Training with anticipated Fire Station opening in 2009	Sufficient staff will be hired to fill current vacancies and provide staffing for Cathedral Fire Station in 2009. Hiring process will be conducted to facilitate the staff of one new Fire Prevention Officer to ensure full inspection capabilities of new station.	OT	✓	✓
6	Fire Prevention Records Mgmt.	Scan site plans, fire safety plans, legal issues, basement apt. info, and history into 8,000 property files on Amanda system for referral by MFES staff on site.	DL	✓	✓
7	8100 Warden to be used for Corporate training facilities	Study will be undertaken to determine the feasibility of converting portions of 8100 Warden Ave. facility for Corporate Training Centre that may also have revenue generating potential for Town (use of staff ctte.)	AD	✓	✓
8	Emergency Management Training and Exercises	Four Emergency Management Courses and one Emergency exercise will be conducted in 2009.	COM	✓	✓
9	Convert 1/4 FTE for Emergency Management to full time position	FTE position filled	DL	✓	✓
10	Create back-up EOC at 8100 Warden Ave.	EOC developed and operational at 8100 Warden Ave.	AD	✓	✓
11	Bull ex-intelligent Live Extinguisher demo system	Purchase this environmentally friendly training system \$3,000	COM	✓	✓
12	Fairchild Radio & TV programs	MFES Fire Prevention staff in collaboration with Fairchild Radio Broadcasting reached out to our diverse community with 9	COM	✓	✓

Notes:

The recent appointments of two new Deputy Fire Chiefs completes the new senior management team for Markham Fire and Emergency Services. The Fire Chief along with the two Deputies will shape Markham's strategic and operational Fire Master Plan. This will focus on increasing engagement opportunities with Markham's growing and diverse community, as well as, continuing to provide the Town with the best fire and emergency services to its' residents.

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

FIRE & EMERGENCY SERVICES KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed	0	0	1	1	6	0	1 every 2 years
# of informal satisfaction surveys completed	0	0	0	0	0	0	-
Overall satisfaction (%)	100%	N/A	100%	91%	70%	N/A	80%
% extremely/very satisfied	85%	N/A	100%	29%	50%	N/A	35%
MFES School Program total schools involved <i>(new)</i>	N/A	N/A	N/A	N/A	32	32	70
MFES School Program school visits <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	280
FINANCIAL PERFORMANCE							
Net cost per household	\$ 187.64	\$ 225.19	\$ 243.05	\$ 252.86	\$ 236.32	N/A	\$ 235.00
Net cost per capita <i>(new)</i>	N/A	N/A	N/A	N/A	\$ 68.14	N/A	\$ 68.00
Average monthly maintenance cost per heavy truck vehicle	N/A	\$ 1,668	\$ 1,580	\$ 1,614	\$ 1,887	\$ 1,458	\$ 1,500
Average monthly vehicle down time (in hours)	\$ 22	\$ 39	\$ 20	\$ 18	\$ 27	\$ 13	\$ 18
Operating cost per \$1,000 of assessed value (MPMP) <i>(new)</i>	\$ 0.65	\$ 0.73	\$ 0.71	\$ 0.66	\$ 0.69	N/A	\$ 0.69
OPERATIONAL EXCELLENCE							
% # of fires contained to room of origin <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	100%
# of inspections per inspector	N/A	N/A	N/A	495	406	450	>2009
Total # of emergency incidents	6,967	7,452	7,162	7,649	7,592	3,829	7,473
# of Vehicle activity per emergency incident	2.0	2.0	2.0	2.0	2.0	2.0	2.0
# of accidental fire deaths	0	0	0	2	0	1	0
# of plans reviewed per examiner <i>(new)</i>	485	487	707	679	260	368	370
***# of inspection violations <i>(new)</i>	2534	3003	2723	3466	2842	1094	<2009
# of technical training hours per firefighter <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	N/A
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	78%	N/A	73%	N/A	65.2	N/A	75%
Recognition rating (from staff survey)	56%	N/A	65%	N/A	36.2	N/A	65%
Staff Satisfaction rating (from staff survey)	67%	N/A	75%	N/A	84.6	N/A	80%
Completion rate for performance management	100%	100%	100%	100%	100%	N/A	100%
Average Corporate learning hours per full-time employee	0.2	2.6	2.2	2.1	1.6	N/A	20.0
Staff absenteeism (average # of days per employee)	6.6	9.8	6.6	7.9	8.4	N/A	8.4
Staff turnover rate	3%	0%	0%	1%	2%	N/A	7.5%

KPI SUMMARY

The Markham Fire & Emergency Services Department is committed to being a fire safe community and is dedicated to become proactive vs reactive. As a result of our commitment, we would like to highlight the following:

- The Fire & Emergency Services is increasing our presence in Markham elementary schools to provide fire safety education exclusively. We are one of the few departments in Ontario that have full school involvement.
- The Fire Prevention/Public Education division is striving to increase the level of participating schools as well as reaching members of our diverse community.
- The Fire Prevention Division's increased frequency of target inspections will ensure compliance with all relevant Fire Codes and will decrease incidents of injury and possible death due to fire in the Town of Markham.

The promotion and hiring of two new Deputy Fire Chiefs completes the executive management team for the department thus allowing for the planning of fire stations visits. This will improve communication and engagement with all suppression staff and will assist us in enhancing our staff satisfaction rating.



FIRE & EMERGENCY SERVICES BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)										
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities						
				Council						Operational
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/Public Safety	Diversity	NQI PEP Level 3
2010 Cross Commission Projects										
1	Emergency Planning (Primary)	✓	To provide a permanent Emergency Operating Centre at 8100 Warden Ave, EOC structure reviewed, updated emergency management plan and training.	✓		✓	✓		✓	✓
2	Retrofit 8100 Warden Ave. facility to accommodate Emergency Operating Centre to support Emergency Planning Project (Stimulus/RInC funded)	✓	Completion in 2010, advertise, recruit & hire Emergency Management Co-ordinator and put into operation EOC at 8100 Warden Ave.	✓		✓	✓		✓	✓
3	Fire Services Master Plan (Primary)	✓	Set strategic direction for MFES for the next 5 yrs.-10yrs.	✓			✓	✓	✓	✓
4	Municipal Service Planning - Process mapping, SOPs (Secondary)		As described in work plan finalized by Lead Department	✓			✓		✓	
5	Support Implementation of AVL as part of Implementation of Wireless Communication Project (Secondary)		As described in work plan finalized by Lead Department			✓	✓			✓
Business Unit Objectives										
1	Improve Staff recognition rating		Rating improved. Staff understand their role in recognition.				✓		✓	✓
2	Complete all existing unfinished MFES Capital budget projects for current year.		Purchase miscellaneous fire equipment, haz-mat training. Will improve future budgets.	✓			✓	✓	✓	
3	Start Construction for Cornell station		Completion in 2011	✓		✓	✓	✓	✓	
4	Phase in implementation of care maintenance of personal protective equipment program to meet new NFPA 1851 revised standards.		Third party for annual inspection & testing of bunker gear. Improve safety & provide budget direction for future.	✓		✓		✓	✓	
5	Fire recruitment; Fire Prevention Recruitment & training with anticipated Fire Station opening in 2010. Includes promotional Captains, District Chiefs and training.		Sufficient staffing for Cathedral Fire Station and existing vacancies.	✓		✓	✓	✓	✓	
6	Facilitate use of upgraded Amanda 5 software rollout 2010 for all files Fire Prevention Division.		Allows for increased efficiency for all Fire Prevention Officers by use of printing and live information on site.	✓			✓		✓	
7	Fire Prevention Records Mgmt.		Scan site plans, fire safety plan, legal issues, basement apt., info and history into 8,000 property files on Amanda system for referral by MFES staff on site.	✓			✓		✓	
8	Order and purchase pumpers for Cathedral & Cornell fire stations		Timely delivery will coincide with opening of new stations.	✓		✓	✓	✓	✓	✓
9	Conversion from current training records to Markham Learn Centre (MLC)		All staff training data will be recorded and maintained on Town database.	✓				✓	✓	✓
10	Review processes and practices to generate opportunities to continuously improve and contribute to the E3 initiative		Opportunities identified, implemented, and storyboards completed.				✓		✓	✓
11	8100 Warden Avenue to be used for Corporate training facilities.	✓	Joint study will be undertaken to determine feasibility of converting portions of 8100 Warden Ave. facility for Corporate Training Centre that may also have revenue generating potential for Town (use of staff ctte.	✓			✓		✓	

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



FIRE & EMERGENCY SERVICES 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues							
FINES	\$1,000	\$10,000	\$3,000	(\$7,000)	-70.0%	\$2,000	200.0%
USER FEES & SERVICE CHARGES	89,041	220,000	90,000	(130,000)	-59.1%	959	1.1%
SALES	483	2,000	2,000	-	0.0%	1,517	314.1%
RECOVERIES & CONTRIBUTIONS	259,446	280,961	280,961	-	0.0%	21,515	8.3%
OTHER INCOME	9,575	85,000	25,000	(60,000)	-70.6%	15,425	161.1%
Total Revenues	\$359,545	\$597,961	\$400,961	(\$197,000)	-32.9%	\$41,416	11.5%
Expenses							
SALARIES AND BENEFITS	\$25,625,330	\$24,407,440	\$25,498,720	\$1,091,280	4.5%	(\$126,610)	-0.5%
PRINTING & OFFICE SUPPLIES	18,170	35,109	35,109	-	0.0%	16,939	93.2%
PURCHASES FOR RESALE	1,218	3,883	3,883	-	0.0%	2,665	218.8%
OPERATING MATERIALS & SUPPLIES	290,342	290,361	289,963	(398)	-0.1%	(379)	-0.1%
VEHICLE SUPPLIES	1,335	2,913	2,913	-	0.0%	1,578	118.2%
UTILITIES	191,614	191,295	194,418	3,123	1.6%	2,804	1.5%
COMMUNICATIONS	72,033	76,727	79,027	2,300	3.0%	6,994	9.7%
TRAVEL EXPENSES	11,390	35,067	35,067	-	0.0%	23,677	207.9%
TRAINING	16,601	38,000	38,000	-	0.0%	21,399	128.9%
CONTRACTS & SERVICE AGREEMENTS	12,588	21,432	21,830	398	1.9%	9,242	73.4%
MAINT. & REPAIR-TIME/MATERIAL	97,866	97,000	97,000	-	0.0%	(866)	-0.9%
RENTAL/LEASE	2,968	3,297	3,297	-	0.0%	329	11.1%
PROFESSIONAL SERVICES	61,346	71,078	71,078	-	0.0%	9,732	15.9%
LICENCES, PERMITS, FEES	5,095	5,000	5,000	-	0.0%	(95)	-1.9%
OFFICE FURNISHINGS & EQUIPMENT	119	900	900	-	0.0%	781	656.3%
WRITE-OFFS	48,000	-	-	-	0.0%	(48,000)	-100.0%
TRANSFERS TO RESERVES	41,000	41,000	41,000	-	0.0%	-	0.0%
Total Expenses	\$26,497,015	\$25,320,502	\$26,417,205	\$1,096,703	4.3%	(\$79,810)	-0.3%
Net Expenditures/(Revenues)	\$26,137,470	\$24,722,541	\$26,016,244	\$1,293,703	5.2%	(\$121,226)	-0.5%

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

User Fees & Services Charges: Decrease is due to projected fees from inspections.

Other Income: Decrease is due to projected fees from inspections.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.



MARKHAM PUBLIC LIBRARY BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes					
#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Thornhill Community Library Expansion & Renovation (H#301)	Detailed working drawings completed (2009). Design implements service model resulting in improved customer usage and satisfaction, with increased associated revenues.	OT	✓	
2	Milliken Mills Community Centre, Library & Sports Fields Feasibility Study (H#302)	Study completed in coordination with Parks, Recreation, Culture and Library Master Plan process (BMFT)	OT	✓	
3	Library Services Supporting Diversity (H#303)	Milliken Mills Collection improved - not funded; Assistive Technology Devices provided to customers - CAP grant funded Kurzweil system at Thornhill Community branch; Chinese Language Catalogue implemented - not funded.	DL	✓	✓
4	Update the Master Plan for libraries as part of the Parks, Recreation, Culture and Library Master Plan process (BMFT)	Completion including Library Board approval and Council approval	OT	✓	
5	Telephone Service Project - improve telephone service through centralized point of contact (E-78)	Customer Satisfaction; Staff Satisfaction Deferred to 2010	DL	✓	✓
6	Online Services Project - CLASS software to provide online program registration (#9025, E-79)	# of program registrations; increased revenue; customer satisfaction; staff satisfaction	COM		✓
7	C3: a) Product Development - complete intellectual property process & develop marketing plan (E-82); and b) Classification System - implement system-wide to improve productivity (E-99)	a) C3 Product legal protection in progress - completion targeted for 2010. Marketing plan deferred to completion of legal process. b) Increased circulation per FTE. Implementation plan revised due to TC renovation project - deferred to 2010.	DEL	✓	✓
8	Fundraising & Partnership project - develop plan/strategy to maximize revenue opportunities (E-85)	Fundraising & Partnership Strategy/Plan completed; Board approval.	OT		
9	Self-Service Technology - invest to manage growth & contain staffing cost (E-90)	Increased circulation per FTE	OT	✓	✓
10	Material Flow Process improvement (system-level) - to maximize availability, turnover & ROI (E-91)	Reduced turnaround time; Increased turnover; increased circulation per FTE	OT		✓
11	Website Redesign Project - enhance self service as a strategy to contain costs (E-93)	Customer Satisfaction re website	COM		✓
12	Upgrade ILS (Integrated Library System) to Symphony as a strategy to contain costs (E-94)	Customer satisfaction re catalogue In progress. Completion targeted for early 2010.	DL		✓
13	Library Programs Project - review and evaluate programs to increase registration & revenue	Increased program registration, revenue & customer satisfaction; reduced cancellations	OT		✓
14	Programming Procedures Project - revise processes to maximize efficiency and revenue	Increased # programs	OT		✓
15	ISR Implementation - improve Information Services processes & redeploy staff	increased # re outreach, programs, events, info questions	OT		✓
16	Merchandizing Space Project - improve spaces & processes to enhance customer self service (E-106)	Merchandizing Guidelines implemented at all branches; Merchandizing space upgrades	OT		✓
17	Staffing Deployment Review - re allocate staff to align with demand & maximize efficiencies (E-110)	Staff Satisfaction; Circ per FTE on branch basis	COM		✓
18	Serving Diversity Project - develop diversity-related services, programs, collections	Based on language data - % of population in relation to % of customers	OT	✓	✓
19	Seniors Project - improve services to seniors, including homebound (E-89)	# programs, # outreach, # homebound served	OT	✓	✓
20	Staff Training Project - develop core competencies & training needed (E-115)	# staff trained; customer satisfaction; staff satisfaction	OT		✓

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

MARKHAM PUBLIC LIBRARY KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	0	0
Overall satisfaction (%)	79%	N/A	N/A	90%	N/A	N/A	80%
% extremely/very satisfied	37%	N/A	N/A	39%	N/A	N/A	35%
# of informal customer surveys (Counting Opinions) completed	0	0	873	1,671	1,932	1,043	2,000
Counting Opinions - % of customers extremely satisfied	N/A	N/A	39%	39%	41.1%	42.5%	40%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 72.53	\$ 90.37	\$ 86.51	\$ 83.16	\$ 85.41	N/A	\$ 90.00
Net cost per capita	\$ 20.59	\$ 25.74	\$ 24.74	\$ 23.89	\$ 24.63	N/A	\$ 24.00
Net cost per registered borrower (<i>new</i>)	\$ 33.65	\$ 42.78	\$ 40.19	\$ 38.90	\$ 39.39	N/A	\$ 40.00
Operating costs for library services per use (MPMP) (<i>new</i>)	\$ 0.85	\$ 0.77	\$ 0.73	\$ 0.72	\$ 0.66	N/A	\$ 0.65
OPERATIONAL EXCELLENCE							
Population per Staff FTE	2,756	2,372	2,482	2,393	2,380	2,394	2,500
Total Service transactions per Capita (MPMP)	14.9	20.1	20.6	20.6	23.1	N/A	25.0
Total Visits (in-person and electronic) per Capita	9.0	12.7	13.1	13.0	13.6	N/A	20.0
Circulation per Capita	10.2	15.0	15.2	14.5	16.5	8.8	16.0
Circulation per Circulation Staff FTE	102,134	121,607	130,093	126,241	148,388	80,126	132,000
Information questions per Information Staff FTE	18,897	14,108	14,440	19,712	20,376	N/A	20,000
Information questions per Capita	1.9	1.8	1.8	2.5	2.8	N/A	3.0
Library Space (sq. ft.) per Capita	0.46	0.45	0.42	0.45	0.43	0.42	0.60
Registered Borrowers as % of Population	61%	60%	62%	62%	63%	N/A	65%
Holdings per Capita	2.63	2.43	2.50	2.58	2.46	N/A	3.00
Average Library Learning Hours per Full-time Employee	N/A	N/A	N/A	6.0	9.8	N/A	10.0
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	76%	N/A	75%	N/A	65.1	N/A	75%
Recognition rating (from staff survey)	66%	N/A	69%	N/A	52.8	N/A	65%
Staff Satisfaction rating (from staff survey)	75%	N/A	74%	N/A	73.9	N/A	80%
Completion rate for performance management	64%	73%	74%	61%	95%	N/A	100%
Average Corporate learning hours per full-time employee	1.0	N/A	29.5	10.1	6.9	N/A	20.0
Staff absenteeism (average # of days per employee)	7.0	7.4	8.4	12.2	11.5	N/A	8.4
Staff turnover rate	8%	7%	2%	5%	3%	N/A	7.5%

KPI SUMMARY

From 2007 to 2008, our circulation per capita increased by 15%, indicating that library borrowing is increasing at a faster rate than population increase (3.3%). At 16.5, MPL has the highest Circulation Per Capita in the GTA (average is 11). We believe that this strong performance is driven by a continuous improvement strategy for collection development, and by a range of strategies that make it easy for customers to find what they need – merchandizing, proactive service and C3, our new classification system for non-fiction.

Measuring Efficiency: We are also one of the most efficient library systems in the GTA. Thousands of items flow through our branches every day, and efficient material handling is a critical part of our operations. In 2008, our Circulation per Circ Staff FTE increased by 18% over 2007. And compared to other GTA libraries, MPL has one of the highest levels of circulation per FTE, reflecting the success of our efforts to manage our staffing resources carefully and thoughtfully, while maintaining excellence in customer service. Our success in managing increased borrowing and material flow efficiently has been based on a couple of key strategies:

- By automating material flow & introducing self-service technology, we have kept pace with growth in material flow and associated workload.
- Through ongoing process review and improvement, within our municipal frameworks of NQI and E3, we have simplified and streamlined all material-handling processes to drive productivity.

2010 KPI Projections: Due to the closure of Thornhill Community Library during 2010 for construction, we anticipate some negative pressures on our 2010 operational KPIs.



MARKHAM PUBLIC LIBRARY BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)

#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
				Council						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity	NQI PEP Level 3	ES Project

2010 Cross Commission Projects

1	Reports to Council report improvements (Primary)		Implementation of revised forms etc.; Revised bylaws approved by Council								✓	
2	Integrated Leisure Master Plan (Primary)		Approval by Council						✓			
3	Accessibility (AODA) (Secondary)		Supporting Project Implementation				✓			✓		
4	Diversity (Secondary)		Supporting Project Implementation							✓		
5	IT Infrastructure (Secondary)		Supporting Project Implementation								✓	✓
6	Portal (Secondary)		Supporting Project Implementation				✓				✓	✓
7	Sponsorship (Secondary)		Supporting Project Implementation									✓
8	Municipal Service Planning (Secondary)		Supporting Project Implementation				✓				✓	

Business Unit Objectives

1	Service Desk Replacement - to support mobile proactive Customer Service	✓	Improved survey scores re offer to assist & welcome				✓				✓	
2	Implementation of wayfinding & signage improvements - to enhance self-service	✓	Improved survey scores re ease of finding information				✓			✓	✓	✓
3	Develop and implement merchandizing standards - to enhance self-service	✓	Improved collection turnover; % of sf allocated to merchandizing				✓			✓	✓	✓
4	Book Sale Project - Review booksale processes & pricing		Increased booksale revenue				✓				✓	✓
5	Improve Statistical Reporting & Analysis - for improved Board & other reporting		Improved staff efficiency in statistical reporting - # workhours reduced				✓				✓	✓
6	C3 Development Project - Phase 2 - Product Development & marketing plan		Potential Revenue; timing depends on completion of patent process				✓					✓
7	C3 - Phase 3 - Implementation System-Wide to keep pace with growth		C3 implemented in all branches; improve productivity; cost containment				✓				✓	✓
8	The Right Programs Project - Expand the Learning Place		Increased # of programs; increased program participants; increased program revenue				✓				✓	✓
9	Information Services Processes Review - complete implementation		Improved processes; Increased # of projects, outreach, etc.				✓				✓	✓
10	Interlibrary Loan - implement efficiency recommendations		Improved processes; reduced staff-hours needed for Interlibrary Loan service				✓				✓	✓
11	Volunteer Project Implement new strategies for adult volunteers & homebound service		Reduce staff workload related to volunteer management; contain costs				✓				✓	✓
12	East Markham Opening Day Collection - Conduct RFP to select a vendor; begin working with vendor to build the Collection	✓	Vendor selected; contract signed; work commenced				✓	✓	✓			
13	Thornhill Community Library Expansion & Renovation		Improved customer satisfaction and usage, with increased associated revenues				✓	✓	✓		✓	
14	Milliken Mills Library Expansion & Renovation (Design) - based on 09 feasibility study	✓	Design for expansion & renovation (construction-ready drawings) completed				✓	✓	✓			
15	Material Flow Process Improvement (system level) - implement improved processes based on Symphony ILS options and functionality		Improved processes; quicker turnaround of returned materials; quicker holds fulfillment rate; improved collection turnover				✓				✓	✓
16	Expand self-service technology	✓	Increased circulation per FTE				✓				✓	✓
17	Telephone Service Project		Customer satisfaction improved				✓					✓
18	Improvements to online fine payment - contingent on Integrated CS project		Improved processes; cost containment; customer satisfaction				✓				✓	✓
19	Staff Training - Develop training for core competencies re customer service		Customer satisfaction improved				✓				✓	✓
20	Partnerships Review - value & benefits to MPL		Increased # programs; potential revenue opportunities				✓					✓

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



MARKHAM PUBLIC LIBRARY 2010 OPERATING BUDGET

Description	2009 Forecast	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. vs. 2009 Bud.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
GRANTS AND SUBSIDIES	\$236,106	\$228,778	\$228,778	-	0.0%	(\$7,328)	-3.1%	
USER FEES & SERVICE CHARGES	602,072	534,409	534,569	160	0.0%	(67,503)	-11.2%	
RENTALS	42,430	42,800	35,575	(7,225)	-16.9%	(6,855)	-16.2%	
SALES	65,051	51,888	45,668	(6,220)	-12.0%	(19,383)	-29.8%	
OTHER INCOME	308	-	-	-	0.0%	(308)	-100.0%	
Total Revenues	\$945,967	\$857,875	\$844,590	(\$13,285)	-1.5%	-\$101,377	-10.7%	
Expenses								
SALARIES AND BENEFITS	\$7,172,081	\$7,111,111	\$7,290,454	\$179,343	2.5%	\$118,373	1.7%	
PRINTING & OFFICE SUPPLIES	49,012	49,012	49,012	-	0.0%	-	0.0%	
OPERATING MATERIALS & SUPPLIES	2,238,967	2,215,478	2,208,952	(6,526)	-0.3%	(30,015)	-1.3%	
UTILITIES	103,804	114,789	112,881	(1,908)	-1.7%	9,077	8.7%	
COMMUNICATIONS	110,637	127,042	105,042	(22,000)	-17.3%	(5,595)	-5.1%	
TRAVEL EXPENSES	38,569	33,720	33,720	-	0.0%	(4,849)	-12.6%	
TRAINING	18,817	18,817	18,817	-	0.0%	-	0.0%	
CONTRACTS & SERVICE AGREEMENTS	66,004	105,612	105,612	-	0.0%	39,608	60.0%	
MAINT. & REPAIR-TIME/MATERIAL	232,235	206,918	220,145	13,227	6.4%	(12,090)	-5.2%	
RENTAL/LEASE	9,719	7,344	8,728	1,384	18.8%	(991)	-10.2%	
INSURANCE	11,963	11,963	11,963	-	0.0%	-	0.0%	
PROFESSIONAL SERVICES	58,495	49,418	49,418	-	0.0%	(9,077)	-15.5%	
LICENCES, PERMITS, FEES	8,907	9,140	9,140	-	0.0%	233	2.6%	
CREDIT CARD SERVICE CHARGES	5,488	-	-	-	0.0%	(5,488)	-100.0%	
PROMOTION & ADVERTISING	33,254	30,254	30,254	-	0.0%	(3,000)	-9.0%	
OTHER PURCHASED SERVICES	523,308	523,308	523,308	-	0.0%	-	0.0%	
OFFICE FURNISHINGS & EQUIPMENT	15,757	8,010	8,010	-	0.0%	(7,747)	-49.2%	
Total Expenses	\$10,697,017	\$10,621,936	\$10,785,456	\$163,520	1.5%	\$88,439	0.8%	
Net Expenditures/(Revenues)	\$9,751,050	\$9,764,061	\$9,940,866	\$176,805	1.8%	\$189,816	1.9%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.



OPERATIONS BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes					
#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Strategic Planning Implementation of Operations Facility Master Plan (H#305)	Following Council approval, implement recommendations and 2009 action plan	AD	✓	✓
2	Environmental Focus Implement Turf maintenance Standards	Complete implementation of year 3 of 5 yr plan by Q4	COM	✓	✓
3	Trees for Tomorrow Program	Achieve 3rd year planting target by Q4	OT	✓	
4	Infrastructure Management Develop & Implement Sport Field Use Policy	Completion of review by Q1 and implement recommendations	AD	✓	✓
5	Complete Storm Sewer Condition Assessment and develop multi-year work plan	Completion of a comprehensive work plan to address repair replacement needs by Q2	OT	✓	✓
6	Organizational Excellence Develop Succession Planning Strategy	Proactive resource planning for key management and supervisory positions by Q3	AD	✓	✓
7	Complete Staff Satisfaction Improvement Projects	Implementation of 4 improvement projects by Q4	COM	✓	✓
8	Capturing data related to new inventory	Acquire 100% complete and accurate data sets of new inventory - complete by Q4	OT		✓
9	Service Planning Project - Phase 1	Process Improvements - Job Costing, Resource Deployment Strategy, service standards, gap analysis, Service planning model to deliver all Operations services consistent across the	OT	✓	✓
10	Continuous Improvement - Process Re-Engineering - (e.g. 'Pipes Group')	Consolidation of areas of responsibility for storm and sanitary sewer maintenance, repair and rehabilitation	AD	✓	✓
11	Review of management practices and organizational structure	Review completed	COM	✓	✓
12	Fiscal Stewardship Reserve Study Update, Development Charges By-law Review and Job Costing	Provide input and updates with collaboration of other depts by Q4	COM	✓	✓
13	E3 Initiatives E-32: Service levels review. Redeployment, crew reductions, seasonal movement	Review service levels by Q4	OT	✓	
14	E-33: Forestry and Turf Maintenance Deployment	To achieve efficiencies by relocating staff to Miller Ave - by Q1	DL	✓	✓
15	E-34: Equipment placement throughout Town	Deployment at satellite locations to achieve efficiencies - by Q2	DEL	✓	✓
16	E-35: Fuel Consumption - monitoring (AVLs)	Complete 2009 implementation plan for AVL's by Q3 to improve time usage and gas usage (increase productivity)	DL		✓
17	E-37: Summer Student Program/150's - review of areas and crew - analysis of services	Review trim crew routes to ensure proper distribution of workloads vs staffing levels - by Q1	COM	✓	
18	E-38: Short term rental of vehicles - reduce cost to rent vehicles over 3 year program	Review options of leasing vehicles and deployments to achieve efficiencies - by Q1	AD	✓	
19	E-39: Public Space Review and explore options, including the barrels and baskets program	Public Space Review completed. Review options for barrel and basket program by Q2.	AD	✓	
20	E-40: Perennial and Annual plant material review	Convert 12 annual beds to perennial beds by Q2	COM	✓	
21	E-41: Schedule of Fees for services provided for Festivals and Special Events	To determine a schedule of Fees for approval by council in Q1 for revenue generation to be implemented in 2009 or 2010	AD	✓	
22	E-42: Materials Depot	Begin review of deployment of materials at satellite shops (reduce travel time) for completion by Q4 in 2013	OT	✓	
23	E-43: KPI and updating the measures and targets on the Business Unit Profile	To start process in Q1 to developing and implementing KPI's / best practices by Q4 in 2011	OT		✓
24	E-44: Development Standards - urban design maintenance costs and life cycle costs	Improve coordination between Depts regarding maintaining new infrastructure. Process Map by Q2	AD	✓	✓
25	E-45: Naturalization of existing public areas - review	Review existing public areas for implementation of naturalization by Q4 to achieve efficiencies	AD	✓	
26	Evaluate and implement Staff recommended E3 suggestions	Involve staff to prioritize and develop implementation teams to review, prepare work plans, and implement solutions on staff suggested E3 ideas where applicable by Q4	OT	✓	✓

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation



OPERATIONS KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	0	1 every 2 years
# of informal customer surveys completed	0	1	0	1	1	0	1
Overall satisfaction (%)	74%	N/A	N/A	79%	N/A	N/A	80%
% extremely/very satisfied	15%	N/A	N/A	33%	N/A	N/A	35%
% Customers indicated 'Timely Response' received	N/A	73%	N/A	N/A	92%	N/A	85%
% Customers indicated 'Satisfactory Resolution' received	N/A	75%	N/A	N/A	83%	N/A	85%
% Customers indicated 'Satisfactory Level of Service' received	N/A	74%	N/A	N/A	82%	N/A	85%
Number of ACR work orders/requests (Parks and Roads)	7,835	8,573	8,304	10,128	11,902	N/A	N/A
FINANCIAL PERFORMANCE							
Net cost per household	\$ 152.03	\$ 154.04	\$ 158.65	\$ 188.25	\$ 206.62	N/A	N/A
Cost per hectare of parks maintained (MPMP)	\$ 6,758.00	\$ 7,069.00	\$ 6,756.00	\$ 6,637.00	N/A	N/A	N/A
Cost per tree maintained	\$ 2.87	\$ 3.15	\$ 3.08	\$ 3.13	N/A	N/A	N/A
Operating cost for paved roads per lane kilometre (MPMP)	\$ 688.75	\$ 616.82	\$ 600.76	\$ 694.75	\$ 698.69	N/A	N/A
Operating costs of road winter maintenance per lane kilometre maintained (MPMP)	\$ 3,691.43	\$ 3,565.92	\$ 2,385.26	\$ 3,968.97	\$ 5,500.78	N/A	N/A
Average annual operating cost per licensed unit in Fleet under 10,000 lb GVW <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OPERATIONAL EXCELLENCE							
Hectares of park per 1,000 persons (MPMP)	2.74	2.80	2.73	2.92	3.53	N/A	N/A
Parkland hectares as % of total hectares in municipality	3.2%	3.6%	3.6%	3.8%	N/A	N/A	N/A
% of paved lane kms where condition is rated good or above (MPMP)	86%	83%	85%	77%	76%	N/A	85%
% of winter responses that meet or exceed road maintenance standards (MPMP)	100%	100%	100%	91%	100%	N/A	100%
Completion rate of capital projects (% of planned budget spent) <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	100.0%
Licensed fleet availability (in service rate in %) <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	90.0%
% of fleet utilizing hybrid technology (light duty vehicles under 10,000 lb GVW) <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Met mowing standard of 12 – 14 days <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	100.0%
Availability of sportfields for public use (in service rate in %) <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	100.0%
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	70%	N/A	73%	N/A	58.7	N/A	75%
Recognition rating (from staff survey)	57%	N/A	64%	N/A	49.6	N/A	65%
Staff Satisfaction rating (from staff survey)	60%	N/A	72%	N/A	70.6	N/A	80%
Completion rate for performance management	100%	90%	97%	100%	95%	N/A	100%
Average Corporate learning hours per full-time employee	1.0	21.5	41.9	43.2	10.4	N/A	20.0
Staff absenteeism (average # of days per employee)	8.7	7.5	7.5	N/A	10.4	N/A	8.4
Staff turnover rate	2%	5%	3%	3%	11%	N/A	7.5%

KPI SUMMARY

Operations staff will utilize 2009 data to establish targets for annual operating costs of licensed fleet. Currently undertaking review of fleet life cycle to establish annual targets (through fleet replacements) for % of fleet utilizing hybrid technology. In addition, Operations staff is undertaking Service Planning Project, which will allow the department to address service level gaps and provide greater understanding of actual costs for service delivery. Information collected through the project will provide us with enough detail to set financial targets for 2010 (by Dec. 31st 2009) and future BUP's. For the newly developed KPIs, the plan is to collect the data starting in 2009.



OPERATIONS BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)										
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities						
				Council					Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/Public Safety	Diversity	NQI PEP Level 3
2010 Cross Commission Projects										
1	Public Works Master Plan (Primary)		<ul style="list-style-type: none"> Identify/confirm candidate sites to meet both interim and long term needs by Sept 2010 Prepare site rehabilitation strategy and financial model for existing Public Works yards and present to CCC in July 2010 	✓			✓		✓	✓
2	Implement Auditor General Recommendations - Attendance Management (Secondary)		By April 1st, develop and implement improved procedure to complete and process daily time sheets - improve tracking/authorization of overtime, tracking sick leave and lieu time.				✓		✓	✓
3	Implement Service Planning Project - Phase 2 to support Municipal Service Planning project		<ul style="list-style-type: none"> Complete detailed process mapping for each functional activity by Dec 31, 2010 Complete review of Phase 1 recommendations by Mar 2010 Implement new deployment strategy to best deliver services consistently across the Town - Hort & Turf maint by May 1/10 and winter operations by Oct. 1/10 	✓			✓		✓	✓
4	Support Implementation of Automatic Vehicle Locators as part of Implementation of Wireless Communication Project by ITS		<ul style="list-style-type: none"> Complete contract administration for select winter operations equipment for 2009/2010 winter season by April 2010 Use AVL technology to measure idling emissions thru 2009/2010 winter season and implement anti-idling policies based on results by Nov 2010 			✓	✓			✓
Business Unit Objectives										
1	St. Roberts S.S. sports field (Stimulus/RInC project)		<ul style="list-style-type: none"> Complete detailed design, construction dwgs and tender documents by Jan 1/10 Complete construction of artificial turf field and seasonal bubble structure by Dec 31/10 				✓			
2	Trees for tomorrow		Complete tree plantings to meet target numbers by Nov 2010			✓				
3	Pipes' Group		<ul style="list-style-type: none"> Restructuring of Operations and Waterworks Divisions to consolidate areas of responsibility for storm and sanitary sewers by Dec 2010 Complete storm sewer condition assessments and prepare multi-year repair/rehabilitation work plan by Sept 2010 				✓		✓	✓
4	Summer Recruitment & Town Policy on hiring of relatives		Work with HR to develop comprehensive policy on hiring of relatives prior to Jan 2010. Implement new policy through full time and summer recruitment program - Jan to Mar 2010.						✓	
5	Turf Maintenance Standards		By May 1st, 2010, complete equipment procurement and hire additional staff required for implementation of year 4 of 5.				✓			✓

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



OPERATIONS 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. vs. 2009 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
RENTALS	\$208,209	\$172,000	\$172,000	-	0.0%	(\$36,209)	-17.4%	
SALES	77,326	126,000	126,000	-	0.0%	48,674	62.9%	
RECOVERIES & CONTRIBUTIONS	793,592	485,320	435,320	(50,000)	-10.3%	(358,272)	-45.1%	
OTHER INCOME	(1,212)	18,500	10,000	(8,500)	-45.9%	11,212	-925.1%	
Total Revenues	\$1,077,915	\$801,820	\$743,320	(\$58,500)	-7.3%	(\$334,595)	-31.0%	
Expenses								
SALARIES AND BENEFITS	\$8,781,362	\$8,845,994	\$9,286,936	\$440,942	5.0%	\$505,574	5.8%	
PRINTING & OFFICE SUPPLIES	1,412	1,500	1,500	-	0.0%	88	6.2%	
OPERATING MATERIALS & SUPPLIES	72,810	95,845	89,845	(6,000)	-6.3%	17,035	23.4%	
VEHICLE SUPPLIES	1,381,361	1,781,905	1,608,097	(173,808)	-9.8%	226,736	16.4%	
SMALL EQUIPMENT SUPPLIES	10,103	13,688	13,688	-	0.0%	3,585	35.5%	
BOTANICAL SUPPLIES	264,671	291,614	280,965	(10,649)	-3.7%	16,294	6.2%	
CONSTRUCTION MATERIALS	1,268,251	1,260,959	1,379,990	119,031	9.4%	111,739	8.8%	
UTILITIES	245,646	243,008	247,764	4,756	2.0%	2,118	0.9%	
COMMUNICATIONS	17,701	41,602	41,602	-	0.0%	23,901	135.0%	
TRAINING	4,020	4,000	4,000	-	0.0%	(20)	-0.5%	
CONTRACTS & SERVICE AGREEMENTS	4,916,224	5,021,741	5,465,040	443,299	8.8%	548,816	11.2%	
MAINT. & REPAIR-TIME/MATERIAL	1,697,006	1,088,984	1,129,585	40,601	3.7%	(567,421)	-33.4%	
RENTAL/LEASE	267,934	335,140	315,387	(19,753)	-5.9%	47,453	17.7%	
PROFESSIONAL SERVICES	8,956	8,956	8,956	-	0.0%	-	0.0%	
LICENCES, PERMITS, FEES	199,862	221,626	206,966	(14,660)	-6.6%	7,104	3.6%	
PROMOTION & ADVERTISING	484	497	497	-	0.0%	13	2.7%	
OTHER PURCHASED SERVICES	(149,396)	(67,316)	(72,043)	(4,727)	7.0%	77,353	-51.8%	
Total Expenses	\$18,988,407	\$19,189,743	\$20,008,775	\$819,032	4.3%	\$1,020,368	5.4%	
Net Expenditures/(Revenues)	\$17,910,492	\$18,387,923	\$19,265,455	\$877,532	4.8%	\$1,354,963	7.6%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Recoveries & Contributions: Decrease is due to the reduction in projected recoveries from 2009 levels.

Vehicle Supplies: Decrease is due to projected lower pricing and volumes in fuel.

Construction Materials: Increase due to the annual assumption of new roads for maintenance.

Contracts & Service Agreements: Increase due to escalation in Town contracts such as winter maintenance.



WASTE MANAGEMENT BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Increase Curbside Garbage, Recycling and Organics collection budget to reflect Growth and Inflation needs	Average cost for waste management - integrated (MPMP)	OT		✓
2	Continue litter prevention program (Blue Box litter lid and Community Mailbox recycling)	Overall waste diversion rate (MPMP)	OT	✓	✓
3	Expand recycling/organics collection (Zero Waste) at special events	Number of events serviced (MPMP)	OT	✓	✓
4	Expand Mission Green @ Work to 3 major Community Centres (E-64)	Number of facilities with Mission Green @ Work	OT	✓	✓
5	Complete expansion of Mission Green to BIA's		OT	✓	✓
6	Continue to set up organics collection at high-rise apartments and condos	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)	OT	✓	✓
7	Clear Bag for Garbage program	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)	AD		✓
8	Build on findings of 2008 recycling depot review study to investigate re-use network to meet current and future needs including pursuing York Region funding for a future community re-use centre.	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)	AD		✓
9	Investigate new processing opportunities for new diversion materials i.e. televisions	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)	OT		✓
10	Standardize Mission Green @ Work containers to increase recognition and program participation	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)	OT		✓
11	Improved Web presence	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)	OT		✓
12	Work with Human resources to implement departmental organizational review (E-58)	Departmental organizational review implemented	OT		✓
13	Pursue technology and software solutions to increase efficiency of existing staff resources		AD		✓
14	Pursue integration of environmental services in Operations Department to deliver single service solutions for environmental initiatives (E-59)	Average cost for waste management - integrated (MPMP)	OT		✓
15	Continue implementing Zero Waste policies	Zero Waste policies implemented	OT	✓	✓
16	Continue partnership with Goodwill for re-use opportunities	Overall waste diversion rate (MPMP)	OT		✓
17	Initiate collection contract renewal process	Average cost for waste management - integrated (MPMP)	OT		✓
18	Pursue Ontario Electronic Stewardship funding for recycling of waste electric and electronic equipment	Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)	AD	✓	✓

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

WASTE MANAGEMENT KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
CUSTOMER SATISFACTION							
# of formal customer satisfaction surveys completed	0	0	0	0	0	1	1 every 2 years
# of informal customer surveys completed	2	2	2	3	1	1	2
Overall satisfaction (%)	70%	N/A	N/A	86%	N/A	85%	80%
% extremely/very satisfied	32%	N/A	N/A	41%	N/A	N/A	35%
# of service requests (ACR - Cases)	4,647	8,239	4,975	4,519	3,754	1,809	N/A
Overall Satisfaction with depot services - survey (<i>new</i>)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FINANCIAL PERFORMANCE							
Net cost per household	\$ 62.48	\$ 68.09	\$ 74.64	\$ 72.54	\$ 68.16	N/A	N/A
Operating cost for waste collection per tonne (MPMP)	\$ 57.35	\$ 32.22	\$ 27.57	\$ 26.27	\$ 26.56	N/A	N/A
Operating cost for waste diversion per tonne (MPMP)	\$ 135.71	\$ 102.88	\$ 96.35	\$ 98.35	\$ 107.86	N/A	N/A
Average cost for waste management - integrated (MPMP)	\$ 86.40	\$ 93.86	\$ 94.66	\$ 95.35	\$ 102.03	N/A	N/A
External Grants and Sponsorship funds attracted	\$ 648,971	\$ 662,844	\$ 440,949	\$ 536,621	\$ 550,000	\$ 650,000	N/A
OPERATIONAL EXCELLENCE							
Overall waste diversion rate (MPMP)	37.1%	52.0%	69.6%	70.2%	73.0%	73.0%	75.0%
# visits to recycling depots per year	43,507	44,232	69,988	100,340	114,876	51,000	N/A
# of white goods appointments per month	125	648	627	461	370	344	N/A
# of curbside collections per year	10,927,800	13,296,192	15,522,832	11,282,958	11,282,950	7,761,415	N/A
# of special events supplied recycling service	N/A	50	56	65	68	26	N/A
# of by-law notices issued (<i>new</i>)	N/A	N/A	N/A	1,550	1,758	N/A	N/A
# of community presentations made	N/A	40	40	20	26	26	N/A
# of Waste Management Inspections	N/A	N/A	N/A	50	66	35	N/A
% of Contracted collection services provided on schedule (<i>new</i>)	N/A	N/A	N/A	N/A	N/A	N/A	100%
# of development agreements commented in AMANDA	N/A	45	110	180	193	125	N/A
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	N/A	N/A	N/A	N/A	N/A	N/A	75%
Recognition rating (from staff survey)	N/A	N/A	N/A	N/A	N/A	N/A	65%
Staff Satisfaction rating (from staff survey)	N/A	N/A	N/A	N/A	N/A	N/A	80%
Completion rate for performance management	100%	N/A	N/A	N/A	N/A	100%	100%
Average Corporate learning hours per full-time employee	2.8	N/A	41.3	37.3	3.5	N/A	20.0
Staff absenteeism (average # of days per employee)	3.3	6.5	5.5	12.2	43.0	N/A	8.4
Staff turnover rate	0%	0%	0%	0%	0%	N/A	7.5%

KPI SUMMARY

Waste Management continues to strive for excellent customer service and diversion leadership supported by effective social marketing to promote behaviour change. We would like to highlight the following:

- Waste Management services generate the highest call volume and ACR cases within the Town. Our key KPI tracks collection services to ensure residents receive service on the scheduled collection day 100% of the time. Monitoring our waste management service level will result in higher participation, customer satisfaction and reduced call volumes.
- Waste Management continues to provide leadership with its public space and special events recycling programs and innovative Zero Waste initiatives. Markham is setting the bar across Ontario and influencing Provincial environmental policies. We will continue to develop and enhance current programs such as super mail box recycling, introduce new policies that improve the sustainability of our operations, and develop new indicators to track our performance.

The Waste Management department is in the final stages of a departmental restructuring to ensure the department is prepared to meet the challenges of sustainability, continued innovation and public service. It is conceivable there might be further need to adjust our KPIs.



WASTE MANAGEMENT KEY PERFORMANCE INDICATORS

2010 Business Plan Objectives (S.M.A.R.T)

#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
				Council						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity	NQI PEP Level 3	E3 Project

2010 Cross Commission Projects

1	Municipal Service Planning - Process mapping, SOPs, focus on Operations, - development of model (Secondary)		As described in work plan finalized by Lead Department	✓			✓				✓	
2	The Green Print: Community Sustainability Plan (Secondary)		As described in work plan finalized by Lead Department	✓		✓	✓				✓	

Business Unit Objectives

1	Increase Diversion: expand Mission Green to all Community Centres (E-64) and BIA's; expand organics collection to high-rise apartments and condos		Increase overall waste diversion rate (MPMP)			✓						✓
2	Continue litter prevention program (ie Community Mailbox recycling)		Number of events serviced (MPMP) and new containers placed at Supermail boxes			✓						
3	Expand recycling/organics collection (Zero Waste) at special events		Increase number of events serviced (MPMP)			✓						
4	Build on findings of 2008 recycling depot review study to investigate re-use network to meet current and future needs including pursuing York Region funding for a future community re-use centre, new processing opportunities for electronics/televisions, and continue partnership with Goodwill	✓	Overall Waste diversion rate (MPMP) Service level increase	✓		✓					✓	
5	Initiate collection contract renewal process		Reduce cost and increase service levels for waste management				✓				✓	✓
6	Continue implementing Zero Waste policies; Standardize collection containers to increase recognition and program participation. Improved Web presence		Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP)								✓	
7	Pursue integration of environmental services in Operations Department to deliver single service solutions for environmental initiatives (E-59), Work with Human resources to implement departmental organizational review (E-58); Pursue technology and software solutions to increase efficiency of existing staff resources		Average cost for waste management - integrated (MPMP) and overall waste diversion rate (MPMP). Departmental organizational review implemented				✓				✓	✓
8	Establish 'Facilities Environmental Team'		Deliver environmental programs efficiently and effectively within Commission/improve best practises and communications			✓						✓
9	Undertake key environmental projects and policy development as per 3 year workplan ie. Water bottle issue; Tracking Fleet GHGs		Address Commission goals; BMFT and Green Print objectives			✓	✓					
10	Administer Markham Environmental Sustainability Fund	✓	Promote environmental initiatives within the Community and Corporation and leverage funding and volunteers to extend Town resources			✓					✓	

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



WASTE MANAGEMENT 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. vs. 2009 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
GRANTS AND SUBSIDIES	\$683,326	\$532,609	\$651,695	\$119,086	22.4%	(\$31,631)	-4.6%	
USER FEES & SERVICE CHARGES	32,447	25,000	26,807	1,807	7.2%	(5,640)	-17.4%	
SALES	97,532	155,750	160,274	4,524	2.9%	62,742	64.3%	
OTHER INCOME	2,001	30,000	31,234	1,234	4.1%	29,233	1460.9%	
Total Revenues	\$815,306	\$743,359	\$870,010	\$126,651	17.0%	\$54,704	6.7%	
Expenses								
SALARIES AND BENEFITS	\$514,961	\$514,163	\$686,577	\$172,414	33.5%	\$171,616	33.3%	
PRINTING & OFFICE SUPPLIES	649	17,476	17,476	-	0.0%	16,827	2592.8%	
PURCHASES FOR RESALE	135,385	141,535	161,535	20,000	14.1%	26,150	19.3%	
OPERATING MATERIALS & SUPPLIES	48,556	2,622	2,622	-	0.0%	(45,934)	-94.6%	
UTILITIES	3,366	2,536	2,910	374	14.7%	(456)	-13.5%	
COMMUNICATIONS	1,208	1,320	1,320	-	0.0%	112	9.3%	
TRAVEL EXPENSES	301	-	-	-	0.0%	(301)	-100.0%	
TRAINING	150	-	-	-	0.0%	(150)	-100.0%	
MAINT. & REPAIR-TIME/MATERIAL	39,281	3,635	3,635	-	0.0%	(35,646)	-90.7%	
RENTAL/LEASE	800	981	981	-	0.0%	181	22.6%	
PROFESSIONAL SERVICES	216	16,214	16,214	-	0.0%	15,998	7406.5%	
CREDIT CARD SERVICES CHARGES	3,434	1,737	1,737	-	0.0%	(1,697)	-49.4%	
PROMOTION & ADVERTISING	41,345	67,219	102,219	35,000	52.1%	60,874	147.2%	
CONTRACTED MUNICIPAL SERVICES	7,653,922	7,471,351	7,658,434	187,083	2.5%	4,512	0.1%	
Total Expenses	\$8,443,574	\$8,240,789	\$8,655,660	\$414,871	5.0%	\$212,086	2.5%	
Net Expenditures/(Revenues)	\$7,628,268	\$7,497,430	\$7,785,650	\$288,220	3.8%	\$157,382	2.1%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Grants and Subsidies: Increase is due to additional funding projected to be received from outside organizations.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Contracted Municipal Services: Increase is due to inflation and growth in waste contracts.



WATERWORKS BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes					
#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Annual Watermain & Sanitary Sewer construction, replacement & rehabilitation projects (cement relining, cathodic protection, dead-end looping, structural lining, blockage removal, water meter replacement, etc.)	Projects completed on time and on budget. System performance and water quality improved.	OT	✓	✓
2	Trunk Sanitary Sewer zoom camera inspection	All manholes and lines inspected. Projects completed on time and on budget.	OT	✓	✓
3	Automated Meter Reading (AMR) - Neptune pilot project	Corporation gains knowledge & experience using automated meter reading; will support planning and decision making in future implementation.	DL	✓	✓
4	Automated Vehicle Location (AVL) pilot project for Waterworks vehicles	Managed by IT. Improved efficiency in utilization of Town vehicles.	DL	✓	✓
5	Data Acquisition, Repository & Tracking Strategy (DARTS)	Strategy Implemented - Backend DAMA Managed by IT. Business Process & DAMA Managed thru WW Programs	DL	✓	✓
6	Software purchases to support other Waterworks projects	Managed by IT. Departmental efficiency improved.	OT		✓
7	As-Built Mobile - link as-built drawings to GIS & mobile GIS systems.	As-built drawings accessible through mobile units. Efficiency & emergency response improved	AD	✓	✓
8	Water & Sanitary Sewer physical condition assessment	Successful integration of physical condition data into condition rating / asset lifecycle system.	OT	✓	✓
9	Instrumentation - Permanent Flow Monitoring Stations to collect hydraulic data	Stations implemented and functioning.	AD	✓	✓
10	Inflow/Infiltration program - flow monitoring & smoke testing to identify extraneous sources of flow into sanitary sewer system.	Year 2 of 5-year program implemented. I/I decreased. Sewer flows decreased. System performance increased.	OT	✓	✓
11	Sanitary Sewer Hydraulic Model (part of multi-year project) - collection of hydraulic data to calibrate the model.	Data collected for model and calibration for system analysis.	OT	✓	✓
12	Waterworks Process Control System (PCS) - expansion of pilot SCADA system to include anticipated town-wide DMAs.	Instrumentation & software purchased, installed and customized for Waterworks needs.	OT	✓	✓
13	Carlton Rd. pumping station generator building upgrade	Building constructed. Operations more efficient. Equipment protected.	DL	✓	✓
14	Water & Sewer related equipment	Equipment purchased. Operations more efficient.	OT	✓	✓
15	Office Space Improvements	Waterworks O&M offices relocated. Staff satisfaction improved. Overall departmental efficiency improved.	OT		✓
16	QMS implementation & maintenance - Town is required to submit an application to become an accredited Operating Authority by Feb. 1/09. An external auditor will audit Town's QMS in Q2, in order to complete the QMS implementation, and then move on to continual improvement and maintenance of QMS (CFS-9001)	External audit completed. Accreditation received.	COM	✓	✓
17	Training Model Phase 4 (Continuous Improvement) methods of collecting and analysing data, modifying, improving and implementing changes where needed.	Complete managers & staff feedback on Training Model process through evaluation forms and interviews.	DL	✓	✓
18	Training Model Phase 5 (Policy) - development of training policies and guidelines for Waterworks	Feedback received from policy users.	DL	✓	✓
19	Configuration & Deployment of Mobile Work Management System (CFS-9005)	Team settings configured, work orders customized for Waterworks needs. Data collection & record-keeping efficiency	OT	✓	✓
20	Financial Plan as required by O.Reg. 453/07	Financial data collected, financial plan draft completed	AD	✓	✓
Notes:					

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation



WATERWORKS KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

CUSTOMER SATISFACTION	2004	2005	2006	2007	2008	2009	TARGET
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	JUNE 30	
# of formal customer satisfaction surveys completed	0	0	0	0	0	0	0
Service Satisfaction Rating (%) from informal survey	90%	88%	91%	82%	73%	83%	80%
Overall satisfaction (%)	N/A	N/A	N/A	N/A	N/A	N/A	35%
% extremely/very satisfied	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Water Quality Complaints per 1,000 people served (NBI) showing Markham / Canada-wide average	0.2 / 1.60	0.2 / 1.40	0.2 / 1.10	0.2 / 0.60	N/A	N/A	0.20
Water Pressure Complaints per 1,000 people served (NBI) showing Markham / Canada-wide average	0.41 / 0.56	0.49 / 0.51	0.63 / 0.45	0.67 / 0.44	N/A	N/A	0.45
FINANCIAL PERFORMANCE							
Operating cost per km - water distribution system (MPMP)	\$ 8,333.33	\$ 9,675.25	\$ 11,050.79	\$ 11,597.23	\$ 12,517.32	N/A	\$ 11,324.01
Operating cost per km - wastewater collection system (MPMP)	\$ 3,726.50	\$ 4,380.91	\$ 3,636.83	\$ 4,820.29	\$ 4,613.87	N/A	\$ 4,228.56
OPERATIONAL EXCELLENCE							
Annual # of watermain breaks per 100km of distribution pipe (MPMP) ¹	4.5	3.4	2.6	4.3	2.9	2.18	2.5
# of households per FTE (BUP)	1,770	1,522	1,435	1,412	1,591	N/A	1,435
Reportable adverse water quality samples as % of all samples taken (MPMP) ¹	0.10%	0.06%	0.05%	0.17%	0.14%	0.06%	0.10%
Work order & Service requests issued	40,499	45,027	55,810	74,239	45,733	23,464	81,663
% Work orders & Service requests completed per service levels <i>(new)</i>	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Completion rate on approved capital projects <i>(new)</i>	59%	62%	71%	68%	30%	0%	80%
# of sewer backups per 100km of mainline (MPMP) <i>(new)</i>	0.74	0.27	0.90	0.45	1.23	N/A	N/A
Average Waterworks-specific training hours per full-time employee <i>(new)</i>	55	67	79	75	81	56	75
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	68%	N/A	74%	N/A	52%	N/A	75%
Recognition rating (from staff survey)	49%	N/A	65%	N/A	48%	N/A	65%
Staff Satisfaction rating (from staff survey)	54%	N/A	72%	N/A	69%	N/A	80%
Completion rate for performance management	100%	N/A	N/A	N/A	N/A	N/A	100%
Average Corporate learning hours per full-time employee	0.8	-	6.4	21.1	14.4	N/A	20.0
Staff absenteeism (average # of days per employee)	4.5	6.4	6.8	8.3	8.8	N/A	8.4
Staff turnover rate	3%	N/A	N/A	N/A	N/A	N/A	7.5%

KPI SUMMARY

The data for Water Quality Complaints and Water Quality Complaints are not available until September/October when the NBI data is available. In terms of the new indicators, % work orders and service requests completed to service level, the system set up to collect the information will take place next year. The Waterworks-specific training hours are for outside staff only at this point and will be adjusted in the near future to include inside staff.



WATERWORKS BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)									
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities				Operational	
				Council				NQI PEP Level 3	ES Project
				Growth Management	Transportation/Transit	Environment	Municipal Services		
				Parks, Recreation, Culture & Library Master Plan/ Public Safety	Diversity				
2010 Cross Commission Projects									
1	Municipal Service Planning - Process mapping, SOPs, focus on Operations, - development of model (Secondary)		As described in work plan finalized by Lead Department	✓			✓		
2	Support Implementation of AVL as part of Implementation of Wireless Communication Project (Secondary)		As described in work plan finalized by Lead Department			✓		✓	
3	Implementation of Auditor General Recommendations (Secondary)		100% Implementation of recommendations as they relate to this department			✓		✓	
Business Unit Objectives									
1	Ensure competent, knowledgeable, and skilled Waterworks Operators	✓	Certify 80% of Waterworks Operators, to meet system level requirements			✓		✓	
2	Complete annual programs and projects	✓	Completion 80% dollar value of Capital programs and projects on schedule and budget			✓			
3	Maintain new Municipal Drinking Water License	✓	Develop and obtain approval of the Financial Plan			✓		✓	
4	Promote waterworks business responsibilities to all stakeholders	✓	Promote Waterworks - Education/Awareness/Services. Develop awareness/information packages			✓		✓	
5	Enhance functional capabilities of Mobile Work Management System	✓	To improve O & M operational efficiency by providing online/real-time infrastructure work order and customer service request information processing, ease locate of water and wastewater infrastructure through GPS tracking and navigation, and provide anti-theft security for tablet PC's			✓		✓	
6	Automation Provision of drinking water system data and control capability	✓	Establish a Waterworks portion of SCADA (details to follow by SE)			✓		✓	
7	Identify and complete all Waterworks SOP's, WI's and Process Mappings from functional structure charts to meet NQI PEP3 and DWQMS objectives	✓	Complete all Waterworks SOP's and WI from functional structure			✓		✓	
8	Identify Service Levels to support the Municipal Drinking Water License	✓	Complete Service Levels Agreements with other departments			✓		✓	
9	Assessment of combining storm and sanitary operations	✓	Improve customer service and efficiency for the operations and maintenance of storm and sanitary sewers			✓		✓	

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



WATERWORKS 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.	
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues							
TAXES - OTHER CHARGES	\$85,843	-	-	-	0.0%	(\$85,843)	-100.0%
FINES/ BILLINGS	62,343,914	63,710,839	66,802,769	3,091,930	4.9%	4,458,855	7.2%
USER FEES & SERVICE CHARGES	503,815	427,000	345,973	(81,027)	-19.0%	(157,842)	-31.3%
SALES	188,423	126,000	116,000	(10,000)	-7.9%	(72,423)	-38.4%
RECOVERIES & CONTRIBUTIONS	51,349	3,000	32,500	29,500	983.3%	(18,849)	-36.7%
OTHER REVENUE	1,972	-	-	-	0.0%	(1,972)	-100.0%
TRANSFERS FROM RESERVES	(\$1,995,577)	-	-	-	0.0%	1,995,577	-100.0%
Total Revenues	\$61,179,739	\$64,266,839	\$67,297,242	\$3,030,403	4.7%	\$6,117,503	10.0%
Expenses							
SALARIES AND BENEFITS	\$4,857,189	\$5,142,895	\$5,251,297	\$108,402	2.1%	\$394,108	8.1%
PRINTING & OFFICE SUPPLIES	19,553	33,019	29,092	(3,927)	-11.9%	9,539	48.8%
OPERATING MATERIALS & SUPPLIES	117,192	104,761	104,761	-	0.0%	(12,431)	-10.6%
CONSTRUCTION MATERIALS	500,162	581,191	467,895	(113,296)	-19.5%	(32,267)	-6.5%
INVENTORY ADJUSTMENTS	41,900	-	-	-	0.0%	(41,900)	-100.0%
UTILITIES	34,618	35,805	35,805	-	0.0%	1,187	3.4%
COMMUNICATIONS	35,355	39,744	46,691	6,947	17.5%	11,336	32.1%
TRAVEL EXPENSES	22,323	47,500	44,500	(3,000)	-6.3%	22,177	99.3%
TRAINING	50,415	56,130	56,130	-	0.0%	5,715	11.3%
CONTRACTS & SERVICE AGREEMENTS	4,132,820	5,223,628	4,600,922	(622,706)	-11.9%	468,102	11.3%
MAINT. & REPAIR-TIME/MATERIAL	256,709	367,880	360,307	(7,573)	-2.1%	103,598	40.4%
RENTAL/LEASE	2,286	17,099	5,099	(12,000)	-70.2%	2,813	123.1%
PROFESSIONAL SERVICES	38,436	133,034	113,034	(20,000)	-15.0%	74,598	194.1%
LICENCES, PERMITS, FEES	22,874	17,260	24,760	7,500	43.5%	1,886	8.2%
PROMOTION & ADVERTISING	-	8,000	3,000	(5,000)	-62.5%	3,000	0.0%
CONTRACTED MUNICIPAL SERVICES	41,878,586	42,175,953	46,406,905	4,230,952	10.0%	4,528,319	10.8%
OTHER PURCHASED SERVICES	210,921	232,013	227,213	(4,800)	-2.1%	16,292	7.7%
WRITE-OFFS	55	88,614	88,614	-	0.0%	88,559	161016.4%
TRANSFERS TO RESERVES	7,966,736	9,962,313	9,431,217	(531,096)	-5.3%	1,464,481	18.4%
Total Expenses	\$60,188,130	\$64,266,839	\$67,297,242	\$3,030,403	4.7%	\$7,109,112	11.8%
Net Expenditures/(Revenues)	(\$991,609)	-	-	-	0.0%	\$991,609	-100.0%

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Fines/Billings: Increase is due to the new water/wastewater rate for 2010.

User Fees & Services Charges: Decrease is due to projected fees on water meter sales and installations.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Construction Materials: Decrease due to the annual projections on repairs of the water system.

Contracts & Service Agreements: Decrease due to the annual projections on repairs of the water system.

Contracted Municipal Services: Increase is due to purchases of water.

Transfers to Reserves: Balancing all 2010 budget adjustments.



RECREATION SERVICES BUSINESS PLAN OUTCOMES

2009 Business Plan Objectives/Outcomes

#	Objective	Outcomes	Status	Priorities	
				Council	Operational
1	Support 2015 Pan Am Games Greater Horseshoe Area Bid (H # 308)	Markham completes its portion of the bid.	OT		✓
2	Parks, Recreation, Culture, Library, Open Space Master Plan - Work with various stakeholders to ensure a Master Plan Draft is completed by Q3, 2009 that incorporates a sound fiscally sustainable model of delivery.	Master Plan Draft is completed by Q3, 2009. Public, Council and various stakeholders are actively engaged through out the process.	OT	✓	
3	East Markham Community Centre - Develop preliminary design and detailed working drawings that incorporate LEED Gold Principles and meets Community Needs and is endorsed by Council.	Council endorses design and detailed working drawings by Q4, 2009.	OT	✓	✓
4	Recreation organizational review and management systems	Review completed.	AD	✓	✓
5	Utility Conservation Strategy - continue work with MECO on changing and implementing more energy efficient equipment. Deploy recycling program at Sportsfields. Improve maintenance procedures to more utility sensitive and develop formal energy conservation KPI's. (CFS-6001)	Formal utility usage standards are established. Water handling processes are standardized. Recycling program is established. Formal environmentally significant KPI's are developed, endorsed and actively used by staff.	DEL	✓	✓
6	Pricing & Subsidy Strategy - Develop a comprehensive Pricing & Subsidy Strategy for Council approval that will balance fiscal stewardship with community need utilizing a detailed process mapping approach. As well, all services will formalize KPI's as it relates to pricing and service delivery. (CFS-6008)	Strategy is developed and approved by CCC and Council. Strategy will establish acceptable cost recovery ratios. KPI's will be formalized and endorsed by all staff.	DL	✓	✓
7	Community Safety Plan - Develop a comprehensive Draft Community Safety Plan, involving key social service agencies, community stakeholders and Council by Q4, 2009.	Draft Safety Plan is completed by Q4, 2009. Public, Council and various stakeholders are actively engaged through out the process.	DL	✓	✓
8	Customer/Staff Satisfaction Surveys - Complete two customer satisfaction surveys (one in Fitness and one in Seniors Programming). Establish a rotating cyclical schedule where two surveys are done annually and all service areas are surveyed at least every three years. Staff engagement through specific projects highlighted by completed staff satisfaction survey.	Two surveys are completed in 2009. Overall satisfaction in each area is at least 80%. At least 30% of registered participants return participate in the survey. At least two staff engagement projects are completed based on results of staff satisfaction survey.	COM		✓
9	Program Delivery Review - Review, identify and recommend programs and services by categories, ie. core vs enhanced through a detailed process mapping approach. Include most effective program mix and space allocation. A key outcome will be development of formal KPI's as it pertains to program delivery. (CFS-6004)	Review is completed by Q2, 2009. Staff from all levels are involved in the review process. Action plans with timelines based on results are completed as part of review with implementation beginning by Q3, 2009.	DL	✓	✓
10	Sportsfield Allocation Policy - A formal sportsfield allocation policy is developed and endorsed by User Groups and Council by Q3, 2009. Allocation Policy will also examine existing field complement and look at feasibility of additional fields and opportunities (ie. Bishops Cross).	Policy is developed by Q3, 2009. An advisory committee comprised of Council and User Group representation is involved and engaged through out the process. Policy is presented and endorsed by Council and User Groups by Q3, 2009.	OT	✓	✓

Notes:

Objective Status: OT= On Target, ADJ= Adjusted, DL= Delayed, COM= Completed, DEL= Deleted

Council Priorities: Growth Management;; Transportation/Transit; Environment; Municipal Services; Parks, Recreation, Culture & Library Master Plan/Public Safety; Diversity

Operational Priorities: NQI PEP Level 3, Innovation

RECREATION SERVICES KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPIs)

CUSTOMER SATISFACTION	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 JUNE 30	TARGET
# of formal customer satisfaction surveys completed	2	0	0	0	3	1	1 every 2 years
# of informal satisfaction surveys completed	0	0	0	0	0	NA	N/A
Overall satisfaction (%)	73%	N/A	N/A	84%	79%	87%	80%
% extremely/very satisfied	24%	N/A	N/A	24%	71%	NA	35%
FINANCIAL PERFORMANCE							
Net cost per household	\$ 35.45	\$ 41.05	\$ 48.84	\$ 50.46	\$ 52.17	N/A	N/A
Revenue as % of total Recreation operating expenditures	75%	75%	73%	73%	70%	77%	70%
Revenue as % of total non-tax Town revenues	21%	22%	24%	25%	25%	N/A	15%
Net cost of recreation per capita	\$ 9.85	\$ 11.21	\$ 16.40	\$ 13.33	\$ 18.80	N/A	\$ 18.00
OPERATIONAL EXCELLENCE							
# of annual visits at recreation facilities <i>(new)</i>	NA	N/A	5,662,447	5,763,326	6,214,641	4,127,104	6,749,303
Average fill rate for all programs	77%	77%	81%	87%	87%	85%	80%
Average fill rate in all facilities	NA	NA	NA	NA	NA	NA	80%
Sq.ft. of community centre space per capita	3.1	2.9	3.2	3.1	3.1	3.5	3.5
Annual # of all direct program registrations	67,276	74,309	80,409	78,281	82,750	31,591	90,000
Annual # of all direct program classes	7,628	9,915	9,829	9,805	9,900	4,496	N/A
# of fitness memberships at year end	1,825	1,962	3,049	3,735	3,599	3,503	4,000
Completion rate on approved capital projects <i>(new)</i>	88%	82%	82%	86%	82%	NA	95%
STAFF ENGAGEMENT							
Healthy Workplace Environment Index (from staff survey)	77%	N/A	77%	N/A	65.8	N/A	75%
Recognition rating (from staff survey)	65.2	N/A	66.0	N/A	53.6	N/A	65.0
Staff Satisfaction rating (from staff survey)	74%	N/A	74%	N/A	80.2	N/A	80%
Completion rate for performance management	100%	70%	100%	100%	98.8	N/A	100%
Average Corporate learning hours per full-time employee	0.7	9.5	14.5	18.6	13.7	N/A	20.0
Staff absenteeism (average # of days per employee)	2.9	4.8	2.8	6.1	6.8	N/A	8.4
Staff turnover rate	8%	9%	4%	0%	5%	N/A	7.5%

KPI SUMMARY

The Recreation Services Department is committed to providing safe and accessible facilities and services for residents of Markham that will enhance quality of life, while creating a strong sense of community. As a result of our commitment, we would like to highlight the following:

- Recreation Services is deeply immersed in an organizational restructuring that will lead to a staffing model that will focus on the specific needs of the various communities and will create better opportunity to effectively measure the success of the department.
- Recreation Services is striving to increase the level of community engagement and will be working closely with colleagues throughout the Commission to better improve service delivery.

It is anticipated that a new Director will be hired in 2009 which will undoubtedly influence the culture of the department and will create a greater sense of accountability among the entire team.



RECREATION SERVICES BUSINESS PLAN OBJECTIVES

2010 Business Plan Objectives (S.M.A.R.T)											
#	Objective	Requires Additional Resources?	Outcomes	Strategic Priorities							
				Council						Operational	
				Growth Management	Transportation/Transit	Environment	Municipal Services	Parks, Recreation, Culture & Library Master Plan/Public Safety	Diversity	NQI PEP Level 3	E3 Project
2010 Cross Commission Projects											
1	Municipal Service Planning - Process mapping, SOPs (Secondary)		As described in work plan finalized by Lead Department	✓			✓			✓	
2	Provide inputs into Growth Management Strategy and implement approved Integrated Leisure Master Plan (Secondary)		As described in work plan finalized by Lead Department	✓			✓	✓		✓	
3	Sponsorship (Identification of Requirements, Development of Corporate Strategy) (Secondary)		As described in work plan finalized by Lead Department								✓
4	Diversity (Secondary)		As described in work plan finalized by Lead Department				✓		✓	✓	
5	Portal (Secondary)		Supporting Project Implementation				✓			✓	✓
Business Unit Objectives											
1	Recreation Reorganization - Complete a thorough and comprehensive review of the organizational structure of Recreation Services, involving staff in the development of a new organizational delivery model.		A new organizational model will be developed and supported by CCC. The model will be implemented in 2010.	✓				✓	✓	✓	✓
2	Infrastructure Grant Projects - a variety of projects impacting delivery of Recreation Services have been approved for funding with timelines attached.		All projects will be completed on time and on budget.					✓		✓	
3	Identification and Capitalization of Departmental Synergies - all processes, service delivery systems, facilities and program and facility development will be carefully examined to identify and capitalize on synergies		Staff lead project work teams will explore various synergies and identify future cost savings initiatives with fiscal savings identified for next budget cycle.							✓	✓
4	East Markham Community Centre - ongoing development of the East Markham Community Centre		Community, including key stakeholder groups will be continuously involved and further steps will be taken to achieve an overall project completion in 2011, 2012.	✓				✓			
5	Develop a Pricing & Subsidy Strategy for Council approval that will balance fiscal stewardship with community need utilizing a detailed process mapping approach		Strategy is developed and approved by CCC and Council. Strategy will establish acceptable cost recovery ratios. KPI's will be formalized and endorsed by all staff.	✓			✓	✓	✓	✓	✓
6	Develop and incorporate a community engagement approach into service planning and service delivery		Approach tested and incorporated				✓		✓	✓	

NQI PEP Level 3 Areas of Focus: Customer Survey, Key Performance Indicators, Leadership Involvement, Process Maps, Staff Survey

S.M.A.R.T = Specific, Measurable, Attainable, Realistic, Time-bound



RECREATION SERVICES 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.		
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues								
PROVINCIAL GRANTS & SUBSIDIES	\$110,248	\$44,560	\$44,561	\$1	0.0%	(\$65,687)	-59.6%	
USER FEES & SERVICE CHARGES	\$7,826,861	7,596,588	7,819,131	222,543	2.9%	(7,730)	-0.1%	
RENTALS	\$5,039,327	5,152,558	5,157,323	4,765	0.1%	117,996	2.3%	
SALES	\$105,056	167,584	165,143	(2,441)	-1.5%	60,087	57.2%	
RECOVERIES & CONTRIBUTIONS	\$13,784	45,600	48,000	2,400	5.3%	34,216	248.2%	
OTHER REVENUE	\$124,460	117,840	252,500	134,660	114.3%	128,040	102.9%	
INTERDEPARTMENTAL RECOVERIES	\$523,308	523,308	523,308	-	0.0%	-	0.0%	
Total Revenues	\$13,743,044	\$13,648,038	\$14,009,966	\$361,928	2.7%	\$266,922	1.9%	
Expenses								
SALARIES AND BENEFITS	\$12,475,945	\$12,413,465	\$12,941,739	\$528,274	4.3%	\$465,794	3.7%	
PRINTING & OFFICE SUPPLIES	69,188	82,399	91,137	8,738	10.6%	21,949	31.7%	
PURCHASES FOR RESALE	58,228	67,369	71,614	4,245	6.3%	13,386	23.0%	
OPERATING MATERIALS & SUPPLIES	827,077	860,388	853,684	(6,704)	-0.8%	26,607	3.2%	
VEHICLE SUPPLIES	21,505	33,680	32,690	(990)	-2.9%	11,185	52.0%	
UTILITIES	2,657,110	3,143,695	2,788,196	(355,499)	-11.3%	131,086	4.9%	
COMMUNICATIONS	75,015	80,335	81,070	735	0.9%	6,055	8.1%	
TRAVEL EXPENSES	7,790	5,333	6,125	792	14.9%	(1,665)	-21.4%	
TRAINING	118,236	124,451	132,578	8,127	6.5%	14,342	12.1%	
CONTRACTS & SERVICE AGREEMENTS	901,039	935,666	902,327	(33,339)	-3.6%	1,288	0.1%	
MAINT. & REPAIR-TIME/MATERIAL	964,220	754,739	759,006	4,267	0.6%	(205,214)	-21.3%	
RENTAL/LEASE	149,467	192,564	190,534	(2,030)	-1.1%	41,067	27.5%	
INSURANCE	-	1,299	1,299	-	0.0%	1,299	0.0%	
PROFESSIONAL SERVICES	75,921	93,400	93,500	100	0.1%	17,579	23.2%	
LICENCES, PERMITS, FEES	64,536	55,638	59,190	3,552	6.4%	(5,346)	-8.3%	
CREDIT CARD SERVICE CHARGES	204,179	151,217	170,299	19,082	12.6%	(33,880)	-16.6%	
PROMOTION & ADVERTISING	-	971	971	-	0.0%	971	0.0%	
CONTRACTED MUNICIPAL SERVICES	12,171	9,300	9,300	-	0.0%	(2,871)	-23.6%	
OTHER PURCHASED SERVICES	-	707	707	-	0.0%	707	0.0%	
WRITE-OFFS	1,099	-	-	-	0.0%	(1,099)	-100.0%	
OTHER EXPENDITURES	79,543	96,200	96,200	-	0.0%	16,657	20.9%	
TRANSFERS TO RESERVES	391,758	369,262	369,262	-	0.0%	(22,496)	-5.7%	
Total Expenses	\$19,154,027	\$19,472,078	\$19,651,428	\$179,350	0.9%	\$497,401	2.6%	
Net Expenditures/(Revenues)	\$5,410,983	\$5,824,040	\$5,641,462	(\$182,578)	-3.1%	\$230,479	4.3%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

User Fees & Service Charges: Increase is due to inflation and projected fees from programs.

Other Revenue: Increase is due to the transfer of revenue budgets from other commissions.

Salaries & Benefits: Increase is due to annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.

Utilities: Decrease due to projected lower volumes of gas and hydro.



OPERATIONS AND ASSET MANAGEMENT ADMIN 2010 OPERATING BUDGET

<u>Description</u>	<u>2009 Actual</u>	<u>2009 Budget</u>	<u>2010 Budget</u>	<u>2010 Bud. vs. 2009 Bud.</u>		<u>2010 Bud. Vs. 2009 Act.</u>		
				<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues								
SALES	\$2,762	\$4,000	\$4,000	-	0.0%	\$1,238	44.8%	
RECOVERIES & CONTRIBUTIONS	5,700	14,100	14,100	-	0.0%	8,400	147.4%	
OTHER REVENUE	63	-	-	-	0.0%	(63)	-100.0%	
Total Revenues	8,525	18,100	18,100	-	0.0%	\$9,575	112.3%	
Expenses								
SALARIES AND BENEFITS	\$2,268,447	\$1,883,084	\$1,833,550	(\$49,534)	-2.6%	(\$434,897)	-19.2%	
PRINTING & OFFICE SUPPLIES	48,414	36,140	36,140	-	0.0%	(\$12,274)	-25.4%	
OPERATING MATERIALS & SUPPLIES	49,929	90,145	90,145	-	0.0%	40,216	80.5%	
CONSTRUCTION MATERIALS	16,190	26,860	24,860	(2,000)	-7.4%	8,670	53.6%	
UTILITIES	32,850	33,958	33,958	-	0.0%	1,108	3.4%	
COMMUNICATIONS	40,527	48,238	49,438	1,200	2.5%	8,911	22.0%	
TRAVEL EXPENSES	35,563	48,458	53,738	5,280	10.9%	18,175	51.1%	
TRAINING	52,034	56,024	58,524	2,500	4.5%	6,490	12.5%	
CONTRACTS SERVICES AGREEMENTS	(37,073)	(23,351)	(26,515)	(3,164)	13.5%	10,558	-28.5%	
MAINT. & REPAIR - TIME & MATERIAL	6,760	7,080	7,080	-	0.0%	320	0.0%	
RENTAL/LEASE	32,858	18,000	18,000	-	0.0%	(14,858)	-45.2%	
PROFESSIONAL SERVICES	569,271	-	-	-	0.0%	(569,271)	-100.0%	
LICENCES, PERMITS, FEES	28,704	36,464	37,324	860	2.4%	8,620	30.0%	
PROMOTION & ADVERTISING	21,483	29,515	9,515	(20,000)	-67.8%	(11,968)	-55.7%	
OTHER EXPENDITURES	8,805	6,200	6,200	-	0.0%	(2,605)	-29.6%	
Total Expenses	\$3,174,762	\$2,296,815	\$2,231,957	(\$64,858)	-2.8%	(\$942,805)	-29.7%	
Net Expenditures/(Revenues)	\$3,166,237	\$2,278,715	\$2,213,857	(\$64,858)	-2.8%	(\$952,380)	-30.1%	

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Decrease is due to the transfer of staff to other departments in the commission.



COMMUNITY & FIRE SERVICES COMMISSIONER'S OFFICE 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. vs. 2009 Act.	
				\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues							
OTHER INCOME	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Expenses							
SALARIES AND BENEFITS	\$465,261	\$309,830	\$443,847	\$134,017	43.3%	(\$21,414)	-4.6%
PRINTING & OFFICE SUPPLIES	5,420	2,334	2,334	-	0.0%	(3,086)	-56.9%
OPERATING MATERIALS & SUPPLIES	466	877	877	-	0.0%	411	88.2%
COMMUNICATIONS	645	1,350	750	(600)	-44.4%	105	16.3%
TRAVEL EXPENSES	9,445	20,208	17,067	(3,141)	-15.5%	7,622	80.7%
TRAINING	7,596	11,500	15,241	3,741	32.5%	7,645	100.6%
CONTRACTS & SERVICE AGREEMENTS	(23,244)	(23,244)	(24,876)	(1,632)	7.0%	(1,632)	7.0%
PROFESSIONAL SERVICES	-	20,000	20,000	-	0.0%	20,000	0.0%
LICENCES, PERMITS, FEES	-	583	583	-	0.0%	583	0.0%
Total Expenses	\$465,589	\$343,438	\$475,823	\$132,385	38.5%	\$10,234	2.2%
Net Expenditures/(Revenues)	\$465,589	\$343,438	\$475,823	\$132,385	38.5%	\$10,234	2.2%

Changes in the 2010 Budget from the 2009 Budget over \$50,000:

Salaries & Benefits: Increase is due to the transfer of staff from other departments in the commission along with annualization of cost of living adjustment and movement of staff along the Town's Salary Grids.



CORPORATE ITEMS 2010 OPERATING BUDGET

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.	
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues							
TAX LEVIES	\$108,676,014	\$107,203,056	\$109,308,547	\$2,105,491	2.0%	\$632,533	0.6%
GRANTS-IN-LIEU OF TAXES	1,164,265	1,209,007	1,209,007	-	0.0%	44,742	3.8%
GRANTS & SUBSIDIES	68,218	-	-	-	0.0%	(68,218)	-100.0%
INTEREST & PENALTIES	4,756,457	3,375,000	3,375,000	-	0.0%	(1,381,457)	-29.0%
INCOME FROM INVESTMENTS	14,766,416	13,246,836	14,246,836	1,000,000	7.5%	(519,580)	-3.5%
USER FEES & SERVICE CHARGES	5,045	-	(5,000)	(5,000)	0.0%	(10,045)	-199.1%
RENTALS	50,257	87,250	74,252	(12,998)	-14.9%	23,995	47.7%
OTHER INCOME	2,134,160	2,331,154	1,389,905	(941,249)	-40.4%	(744,255)	-34.9%
TRANSFER FROM SURPLUS/DEFICIT	-	-	-	-	0.0%	-	0.0%
Total Revenues	\$131,620,832	\$127,452,303	\$129,598,547	\$2,146,244	1.7%	(\$2,022,285)	-1.5%
Expenses							
SALARIES AND BENEFITS	\$3,057,158	\$4,022,352	\$5,363,237	\$1,340,885	33.3%	\$2,306,079	75.4%
PRINTING & OFFICE SUPPLIES	90,350	-	-	-	0.0%	(90,350)	-100.0%
UTILITIES	12,000	101,702	32,169	(69,533)	-68.4%	20,169	168.1%
CONTRACTS SERVICE AGREEMENTS	(4,862,847)	(3,880,294)	(4,689,183)	(808,889)	20.8%	173,664	-3.6%
MAINT.& REPAIR - TIME & MATERIAL	-	-	27,973	27,973	0.0%	27,973	0.0%
INSURANCE	2,072,661	2,134,656	2,354,656	220,000	10.3%	281,995	13.6%
PROFESSIONAL SERVICES	43,550	44,117	44,117	-	0.0%	567	1.3%
LICENCES, PERMITS, FEES	14,078	15,620	15,620	-	0.0%	1,542	11.0%
PROMOTION & ADVERTISING	53,989	31,709	31,709	-	0.0%	(22,280)	-41.3%
OTHER PURCHASED SERVICES	226,395	226,395	216,311	(10,084)	-4.5%	(10,084)	-4.5%
WRITE-OFFS	619,237	500,500	432,920	(67,580)	-13.5%	(186,317)	-30.1%
OTHER EXPENDITURES	1,374,745	1,832,649	2,595,214	762,565	41.6%	1,220,469	88.8%
TRANSFERS TO RESERVES	23,304,331	21,961,314	19,148,179	(2,813,135)	-12.8%	(4,156,152)	-17.8%
Total Expenses	\$26,005,647	\$26,990,720	\$25,572,922	(\$1,417,798)	-5.3%	(\$432,725)	-1.7%
Net Expenditures/(Revenues)	(\$105,615,185)	(\$100,461,583)	(\$104,025,625)	(\$3,564,042)	3.5%	\$1,589,560	-1.5%



CORPORATION CONSOLIDATED 2010 OPERATING BUDGET (EXCLUDING WATERWORKS, BUILDING STANDARDS, PLANNING & DESIGN, AND ENGINEERING)

Description	2009 Actual	2009 Budget	2010 Budget	2010 Bud. vs. 2009 Bud.		2010 Bud. Vs. 2009 Act.	
				\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenue							
TAX LEVIES	108,676,014	\$107,203,056	\$109,308,547	\$2,105,491	2.0%	\$632,533	0.6%
GRANTS-IN-LIEU OF TAXES	1,164,265	\$1,209,007	\$1,209,007	-	0.0%	44,742	3.8%
GRANTS AND SUBSIDIES	1,292,557	\$917,447	\$1,077,534	160,087	17.4%	(215,023)	-16.6%
LICENCES & PERMITS	1,291,736	\$1,307,206	\$1,342,969	35,763	2.7%	51,233	4.0%
INTEREST & PENALTIES	4,756,457	\$3,375,000	\$3,375,000	-	0.0%	(1,381,457)	-29.0%
INCOME FROM INVESTMENTS	14,767,551	\$13,252,636	\$14,252,636	1,000,000	7.5%	(514,915)	-3.5%
FINES	1,956,162	\$1,886,250	\$1,911,750	25,500	1.4%	(44,412)	-2.3%
USER FEES & SERVICE CHARGES	11,192,261	\$11,307,510	\$11,044,968	(262,542)	-2.3%	(147,293)	-1.3%
RENTALS	5,757,569	\$5,868,366	\$5,864,783	(3,583)	-0.1%	107,214	1.9%
SALES	520,821	\$664,140	\$630,966	(33,174)	-5.0%	110,145	21.1%
RECOVERIES & CONTRIBUTIONS	1,362,105	\$1,644,020	\$1,416,520	(227,500)	-13.8%	54,415	4.0%
OTHER INCOME	2,972,056	\$2,634,047	\$2,372,847	(261,200)	-9.9%	(599,209)	-20.2%
Total Revenues	\$155,709,554	\$151,268,685	\$153,807,527	\$2,538,842	1.7%	(\$1,902,027)	-1.2%
Expenses							
SALARIES AND BENEFITS	\$85,748,646	\$86,387,399	\$90,483,554	\$4,096,155	4.7%	\$4,734,908	5.5%
PRINTING & OFFICE SUPPLIES	566,998	610,796	597,534	(13,262)	-2.2%	30,536	5.4%
PURCHASES FOR RESALE	304,306	325,987	349,232	23,245	7.1%	44,926	14.8%
OPERATING MATERIALS & SUPPLIES	4,029,676	4,007,187	3,994,929	(12,258)	-0.3%	(34,747)	-0.9%
VEHICLE SUPPLIES	1,408,462	1,819,998	1,645,200	(174,798)	-9.6%	236,738	16.8%
SMALL EQUIPMENT SUPPLIES	10,808	14,291	15,091	800	5.6%	4,283	39.6%
BOTANICAL SUPPLIES	264,671	291,614	280,965	(10,649)	-3.7%	16,294	6.2%
CONSTRUCTION MATERIALS	1,285,492	1,289,847	1,406,878	117,031	9.1%	121,386	9.4%
UTILITIES	3,896,794	4,592,985	4,153,873	(439,112)	-9.6%	257,079	6.6%
COMMUNICATIONS	1,287,407	1,394,107	1,360,763	(33,344)	-2.4%	73,356	5.7%
TRAVEL EXPENSES	301,842	404,519	399,636	(4,883)	-1.2%	97,794	32.4%
TRAINING	527,269	713,046	730,798	17,752	2.5%	203,529	38.6%
CONTRACTS & SERVICE AGREEMENTS	3,643,477	4,002,829	4,438,374	435,545	10.9%	794,897	21.8%
MAINT. & REPAIR-TIME/MATERIAL	4,450,768	3,466,392	3,648,566	182,174	5.3%	(802,202)	-18.0%
RENTAL/LEASE	634,198	720,380	699,445	(20,935)	-2.9%	65,247	10.3%
INSURANCE	2,084,624	2,147,918	2,367,918	220,000	10.2%	283,294	13.6%
PROFESSIONAL SERVICES	2,132,509	2,184,932	2,355,309	170,377	7.8%	222,800	10.4%
LICENCES, PERMITS, FEES	534,562	584,005	563,992	(20,013)	-3.4%	29,430	5.5%
CREDIT CARD SERVICE CHARGES	229,857	162,150	174,112	11,962	7.4%	(55,745)	-24.3%
PROMOTION & ADVERTISING	1,318,009	1,216,325	1,239,325	23,000	1.9%	(78,684)	-6.0%
DISCRETIONARY COMMUNICATIONS	529,768	429,271	389,163	(40,108)	-9.3%	(140,605)	-26.5%
CONTRACTED MUNICIPAL SERVICES	8,962,316	8,853,971	9,061,734	207,763	2.3%	99,418	1.1%
OTHER PURCHASED SERVICES	700,599	705,616	687,205	(18,411)	-2.6%	(13,394)	-1.9%
OFFICE FURNISHINGS & EQUIPMENT	16,182	12,310	12,310	-	0.0%	(3,872)	-23.9%
WRITE-OFFS	672,256	433,020	433,020	-	0.0%	(239,236)	-35.6%
OTHER EXPENDITURES	1,405,071	2,091,214	2,714,264	623,050	29.8%	1,309,193	93.2%
TRANSFERS TO RESERVES	23,777,356	22,406,576	19,604,337	(2,802,239)	-12.5%	(4,173,019)	-17.6%
Total Expenses	\$150,723,923	\$151,268,685	\$153,807,527	\$2,538,842	1.7%	\$3,083,604	2.0%
Surplus/(Deficit)	\$4,985,631	-	-	-	-	(\$4,985,631)	-100.0%

ACRONYMS

BIA	A Business Improvement Area (BIA) is an association of business people within a specified district, who join together with official approval of the Town, in a self-help program aimed at stimulating business.
BUPE	Business Unit Profile
CAO	Chief Administrative Officer
CARE	Customer Action Request Forms are a way to monitor customer responses to the services provided by the Town.
CCC	CAO & Commissioners' Committee
COLA	Cost of Living Adjustment
CPI	Consumer Price Index – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e. economic inflation)
CUPE	Canadian Union of Public Employees – An association formed for protecting the rights of its members, usually employees in the public sector.
DBRS	Dominion Bond Rating Service
DCA	Development Charges Act – Provides guidelines on funding of identified growth related projects in the Town from developers.
DF	Director's Forum
GAAP	Generally Accepted Accounting Principles – Uniform minimum standards for financial accounting a recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
GFOA	Government Finance Officers Association of the United States and Canada
GST	Goods and Services Tax – Federal Government Levy on all purchases of goods and services, which is currently 5%.
HST	Harmonized Sales Tax (13%) which, effective July 1, 2010 is a merging of the GST (5%) and the PST (8%).
ISCM	Innovation Synergy Centre in Markham
ITS	Information Technology Services
KPI	Key Performance Indicators (Performance Measures)
LEED	Leadership in Energy and Environmental Design



L.I.A.	Local Improvement Act. The Act defines the roles of Municipal and Regional Governments in undertaking, administrating and managing requests by property owners for extending water, sanitary sewer services or the building of a noise wall.
MEC	See Markham Enterprises Corporation in glossary of terms
MECO	See Markham Energy Conservation Office in glossary of terms
MESF	Markham Environmental Sustainability Fund
MPFFA	Markham Professional Firefighter's Association – An association of Firefighter's formed for protecting the rights of its members in their workplace environment.
MTO	The Ontario Ministry of Transport
NCMDD	National Centre for Medical Devices Development
NQI	National Quality Institute. NQI provides organizational leaders with strategic business frameworks, services and tools that support ongoing performance improvement in quality and healthy workplace environments, using NQI's innovative Roadmap to Excellence. The Roadmap guides Canadian organizations through leadership participation, base-line reviews, related training and organizational certification.
NRC	National Research Council
OMERS	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits for the Town's full-time employees. Employees and employers normally make equal contributions to the plan.
PEP	Progressive Excellence Program. The Progressive Excellence program gives companies a roadmap to implement NQI criteria into the organization.
PSAB	Public Sector Accounting Board. The body of the Canadian Institute of Chartered Accountants (CICA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information. The Town of Markham adheres to PSAB's Public Sector Standards for Municipal Financial Reporting.
PST	Provincial Services Tax –Provincial Government Levy on all purchases of goods and services, which is currently 8%.
SWM	Storm Water Management
TIF	Tax Increment Financing

TRCA

Toronto and Region Conservation Authority is an organization that prepares and delivers programs for the management of the renewable natural resources within its watersheds.

YRDSB

York Region District School Board

GLOSSARY OF TERMS

Accrual Basis	A method of accounting that recognizes revenue as they are earned and expenditure when they are incurred rather than waiting until cash is exchanged.												
Accumulated Depreciation	The total amount recorded, during a specified period of time, to reduce the value of a long-term tangible asset.												
Assessment	<p>The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in an arms length, open market sale between a willing buyer and willing seller.</p> <p>The date used to determine current value is as follows:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th style="text-align: center;"><u>Tax Year</u></th> <th style="text-align: center;"><u>Base Year</u></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1998, 1999, 2000</td> <td style="text-align: center;">June 1996</td> </tr> <tr> <td style="text-align: center;">2001, 2002</td> <td style="text-align: center;">June 1999</td> </tr> <tr> <td style="text-align: center;">2003</td> <td style="text-align: center;">June 2001</td> </tr> <tr> <td style="text-align: center;">2004, 2005</td> <td style="text-align: center;">June 2003</td> </tr> <tr> <td style="text-align: center;">2006, 2007, 2008</td> <td style="text-align: center;">June 2005</td> </tr> </tbody> </table>	<u>Tax Year</u>	<u>Base Year</u>	1998, 1999, 2000	June 1996	2001, 2002	June 1999	2003	June 2001	2004, 2005	June 2003	2006, 2007, 2008	June 2005
<u>Tax Year</u>	<u>Base Year</u>												
1998, 1999, 2000	June 1996												
2001, 2002	June 1999												
2003	June 2001												
2004, 2005	June 2003												
2006, 2007, 2008	June 2005												
Administrative Expenses	Expenses incurred for the day-to-day running of operations e.g. Salaries, Building rental, Office expenses etc.,												
Bill 175	Legislation requiring mandatory adherence by municipalities to assess and report on the full costs of providing water and sewage services, and then to prepare and implement plans for recovering those costs.												
Bill 195	Legislation to safeguard health and prevention of drinking water health hazards through the control and regulation of drinking water systems and drinking water testing.												
Balanced Budget	When total revenues equals total expenses in a fiscal year.												
Budget	A financial plan for a given fiscal year showing revenues and expenditures for different funds of the Town.												
Capital Budget	The budget that provides for the funding of the Town's expenditures on capital assets, i.e. assets which provide benefits to the Town over several years.												

Capital Assets	Represents assets like Land, Building, Machinery etc whose benefits last several years.
Capital Receipts	Receipt of funds specifically for the creation of a Trust account.
Capital Expenditure	Money's spent for replacement, renovation or maintenance of fixed assets the benefits of which could spread over several years.
Capital Projects	Projects whose value is more than \$5,000 with benefits of expenditure lasting several years.
Chargebacks	Represents allocating a portion of costs incurred by the department, which provides a service to the department, which benefits from such service.
Depreciation	An accounting and finance term for the method of attributing the cost of an asset across the useful life of the asset in order to match expenses with revenues.
Development Charges	A fee charged to new development to finance the cost of new growth-related capital facilities and infrastructure required to satisfy increased servicing needs
Donations in Kind	Represents the value of a commercial service received from external customers without any payment for the same.
Fixed Assets	A long-term tangible asset used in the delivery of Municipal services that is not expected to be consumed or converted into cash any sooner than at least one year's time.
Gas Tax Rebate	This is the funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This Federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions: economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions
Grants in Lieu	Grants in lieu of taxes (also known as payments-in-lieu of taxes) are payments received in lieu of taxation on properties owned by government and government agencies.
Infrastructure	The system of public works in the Town, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, and lighting).
Levy	The amount of property tax, in dollars, which is paid by the Town's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class.

Line Item	General Ledger account code
Markham Enterprise Corporation	A wholly owned subsidiary of the Town of Markham that was incorporated under the Electricity Act. Markham Enterprises Corporation has a wholly owned subsidiary, Markham District Energy Incorporated, and a 43% shareholding in PowerStream.
Markham Energy Conservation Office	MECO was established in 2005, with funding support from the Town of Markham and PowerStream and is responsible for leading, developing and implementing energy conservation programs that deliver realistic demand shedding and cost avoidance results and are in line with the Provincial goals of creating a 'culture of conservation'.
Municipal Act	<p>Sections referenced:</p> <p>Section 326 of the Municipal Act, 2001 allows a municipality to enact a by-law to impose a special service charge to raise the cost of providing a water system. Such bylaw has to identify the service, determine the costs and designate the area where the charge would apply.</p> <p>Section 391 of the Municipal Act, 2001 allows a municipality to pass a by-law to impose a fee for capital costs related to sewage or water services on a class of persons that will receive a benefit from such services. Unlike a local improvement charge or special service charge, a fee imposed pursuant to section 391 does not have to be based on frontage or assessed value. This provision would enable the Town to impose a fixed charge on each of the lots in question.</p>
New Urbanism	New Urbanism community planning creates more attractive, efficient and liveable neighbourhoods. These neighbourhoods are comprised of a compact built form, designed to promote pedestrian activity and social interaction. They have a mix of residential, commercial and community uses and activities. Special attention is paid to creating quality streetscapes, public buildings and spaces, and protecting the public realm.
Non-routine Capital Expenditures	Capital projects that do not occur every year / frequently or capital expenditures that are not normally purchased by municipalities.
Operating Budget	The budget that provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.

Reserve	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
Reserve Fund	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.
Section 391	Part of the Municipal Act, it authorizes the Council of a local municipality to pass by-laws imposing fees or charges on any class of persons for services or activities provided or done by or on behalf of the municipality.
Surplus	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.
Supplementary Taxes	Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).
Tax Rate	A percentage rate that is used to determine the property tax levy to be paid by a particular taxpayer within the Town. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Tax rates are established by a Council bylaw.
User Fees & Service Charges	Fees paid by individuals or organizations to the Town for the use of Town facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees).



This Budget document has been bound in a re-usable binder containing 100% post-consumer recycled paper. The paper is processed chlorine-free, is Environmental Choice certified and manufactured using biogas energy.