

2020 Budget

City of Markham
Ontario, Canada





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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City of Markham

Ontario

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director

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2020 EXECUTIVE SUMMARY

The City of Markham is located in the Region of York (York Region) within the Greater Toronto Area (GTA). Markham has a population of over 350,000 and is the fourth most populous community within the GTA after Toronto, Mississauga and Brampton. Markham is a diverse and dynamic community that continues to experience tremendous growth, with the City population having increased over 50,000 since 2009. Today Markham offers a rich heritage, outstanding community services, and a thriving local economy.

Markham, known as Canada's High-Tech Capital, is home to more than 400 Canadian head offices and over 1,500 high-tech and life sciences companies. These sectors employ 35,400 people, which is more than one-fifth of the total workforce of 179,610. A well-defined transportation and communication network, high quality facilities, a diverse and highly educated labour force, and a pro-business environment make Markham an ideal location for business development.

Markham boasts a collection of elite multinational companies that includes AMD, Avaya, Honda Canada, Honeywell, Hyundai Mobis, IBM, Johnson & Johnson, Motorola, Oracle, Toshiba, and Toyota Financial Services.

In 2019, Markham celebrated the 225th anniversary of its founding in 1794. To commemorate this special milestone, 225 bur oak trees were planted to make up the "Markham 225 Forest" in the Milne Dam Conservation Area. The bur oak is Markham's official tree, a symbol of strength, power and survival. These majestic trees stand strong and pay homage to our roots while substantially increasing Markham's urban canopy.

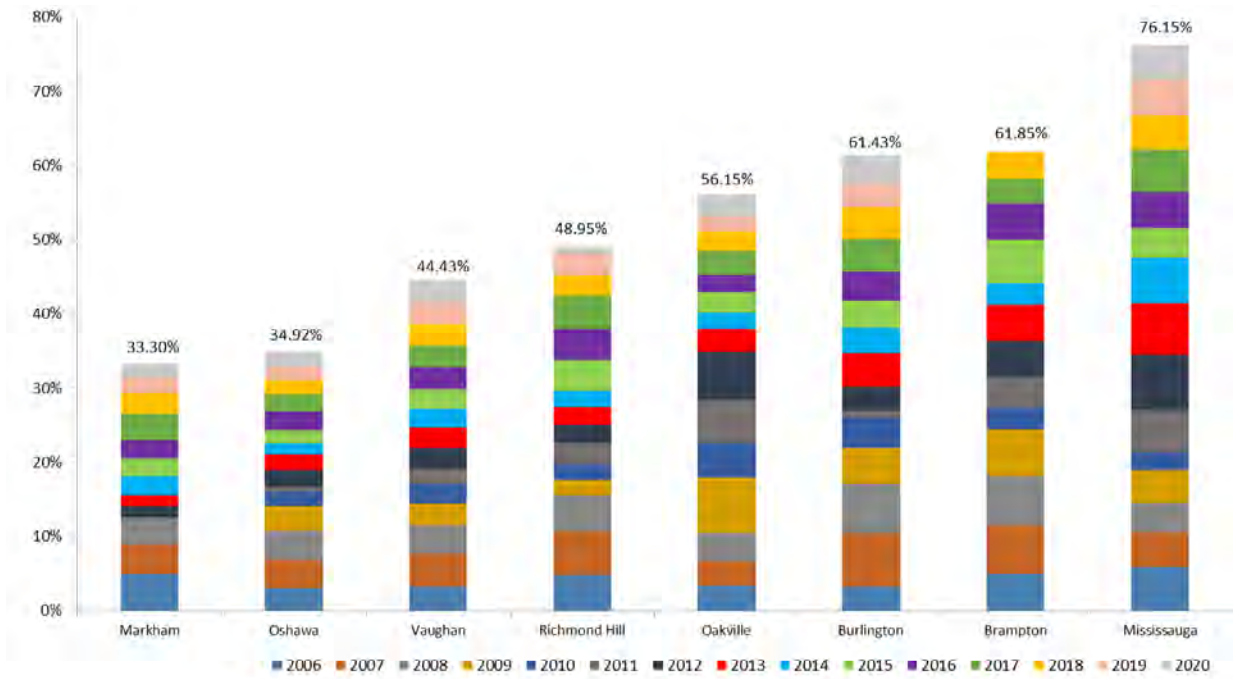
Planning for the new Markham Innovation Exchange ("MiX"), announced in 2019, is moving forward in 2020 with great enthusiasm. The centre of Canada's largest innovation hub, will be home to one of the largest innovation districts in North America. The City of Markham designated approximately 1,900 acres of private and city-owned land that will be developed into a home for innovators, entrepreneurs and start-ups, with a potential for academic partnerships and mixed attractions for tourism opportunities.

By providing exemplary leadership, Markham has developed a reputation for prudent fiscal management while continuing to maintain or enhance service levels to its residents through investment in state of the art facilities, strategic community planning, substantial infrastructure investment, and a commitment to innovative green initiatives.

Markham has maintained low tax rates year over year, making it the benchmark for other municipalities to follow. Markham's residential tax rate is the second lowest in the GTA. Markham boasts the lowest municipal commercial tax rate for the sixth consecutive year, the lowest industrial tax rate for the ninth consecutive year, and the lowest multi-residential tax rate for the tenth consecutive year.

Following approval of the 2020 Budget, Markham's fifteen year (2006-2020) cumulative residential tax rate increase of 33.3%, or an average of 2.22% per year, is the lowest among GTA municipalities.

**Residential Tax Rate Comparison with Other Municipalities
15 Year Total (2006-2020)**



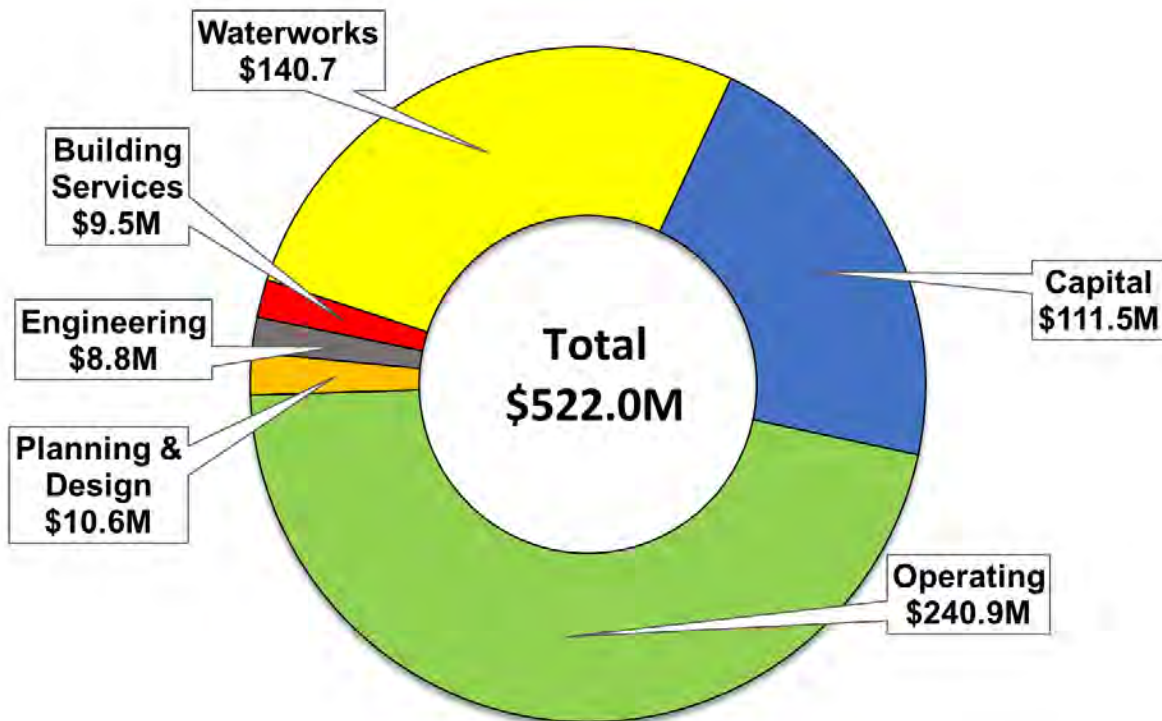
Despite a history of low tax rate increases, the City continues to invest tax dollars to improve infrastructure, community facilities, and celebrate the city’s diverse culture, and unique history. Markham Centre, the City’s purposely built downtown, is bursting with energy and cultural activity. The City opened three major community centres in eight years: Cornell, Pan Am, and Aaniin. The Pan Am Centre is a premier sport complex for training high-performance athletes and hosting international events. In 2019 it hosted 105 international, national, provincial and community events. It is home to 12 athletic clubs including: Gymnastics Ontario and Canada, Muaythai Canada and Swim Ontario. In 2020 the Pan Am Centre is scheduled to host 111 events including 3 international events. Furthermore, renovations to revitalize the swimming facilities at Milliken Mills Community Centre and Morgan Pool are underway and scheduled for completion in 2020.

Markham continues to prove its commitment to innovative green initiatives through waste diversion programs. The City of Markham’s, award winning, textile recycling program was the first of its kind in a Canadian Municipality, to ban textiles from curbside collection. The program was launched in 2016 with 108 textile recycling bins, and in 2018 a further 42 bins were added, bringing the total to 150 bins, and over 16 million pounds of textiles collected, and diverted from landfills. Markham has been recognized for its leadership on this program, including: 2019 PJ Marshall Municipal Innovation Award, 2018 Institute of Public Administration of Canada (IPAC) Public Sector Excellence Award, 2017 York University Environmental Leadership Award, and 2017 Canadian Association of Municipal Administrators (CAMA) Environmental Award.

Transformative technologies, innovation spaces, entrepreneurship and a free flow of ideas are at the core of Markham's strategic plan, which is anchored by industry leaders and start-ups that call Markham home. Markham's visionary path, is supported by strong and collaborative relationships that continue to position the city for success on the world stage. Markham recently partnered with two tech giants, Bell and IBM, on a Smart City initiative that will help find efficiencies and protect city assets. In an age of great transformation, City Council and staff continue to reinforce Markham's position as a 21st century city and a municipal leader in the heart of Ontario's innovation corridor.

2020 Budget Process

In December 2020, Markham Council approved the 2020 budget of \$522.0M. The major components are:



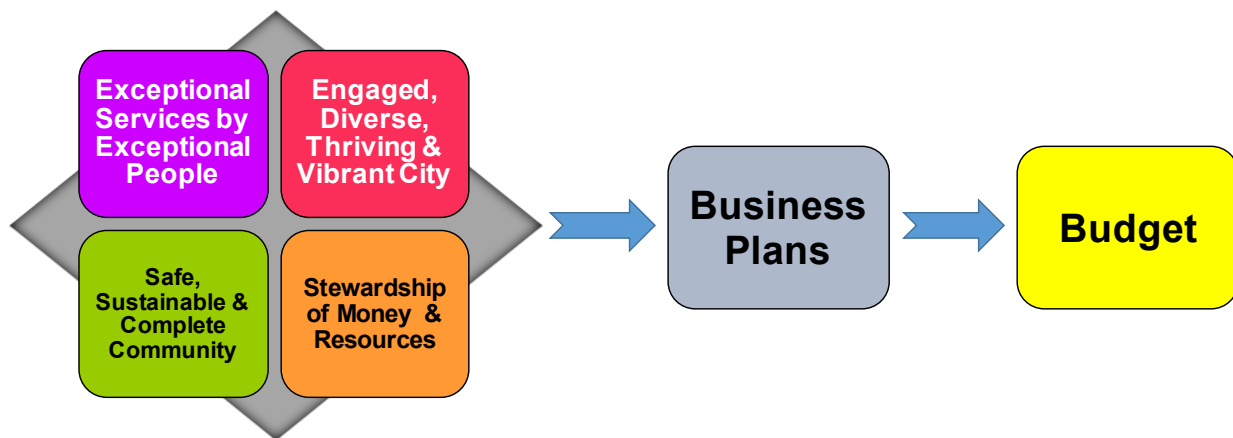
Council also approved a tax rate increase of 1.95% which is comprised of a 1.45% increase to support day-to-day operations plus a 0.5% increase relating to infrastructure investment to ensure there are sufficient funds set aside in the Life Cycle Replacement and Capital Reserve Fund for the next 25 years, based on known inflows and outflows.

The 2020 budget was developed in accordance with budget guidelines. The process was initiated with a fiscal scan that identified economic pressures. Based on this and other factors, a preliminary budget was developed. Early in the process, priorities were set, aligning the City's corporate goals to departmental budget requests. These requests were

submitted to Senior Staff for review and subsequently presented to the Budget Committee.

Building Markham's Future Together 2020-2023 (BMFT), the City's Strategic Plan, is the blueprint for Council and Senior Management to make informed and strategic decisions about the City's future to ensure its success.

In the plan, there are four strategic goals, and the goals directly relate to all projects undertaken by staff. The annual budget is an action item under Stewardship of Money and Resources. The strategic plan guides the business planning process which takes place at the beginning of each year when departments develop their business plans. The business plans then form the basis for the budget.



From September through November 2019, ten Budget Committee meetings were held. All meetings were open to the public and were video-streamed through Markham's portal. A public consultation meeting was held on November 27, 2019 to obtain feedback and views from residents about the proposed budget.

The Budget Committee, supported by Senior Staff, actively encourages input from stakeholders to ensure taxpayers are receiving value for money. Every year, the budget process includes a robust communication plan to reach out to the residents for their input.

Through Council's direction and support, Staff were directed to identify efficiencies and mitigating strategies to deliver a fiscally responsible budget that would provide strategic investments in the community, while continuing to deliver excellent services.

Like all municipalities, Council and Staff are challenged with the delivery of a balanced budget that meets residents' expectations and incorporates minimal tax rate increases, while accounting for economic pressures.

To help manage this challenge, Markham distinguishes itself from other municipalities with its capital reserve program. We are a growing city, building or assuming about \$80 million of new assets each year. Over the life of those assets, we will need to perform capital repairs, rehabilitation, replacements and preventive maintenance. Markham's ongoing annual investment, including prudent capital spending, ensures the required

funds are available to maintain City assets. The adequacy of the Life Cycle Reserve is reviewed every year using a 25-year rolling planning horizon.

2020 Budget Pressures

The fiscal scan conducted to forecast the 2020 economic pressures identified approximately \$6.18M in budgetary pressures made up by five components:



1. **Personnel** budgetary pressures totaled \$3.55M and resulted from collective agreements, cost of living adjustments, grid movements for full-time & part-time staff and new staff requests. The Markham Professional Fire Fighters Association (MPFFA) and Canadian Union of Public Employees (CUPE) collective agreements ended December 31, 2019 and March 31, 2020 respectively.
2. **Growth** budgetary pressures totaled \$2.22M and resulted from personnel ramp-up related to existing and new facilities (e.g. Fire Stations, Libraries), increase maintenance for 4 kms of new road and 7.5 hectares of new parkland, associated increase in waste collection for 2,086 residential new home/apartment units, providing power plus the maintenance and repair of 366 new streetlights and a contribution to the capital program.
3. **Municipal Contracts** net budgetary pressures, takes into account CPI increases, totaled \$0.41M and resulted primarily from contract escalations for catch basin cleaning, winter maintenance and other contracts and adjustments.

4. **Infrastructure:** Life Cycle and Water & Wastewater reserve studies are updated annually to determine the adequacy of the reserves for future replacement of existing assets against projected inflows.

Infrastructure pressures were identified in the following areas:

- A. Life Cycle Reserve Study
 - Replacement of existing and new assets
 - Life Cycle Reserve Study identified the need for a 0.5% infrastructure investment in 2020
- B. Development Charges Background Study
 - Non-growth portion of City-wide hard and soft services
- C. Water and Wastewater Reserve Study
 - Increases from the Region of York
 - Sustainability of future water rates

5. **Federal and Provincial Legislation:** With the changing social and economic landscape, Markham is dedicated to incorporating current legislation in an efficient and timely manner. The following new laws and regulations were taken into account in the development of the 2020 budget.

Bill 108: More Homes, More Choice Act received Royal assent on June 6, 2019. Schedule 12 of the Act would, upon proclamation, make amendments to the Planning Act for Community Benefit Charge to replace development charges for soft services (e.g. Parks construction, new facilities), Section 37 and Parks Cash-in-lieu as a singular charge.

Proposed Provincial Blue Box Changes: In June 2019, the Province engaged a Special Advisor on Recycling and Plastic Waste to help address plastic litter and improve recycling in the province. Based on the Special Advisor's report, the new plan proposes to transfer up to 100% of Blue Box program costs to Stewardship Ontario (producers) shifting the costs of the programs from property taxpayers to producers. The producers will submit a plan to the Resource Productivity and Recovery Authority by June 30, 2020.

Regional Government Review: In 2019, the Minister of Municipal Affairs (Provincial Government) engaged 2 special advisors to perform a governance review of 8 regional municipalities, including York Region, and Simcoe County. Following interviews and consultation with Regional Councils, Mayors, municipal associations and residents the special advisor's recommendations were provided to the Minister. An announcement of the recommendations was made on October 25, 2019 resulting in no significant impact to the 2020 budget.

New Official Plan 2014: Markham Council in December 2013 adopted a new Official Plan (OP) which was approved by the York Region of York in June 2014. The majority of the City-wide policies were approved by the Ontario Municipal Board (OMB) in 2018 and the balance is expected to be approved by early 2020.

Accessibility: The goal of the Accessibility for Ontarians with Disabilities Act is to make Ontario fully accessible by 2025. In 2011, Markham received recognition under the Excellence Canada – Ontario Accessibility Awards program for meeting and exceeding the requirements of the AODA. To date, the City has submitted all required guidelines and reports based on compliance milestones and is on target for compliance by 2025.

During the budget development process, the City of Markham addressed the challenge of delivering a balanced budget with a reasonable tax rate increase in response to increased operating expenditures resulting from economic and growth pressures.

To mitigate the impact of economic and growth pressures, Staff continue to make every effort to find efficiencies to reduce operating costs and explore sustainable revenue sources through the “Excellence through Efficiency and Effectiveness” (E3) continuous improvement program.

Through the E3 program the City has achieved over \$29.4M in operational savings and revenue enhancements since 2009, avoiding the need for a 24.5% property tax rate increase over that period.

At the first Budget Committee meeting on September 24, 2019, Staff presented a fiscally responsible budget which included a staff supported proposed tax rate increase of 2.20% based on known information at that time. At the ninth Budget Committee meeting on November 12, 2019, Staff were directed to reduce the tax rate increase from 2.20% to 2% in line with the anticipated rate of inflation for 2020. At the Public Consultation meeting on November 27, 2019, Staff presented the proposed tax rate increase of 2.20% and the Mayor indicated he would meet with Staff to review options to reduce the tax rate increase to below the rate of inflation without reducing service levels or jeopardizing public safety.

During the 2020 budget process, Staff identified \$1.7M in E3 program opportunities, which had a favourable impact and contributed to reducing the tax rate increase to 1.95%. These efficiencies included adjustments to departmental budgets based on historical results, negotiated savings from new contracts and additional revenues resulting from user fee market competitive analyses.

2020 Operating Budget Highlights (\$240.9M)

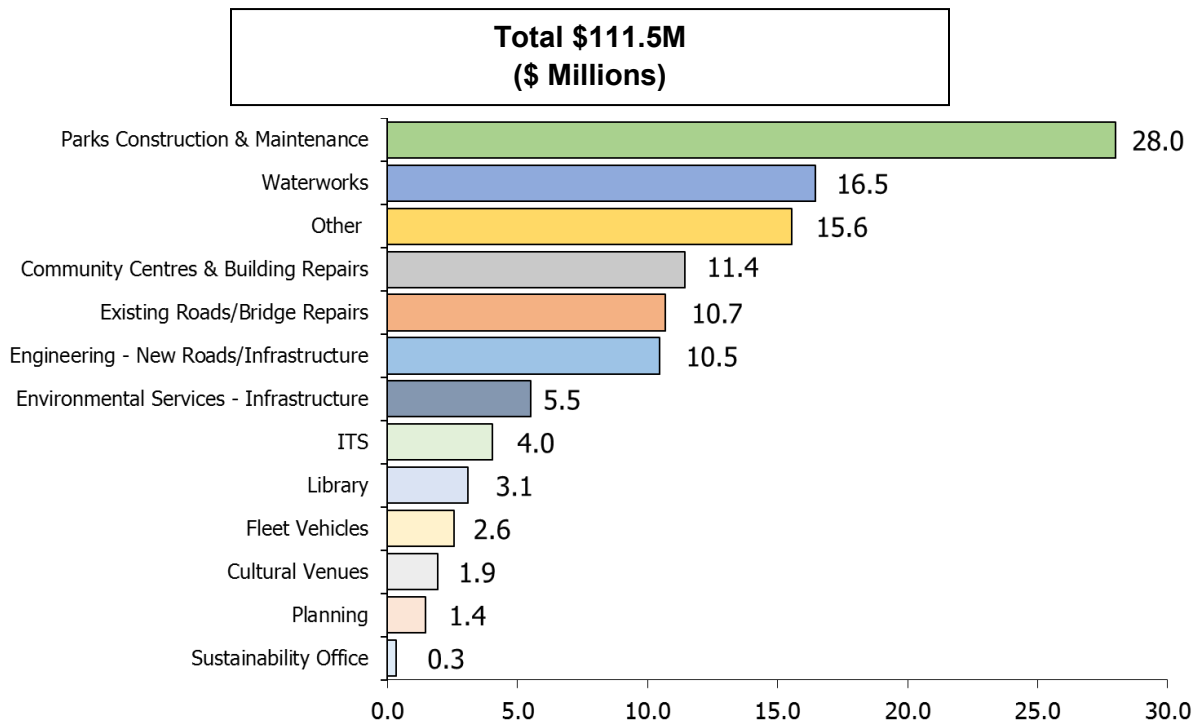
The 2020 operating budget includes an increase in expenditures of \$7.9M, partially offset by an increase in revenues of \$4.8M, resulting in a net shortfall of \$3.1M. The shortfall equates to a 1.95% tax rate increase, below the rate of inflation, and means a \$24 increase for the average residential household in Markham. The tax rate increase includes 1.45% for day-to-day operating costs and a 0.5% infrastructure investment to ensure there are sufficient funds in the life cycle reserve to repair and replace assets for the next 25 years.

The 2020 operating budget plan meets the expanding needs of Markham’s community while maintaining exceptional services and affordability for the taxpayer.

2020 Capital Budget Highlights (\$111.5M)

The total 2020 Capital Budget effectively addresses each of the City’s strategic priorities. Incorporating the longer-term thinking approach within the capital budget provides assurance to residents that the existing infrastructure, and community facilities are maintained in a state of good repair. Overall the capital budget demonstrates the City’s commitment to its residents by making the appropriate plans to invest in their future needs. Staff undertook a comprehensive process to ensure capital requests were aligned with the City’s strategic plan, as well as ensuring that City assets were being maintained and replaced effectively and efficiently, and that investment in new assets and infrastructure would meet resident needs over the longer-term.

The chart below illustrates a breakdown of the 2020 Capital Budget by category type:



The 2020 Capital Budget includes \$16.5M for water system and water meter replacement and upgrade programs, \$11.6M for recreation, culture & library programs and facilities, \$6.9M for asphalt resurfacing, \$3.7M for streetlight design, construction, repair and replacement and \$2.0M for new sidewalks. Other continuing or revitalization investments include:

Flood Control Program - Continuation of the City’s 30-year program to protect public and private properties and make critical infrastructure more resilient to climate change. The 2020 Budget includes \$10.9M for continued construction in West Thornhill.

Markham Centre Trails - A new fully integrated pathway system that will stretch more than 13 kilometers from Apple Creek Boulevard to Main Street Unionville, providing bicycle and pedestrian access to the Rouge River valley system. The 2020 Budget includes \$1.2M for construction of the first section of the trail system and design of the second section.

Park Development Program – Since 2014, the City has expedited the delivery of parks with the goal of providing residents access to parks as soon as possible after they move into a new community. The 2020 new park construction budget totals \$22.1M

Looking Ahead: Building Markham's Future Together 2020-2023 Strategic Plan

Throughout 2019, several consultation meetings were held to develop and refine the City's 2020-2023 Strategic Plan. The Plan was developed to act as a blueprint for how Council and senior staff will make decisions about the City's future to ensure its success. The City continues with its community consultation process, to find out what is important to its residents and members of the business community through innovative and interactive online surveys. With over 1,800 surveys completed, members of Markham's communities confirmed the strategic priorities established by the City. Based on these results, Markham Council officially adopted the strategic plan to help guide the municipality's actions through 2023.

The 2020 Budget aligns with the Council approved strategic priorities which address social, economic and environmental considerations. The budget includes service level enhancements while providing value for money for Markham taxpayers. The 2020 operating budget achieves fiscal sustainability by not using one-time funding to balance the budget.

Building Markham's Future Together (BMFT): 2020 – 2023 Strategic Plan

Exceptional Services by Exceptional People

Engaged, Diverse Thriving and Vibrant City

Safe, Sustainable and Complete Community

Stewardship of Money and Resources

Goal 1: Exceptional Services by Exceptional People

To embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.

2019 Accomplishments
Launch of eScribe for both standing Committees (General Committee & Development Services Committee) and Council as well as Markham Enterprises Corporation, Budget and Heritage Markham Advisory Committee. All agendas and minutes for these meetings are conducted through eScribe. Switched video streaming to eScribe which now bookmarks the videos to specific agenda items for ease of reference.
Digital Markham Strategy: The City's digital maturity in the areas of online, mobile, social, data and infrastructure, and governance has advanced from "early enabled" to "early connected" since 2017.
Developed a Reciprocal Lending Agreement with Vaughan and Richmond Hill public library systems on the OverDrive eContent platform to allow customers access to more eBooks and eAudiobooks, which resulted in 4,432 additional e-items borrowed.
Expanded public service hours on Sundays at Milliken Mills and Cornell Library branches, resulting in an additional 156 hours of community access to library services and programs.
Led a successful public education campaign on social media for this year's Emergency Preparedness Week, which increased the number of visits to the emergency management webpage by 1,000% from 2018.
Theatre Ticketing System Replacement: Implemented new system providing the theatre comprehensive functionality to manage interaction with their patrons from ticketing and marketing to e-commerce to fundraising, automating daily tasks so that staff can focus on innovative offerings.

Goal 2: Engaged, Diverse, Thriving and Vibrant City

1. An inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.
2. To enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

2019 Accomplishments
Advocated for community wellness, including a sense of community, belonging and enjoyment, by improving the quality of life for Markham residents through quality leisure programming in municipal recreation facilities, resulting in 9.1 million visits in our centres, 5,157 active fitness members, 27,882 aquatic registrants, 24,546 camp registrants, 90,569 direct program registrants, and 520,434 drop-in participants.
Established of new Performing Arts Foundation for Flato Markham Theatre.
Hosted 105 sport events at the Markham Pan Am Centre which directly contributed to the achievement of the City of Markham being ranked 10th in Canada by the Global Sport Impact (GSI) Canada Index for hosting sport events.
Managed the corporate Volunteer Management Program, which had 1,795 active volunteers completing 54,866 volunteer hours to support activities in recreation, arts & culture, library, special events, boards and committees, and emergency preparedness.
Launched Digital Community Engagement website: Your Voice Markham
Approved Destination Markham Strategy and established the Destination Markham Corporation and Inaugural Board to promote Markham as a diverse meeting, tourism, and entertainment destination.
Led the successful completion and approval of the 2019 Update of the Integrated Leisure Master Plan to address parks, recreation, arts & culture and library facilities and services.
Approval of capital budget to fund promotion of the Markham Innovation Exchange (MiX) District. Once developed the MiX District will be home to one of the largest innovation districts in North America offering employment and industrial activity.

Goal 3: Safe, Sustainable and Complete Community

Strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.

2019 Accomplishments
As part of the City's whistle cessation program completed 5 additional rail crossings.
Submitted responses to Provincial initiatives including: Housing Supply Action Plan; Bill 66; Bill 108 Amendment 1 to the growth plan.
Completed 58 km of Road Rehabilitation comprised of: - 37 lane km of Pavement Preservation; and - 21 lane km of Road Rehabilitation.
Assumed stewardship of 225 Bur Oak trees planted at Milne Dam Park to commemorate the City's 225th anniversary.
Achieved a score of 93.58% on the Drinking Water Quality Management System in the compliance inspection completed by the Ontario Ministry of Environment, Conservation and Parks.

Goal 4: Stewardship of Money and Resources

To demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.

2019 Accomplishments
Expanded use of electronic processes to improve customer service while supporting the City's Greenprint initiative through the reduction/elimination of paper-based operations. To date over 15,000 (15%) property tax accounts are receiving their tax bills electronically, eliminating the need to print and mail tax bills. The efficiency of the tax collection process is evidenced by the fact that approximately 95% of all property tax account payments are received electronically. In 2018, 100% of all formal procurements were issued and received online eliminating the printing of over 300,000 pieces of paper from both the City and its vendors. In 2019, Procurement stopped all paper document files eliminating printing of an additional 50,000 pieces of paper.
Continued to pursue E3 opportunities: Since 2009 over \$29.4M in savings has been achieved which equates to a tax rate increase avoidance of 24.5%.
Markham has the lowest average tax rate increase across GTA municipalities over the past fifteen years contributing to the second lowest residential and commercial tax rates and lowest industrial tax rate in the GTA for 2020. Markham continues to have the lowest commercial tax rate in the GTA based on the municipal portion only.
Office Development Incentive: In order to provide incentives to large office developments, Council approved a development charge reduction of 75% for any office space over the first 100,000 square feet.

Municipal Accommodation Tax (MAT): Council approved a 4% MAT on all Markham Hotels starting January 1, 2019. MAT revenues are collected for tourism-related initiatives, 50% of the funds will support the replacement and rehabilitation requirements of the City's tourism-related infrastructure and the other 50% will support new tourism-related initiatives and infrastructure.

Bell IoT: Worked to launch a 6-month pilot of the Smart Cities Platform to provide a single, integrated view of events, incidents or impending crises, providing the ability for city staff to share information across departments. The Smart City Platform delivered a stakeholder-facing dashboard along with visualization of select data elements for the pilot project. The dashboard presented both a map and report view. The elements included in the pilot were: Analytics dashboard, Key Performance Indicators (KPIs) across integrated solutions, defined City of Markham alerts and standard operating procedures, incorporation of datasets from our open data platform. The platform for the pilot involved requirements and sensors to monitor on a limited scale the following verticals: asset management (lawn maintenance equipment), water leak acoustic detection (in pipe, and hydrants), flood/storm water level monitoring (rivers and manholes), environmental monitoring, building energy management, and water pressure monitoring (in-pipe).

Completed the Stormwater Fee Update for the next 5 years (2020 – 2024) and received \$48.64M grant from the Federal Disaster Mitigation Adaptation Fund to contribute towards a \$121M Flood Control project.

Provided 285 kids with access to Markham's recreation programs by obtaining \$40,589 from the Canadian Tire Jumpstart Charities program.


Achieved the Mayors' Megawatt Challenge: 10 Percent Club Award for Armadale Community Centre and Markham Village Community Centre, which had generated a savings of 13% and 12% respectively.

The City of Markham's Strategic Plan incorporates a vision for the continued development of Markham as a vibrant and thriving city. The Plan provides direction to Council, residents, businesses and investors about the proposed development of Markham and perhaps more importantly strives to provide direction for the provision of services for its inhabitants.

Summary

Markham's ongoing commitment to offer world class services and infrastructure to its residents continues to drive the proactive and innovative approach to achieve these goals. Through ambitious initiatives and prudent planning, Markham has repeatedly achieved success in delivering state-of-the-art facilities and award winning services, while always maintaining its role as a responsible steward by keeping taxes at the lowest rate throughout the GTA. Through its numerous achievements, Markham has earned a reputation of being a premier municipality, with the ability to deliver quality results and establish itself at the forefront of new initiatives and programs.

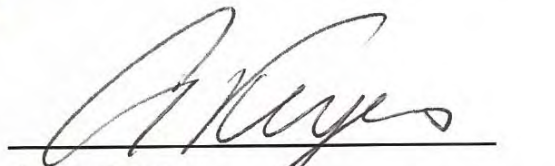
The unique perspective from having a deeply rooted heritage combined with a progressive approach to government makes Markham a distinctively premium municipality in which to reside for both residents and businesses alike. The diversity within the community has attracted many more residents, as the City continues to enjoy population growth. High-value businesses remain committed to their presence here and help towards creating a strong foundation for re-investment, aiding economic prosperity. As we move forward, Markham will maintain its commitments towards making the municipality an enviable and thriving region, as well as maintaining its hard earned and well deserved reputation.



Frank Scarpitti
Mayor



Amanda Collucci
Budget Chief & Ward 6 Councillor



Andrew Keyes
Vice Chair, Budget Committee & Ward 5 Councillor

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

City of Markham, Anthony Roman Centre, 101 Town Centre Boulevard, Markham, Ontario L3R 9W3
905-477-7000 ▪ Website: www.markham.ca
Alternate formats available upon request

2020 CITY OF MARKHAM STREET MAP



CITY OF MARKHAM COAT OF ARMS AND MOTTO



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	<u>"LEADING WHILE REMEMBERING"</u> - Recognizing Markham's municipal leadership, while remembering the contribution of past settlers and residents and our colourful history.

2019 - 2022 Council of the City of Markham



**Mayor
Frank Scarpitti**



**Deputy Mayor
Don Hamilton**



**Regional Councillor
Jack Heath**



**Regional Councillor
Joe Li**



**Regional Councillor
Jim Jones**



**Ward 1 Councillor
Keith Irish**



**Ward 2 Councillor
Alan Ho**



**Ward 3 Councillor
Reid McAlpine**



**Ward 4 Councillor
Karen Rea**



**Ward 5 Councillor
Andrew Keyes**



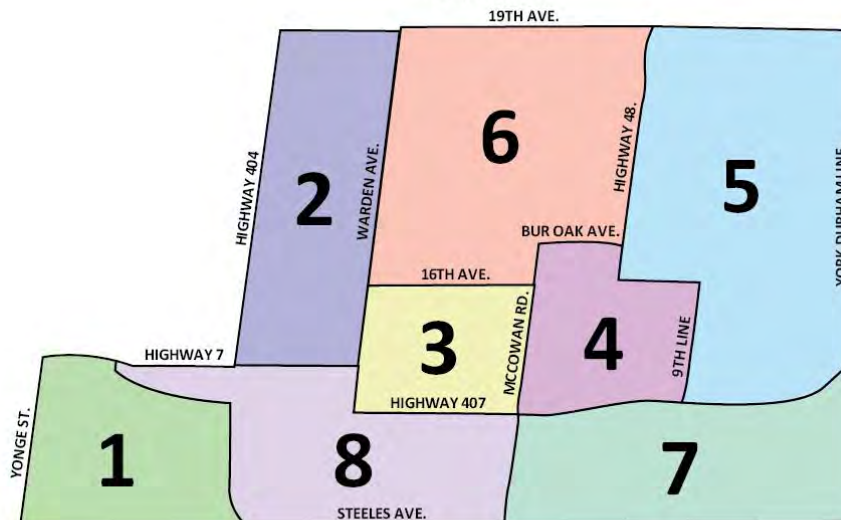
**Ward 6 Councillor
Amanda Yeung
Collucci**



**Ward 7 Councillor
Khalid Usman**



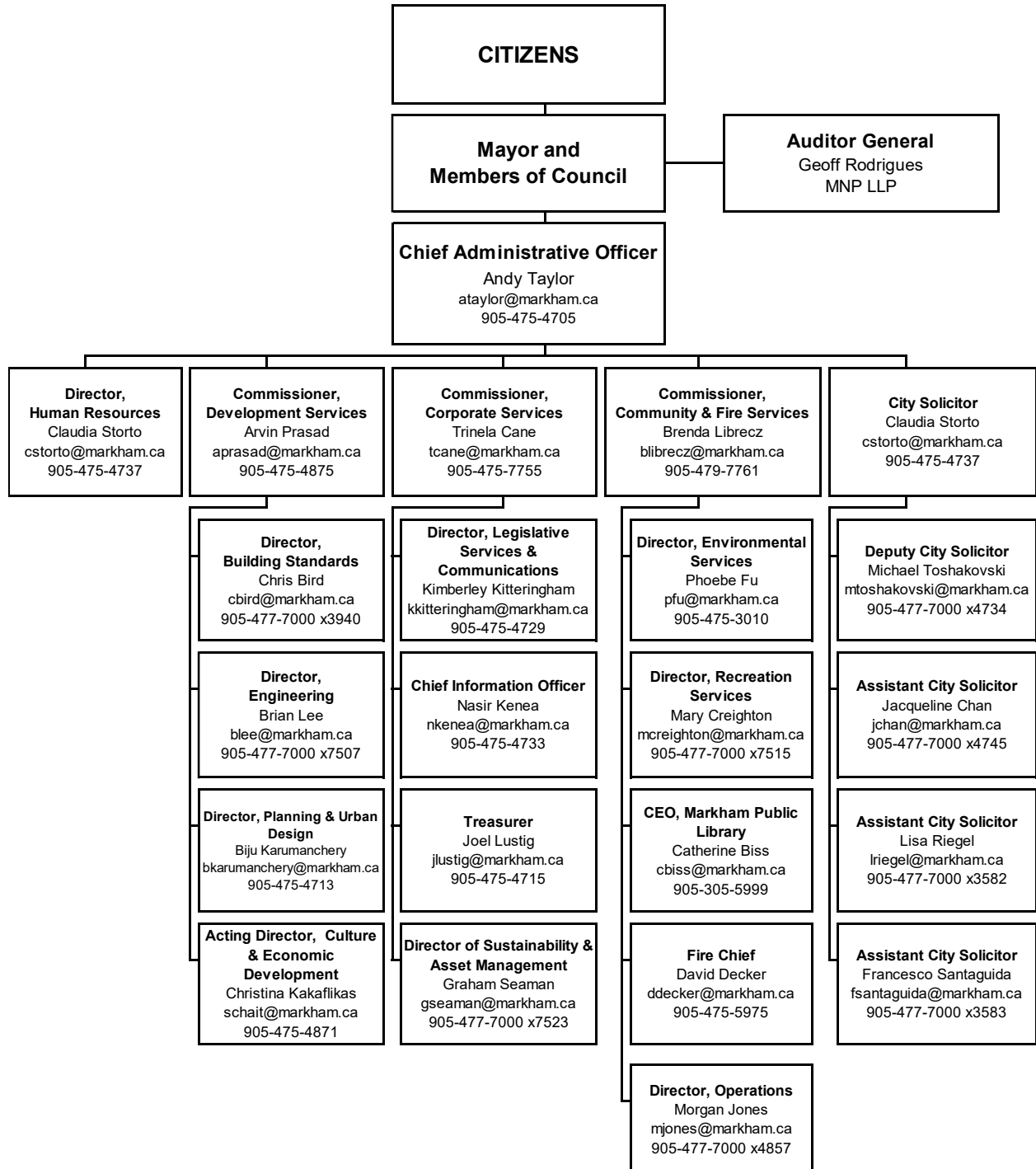
**Ward 8 Councillor
Isa Lee**



ORGANIZATIONAL STRUCTURE

CITY OF MARKHAM

Organizational Chart



2020 BUDGET HEAD COUNT APPROVED FULL TIME COMPLEMENT

Department / Commission	2016	2017	2018	2019	2020
Mayor & Council*	3	3	3	3	3
Human Resources	18	17	17	19	19
Legal Services	10	11	11	12	13
Sustainability Office	3	0	0	0	0
CAO's Office	4	3	3	3	3
Total CAO, Legal, HR & Sustainability Office	35	31	31	34	35
Communications & Community Relations	14	0	0	0	0
Financial Services	49	50	50	50	49
Information Technologies Services	34	34	34	36	37
Legislative Services & Communications	59	73	73	73	78
Sustainability & Asset Management	0	18	18	18	20
Commissioner's Office	2	2	2	2	2
Total Corporate Services	158	177	177	179	186
Culture & Economic Development	7	29	29	29	30
Traffic Operations	0	4	4	4	4
Commissioner's Office	10	10	10	10	10
Total Development Services	17	43	43	43	44
Asset Management	31	0	0	0	0
Culture	24	0	0	0	0
Environmental Services	0	10	10	10	10
Environmental Services - Waste Management	5	5	5	5	5
Fire & Emergency Services	278	278	278	278	280
Markham Public Library	70	70	78	78	78
Operations	111	115	117	119	122
Recreation Services	120	120	132	132	132
Commissioner's Office	5	4	4	4	4
Total Community & Fire Services	644	602	624	626	631
Corporate	0	6	6	6	7
Sub Total	857	862	884	891	906
Building Services	54	54	54	54	54
Engineering	40	41	44	44	47
Planning & Design	51	53	57	58	59
Waterworks	65	66	67	67	67
Total Corporation	1,067	1,076	1,106	1,114	1,133

* Excludes Mayor & Council Members

2020 Budget

The approved 2020 full time complement of 1,133 represents an addition of 19 new full time staff that were added through 2020 budget process. Of the 19 new full time staff 8 were converted from full time contract or part time. The increase is due to the overall growth of the City and to the City's commitment to maintain service levels. The details of the 19 new positions are shown below.

DETAILS OF 2020 STAFF ADDITIONS

Community & Fire Services		
Operations	Facility Yard Maintenance Operator East Works Yard	1
	Urban Forestry Technologist	1
	Parks Renaissance Planner	1
Corporate Services		
ITS Department	Cyber Security Specialist	1
Fire Services	Fire Training Officer	1
	Fire Prevention/ Education Officer Markham Centre	1
Legislative Services	Corporate Privacy & Records Analyst	1
	Provincial Offences Officer I	4
CAO, Legal, HR & Sustainability Office		
Legal Department	Assistant City Solicitor	1
Sustainability & Asset Management	Manager, Corporate Asset Management	1
	Energy Management Coordinator	1
Development Services		
Theatre	Theatre Business Coordinator	1
Engineering	Senior Development Engineer Secondary Plans	1
	Senior Transportation Engineer Secondary Plans	1
Planning & Urban Design	Senior Planner Secondary Plans	1
	Project Manager - Parks & Open Spaces Development	1
Total		19

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 it was not until 1801 that the land was divided into 10 concessions running north and south, with 6 side roads 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 family was granted 200 acres of land, but 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 were Pennsylvania Germans, most of whom 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 onwards, 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 implements 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. The railway brought renewed prosperity and rapid development. Farmers and millers had more convenient means of transporting their products to Toronto, and merchants had easier access to supplies.

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 into 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, but evolved into a community for those who commuted to work into Toronto. As a result, rural Markham disappeared in the face of tremendous urban growth.

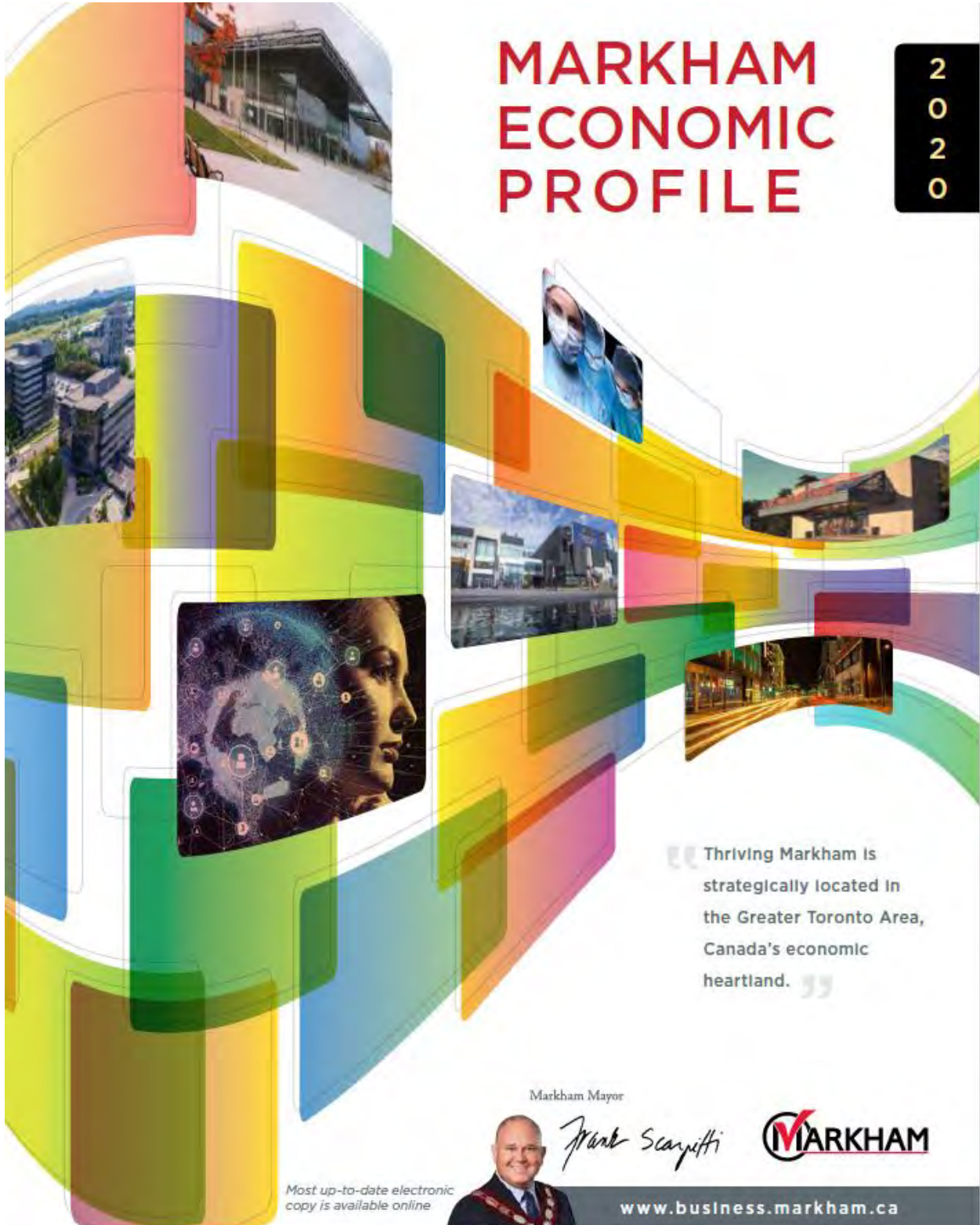
By 1969, the Township of Markham consisted of several villages, including Markham, Unionville, and parts of Thornhill. In 1971, the Regional Municipality of York was established. Northern portions of Markham Township were annexed to the municipalities of Richmond Hill and Whitchurch-Stouffville, while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

In 1976, Markham's population was approximately 56,000. Since that time, the population has increased dramatically and is estimated to be over 350,000. Despite these changes and rapid 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

MARKHAM ECONOMIC PROFILE

2
0
2
0



“ Thriving Markham is strategically located in the Greater Toronto Area, Canada’s economic heartland. ”

Markham Mayor



Frank Scarpitti



Most up-to-date electronic copy is available online

www.business.markham.ca

Economic Overview

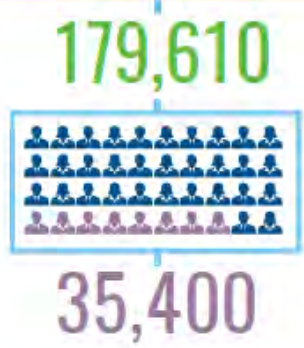
Expanding business base. Motivated, highly educated and diverse workforce. By every measure, Canada's high-tech capital - and 16th largest municipality - is thriving.

The award-winning City of Markham is the largest of nine municipalities in York Region, with a population of over **350,000** and a land area of **212 square kilometres**.



Markham is a leader in attracting foreign direct investment. Of the **10,840 companies in Markham**, over **240 foreign companies** are located here, employing more than **32,000 people**. Leading innovators in Markham include: IBM, Aviva Insurance, AMD, GM Canada Technical Centre, Bank of China, GE Grid IQ Innovation Centre, Honeywell, Huawei Technologies, Lenovo, Johnson & Johnson, Toshiba, Honda, Qualcomm and Hyundai.

Markham has the highest concentration of ICT employers per capita in Canada. Over **1,500 technology and life sciences companies** are based in Markham. These two sectors alone **employ 35,400 people** - over one-fifth of the total workforce of **179,610**.



Strategies for Growth

Markham is maintaining its economic momentum by following its 10-year economic strategy, Markham 2020. In targeting specific growth sectors, the City continues to attract companies specializing in Information and communication technology ICT, life sciences, financial services, design and engineering, professional scientific services, and information and cultural industries. Here, businesses find skilled workers from around the world who are drawn to Markham for its exceptional quality of life (see page 8).

Internationally, the City's profile has benefited from several economic alliances and a frequent exchange of business missions to and from Asia, the USA and Europe - reaching out to global markets to bring investment into Markham as well as opening doors for Markham-based businesses to expand.

Markham's TOP 20 EMPLOYERS

3

- IBM CANADA LTD.
- TD FINANCIAL GROUP
- CITY OF MARKHAM
- AVIVA CANADA
- MARKHAM STOUFFVILLE HOSPITAL
- CGI INFORMATION SYSTEMS
- AMD TECHNOLOGIES INC.
- THE MILLER GROUP
- ALLSTATE INSURANCE
- HOMELIFE LANDMARK REALTY INC
- ENERCARE HOME SERVICES
- WSPN CANADA GROUP LTD.
- JOHNSON AND JOHNSON INC.
- VEONEER CANADA
- BGIS
- HUAWEI TECHNOLOGIES CANADA CO. LTD
- WEINS CANADA
- TORCE FINANCIAL GROUP
- HOMELIFE BAYVIEW REALTY INC.
- ESTEE LAUDER

Data source: 2019 York Region Employment Survey

High Tech Cluster

TECHNOLOGY CLUSTER

INDUSTRIAL CATEGORY	NUMBER OF COMPANIES
Computer Systems Design and Related Services	312
Engineering Services	117
Computer, Computer Peripheral and Pre-Packaged Software Wholesaler-Distributors	67
Electronic and Precision Equipment Repair and Maintenance	52
Graphic Design Services	42
Electronic Components, Navigational and Communications Equipment and Supplies Wholesaler-Distributors	29
Management Consulting Services	28
Software Publishers	27
Wireless Telecommunications Carriers (except Satellite)	26
Research and Development in the Physical, Engineering and Life Sciences	26
Other Telecommunications	22
Data Processing, Hosting, and Related Services	21
Semiconductor and Other Electronic Component Manufacturing	19
Other Scientific and Technical Consulting Services	17
Navigational, Measuring, Medical and Control Instruments Manufacturing	16
Wired Telecommunications Carriers	13
Environmental Consulting Services	9
Computer and Peripheral Equipment Manufacturing	8
Management of Companies and Enterprises	8
Industrial Design Services	6
Geophysical Surveying and Mapping Services	5
Electrical Equipment Manufacturing	4
All Other Electrical Equipment and Component Manufacturing	4
Internet Publishing and Broadcasting, and Web Search Portals	4
Surveying and Mapping (except Geophysical) Services	4
All Other Professional, Scientific and Technical Services	4
Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	3
Other Communications Equipment Manufacturing	3
Telephone Apparatus Manufacturing	2
Communication and Energy Wire and Cable Manufacturing	2
Wiring Device Manufacturing	2
Electric Power Generation	1
Audio and Video Equipment Manufacturing	1
Research and Development in the Social Sciences and Humanities	1
TOTAL NO. OF TECHNOLOGY COMPANIES	905

4

Life Science Cluster

LIFE SCIENCES CLUSTER

INDUSTRIAL CATEGORY	NUMBER OF COMPANIES
Professional Machinery, Equipment and Supplies Wholesaler-Distributors	57
Medical Equipment and Supplies Manufacturing	36
Medical and Diagnostic Laboratories	19
Computer Systems Design and Related Services	18
Pharmaceuticals and Pharmacy Supplies Wholesaler-Distributors	17
Research and Development in the Physical, Engineering and Life Sciences	13
Home Health Care Services	9
Testing Laboratories	8
Navigational, Measuring, Medical and Control Instruments Manufacturing	6
Management of Companies and Enterprises	6
Office Administrative Services	3
Pharmaceutical and Medicine Manufacturing	3
Toiletries Preparation Manufacturing	2
Management Consulting Services	2
Other Scientific and Technical Consulting Services	2
Computer, Computer Peripheral and Pre-Packaged Software Wholesaler-Distributors	1
Research and Development in the Social Sciences and Humanities	1
TOTAL NO. OF LIFE SCIENCES COMPANIES	203

5

Note: Data was obtained from the 2019 York Region Business and Employment Survey. While every effort has been made to ensure the accuracy of this information, the Regional Municipality of York and the City of Markham can accept no responsibility for any inaccuracies, errors or omissions. Some industry categories can be found under both the high-tech and life sciences clusters because the functions of the companies support both clusters.

IBM Innovation Space-Markham Convergence Centre

The IBM Innovation Space-Markham Convergence Centre is a 50,000 square foot innovation hub located in Markham. Managed by ventureLAB, the region's technology accelerator, the hub is home to over 45 tech companies and nearly 300 employees who are building transformative, impactful products and solutions.

RESIDENT ORGANIZATIONS

ventureLAB, York University, Seneca College, Markham Small Business Centre, Markham Board of Trade, National Research Council's Industrial Research Assistance Program, Ontario Centres of Excellence, York Angel Investors, TechConnex, and over 40 tech start-ups and scale-ups.

Bring your ideas. Share your dreams. Create new business ventures with the capacity to go global.

Come visit the IBM Innovation Space-Markham Convergence Centre at 3600 Steeles Avenue East.



MARKHAM SMALL BUSINESS CENTRE
HELPING SMALL BUSINESS GROW



Industrial/Commercial Activity

DEVELOPMENT ACTIVITY

Development Activity

From premium corporate, commercial and industrial developments to outstanding mixed-used communities, Markham is creating the infrastructure needed to sustain a vibrant environment for all. This includes working to maintain the lowest tax rates in the GTA.

6

2019 Tax Rates (%)

	COMMERCIAL	INDUSTRIAL
Toronto	2.28%	2.33%
Mississauga	1.94%	2.16%
Vaughan	1.62%	1.87%
Markham	1.57%	1.81%

Value of Construction (January - December 2019)



Number of Building Permits Issued (January - December 2019)



Miscellaneous includes Agricultural, Swimming Pools, Demolitions, Septic, Signs, Tents, Decks, Designated Structures, Heating & Plumbing Only and Partial Permits.

Industrial Commercial Development

Vacant Employment Land Inventory 2019

Land Use Designation Categories	Serviced and Market Ready (acres)	Unserviced (acres)
Commercial Office	80.33	13.88
Commercial Retail	34.80	39.99
Commercial Mixed	40.55	32.09
Total Commercial	155.68	85.96
Total Industrial	384.00	1159.57

Average Price Per Acre (Industrial) \$1,600,000-1,800,000

Average Price Per Acre (Commercial) \$1,800,000-\$2,200,000

Industrial Inventory, 2019 (Q4)

Total inventory (sq.ft.)	35,749,852
Vacancy rate - class A	0.8%
Average net rent (sq.ft.)	\$10.47

Commercial Office Inventory, 2019 (Q4)

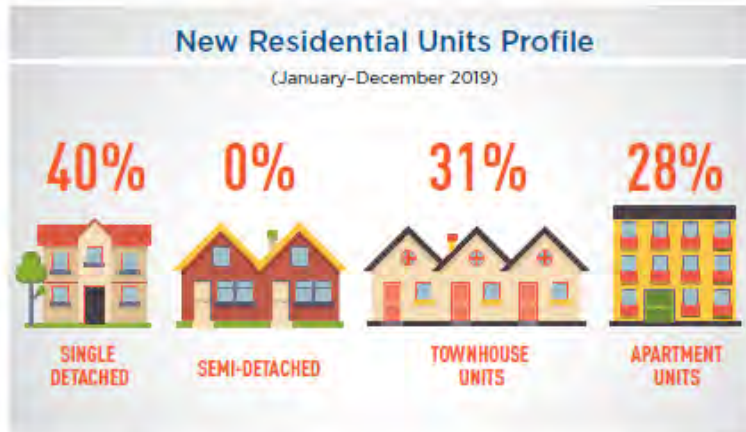
Total inventory (sq.ft.)	14,684,296
Vacancy rate - class A	1.0%
Average net rent (sq.ft.)	\$27.85

All values are in Canadian Dollars. Source: Colliers International

Residential Activity & Utilities

RESIDENTIAL ACTIVITY & UTILITIES

Residential Development

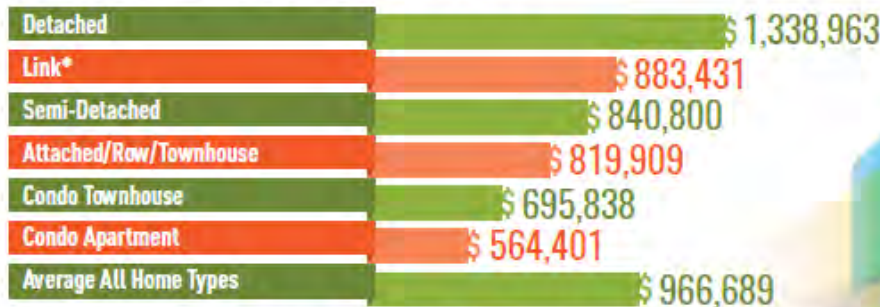


Number of New Residential Units Per Year



Average Home Prices

(Toronto Real Estate Board, Market Watch, December 2019)



*Link houses are commonly two or more buildings or dwellings joined underground or by garage (Ontario Real Estate Association).

Municipal Utilities

Water & Sewer Infrastructure, 2019 Rate

Water & wastewater rate per cubic metre	\$4.4680/m ³
Sanitary sewers	921.17 km
Water mains	1091.57 km

Electricity Costs and Charges, Business Rates

50KW OR LESS

Distribution charge	\$0.0191/kWh
Monthly fixed charge	\$30.16/month

GREATER THAN 50KW DEMAND

Distribution charge	\$4.3942/kW
Distribution charge	\$4.3942/kW
Monthly fixed charge	\$147.92/month

Quality of Life

8

QUALITY OF LIFE

A key part of Markham's competitiveness strategy is to build and maintain a community that appeals to educated, culturally diverse knowledge workers.

Throughout Markham, residents, students and workers have the opportunity to enjoy an emerging downtown with urban amenities and cultural attractions such as award-winning community centres and libraries, top-performing schools, prestigious neighbourhoods, festive celebration events, and charming heritage villages. The City supports a Group of Seven-inspired art gallery, a museum, a 500-seat theatre and extensive parklands.

Markham's Greenprint strategy drives many initiatives to create a healthier, more sustainable community for all. Among many successes, the City boasts the highest waste diversion rate in the Greater Toronto Area.

Markham is home to high-quality healthcare services through the expanded Markham Stouffville Hospital and other facilities, and to Seneca College, a premier post-secondary educational research and training facility. For details on available programs, visit <http://www.senecacollege.ca>.

Recreation & Culture

- Number of Parks
- Trails/Pathway System
- Public Libraries
- Community and Cultural Centres & Facilities
- Golf Courses
- Ice Arenas
- Flato Markham Theatre, Markham Museum, Varley Art Gallery, McKay Art Centre
- Heritage Areas - Thornhill Village, Unionville Village, Markham Village, Buttonville Village

*In 2019 new methodology used in accordance with Official Plan park typologies.

260*
163 km
8
36
8
10 pads

Public Health & Education

- Markham Stouffville Hospital (beds)
- Shouldice Hernia Centre (beds)
- Elementary Schools
- High Schools
- Community Colleges (within 1 hr drive)
- Universities (within 1 hr drive)

329
89
71
15
8
7

Transportation Infrastructure & Service Providers

- Roads (excludes private roads)
- Highways (404 and 407)
- Sidewalks
- Multi Use Path
- Cycle Track
- York Region Transit (YRT)/Viva
- Toronto Transit Commission (TTC)
- GO Transit
- CN Rail
- 407 ETR
- Toronto Buttonville Municipal Airport

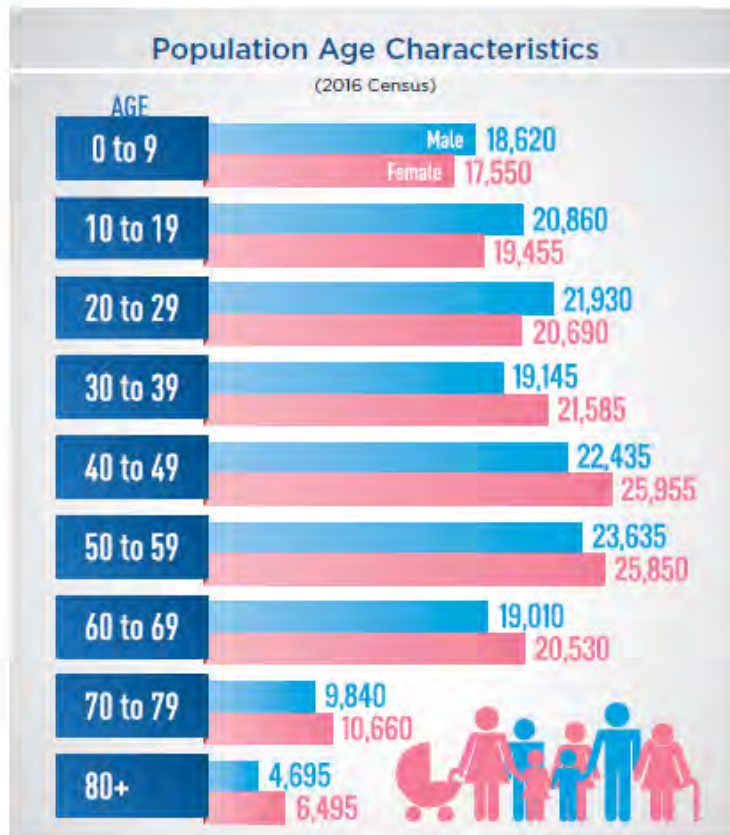
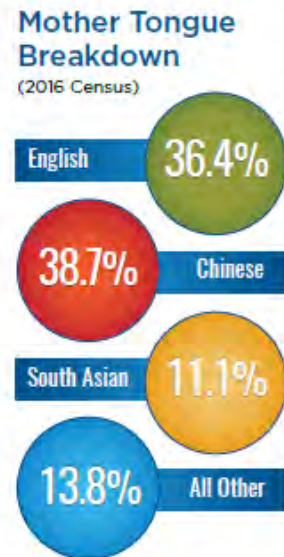
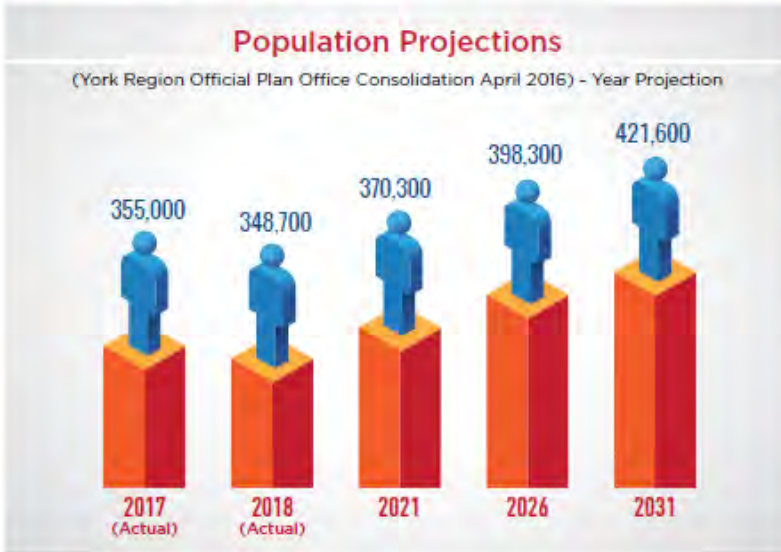
1252 km
32 km
1,087.8 km
30.1 km
2.8 km
www.yorkregiontransit.com
www.ttc.ca
www.gotransit.com
www.cn.ca
www.407etr.com
www.buttonvilleairport.ca

Seneca



Demographic Profile

DEMOGRAPHIC PROFILE



Labour Force Profile

LABOUR FORCE PROFILE

Basic Indicators

(2016 Census)

Number of Persons Employed	159,640
Unemployment Rate	7.3%
Labour Force Participation Rate	63.3%

10

Labour Force by Industry

(2016 Census)

	%
Finance, Insurance, and Real Estate	13.8
Professional, Scientific and Technical	12.3
Retail Trade	11.3
Manufacturing	9.1
Health Care and Social Assistance	8.4
Accommodation and Food Services	7.2
Educational Services	7.0
Wholesale Trade	5.8
Information, Cultural, Arts, Entertainment and Recreation	4.8
Construction	4.3
Public Administration	3.4
Other	12.6

Average Total Income

(2016 Census, for the population aged 15 years and over in private households)



Markham Average
\$45,184



Ontario Average
\$47,915



Canadian Average
\$47,487

Wage Rates

(Ministry of Labour)

Minimum Wage Rate	Rates from Jan 1, 2018 to Sept 30, 2020
General Minimum Wage	\$14.00 per hour
Student Minimum Wage	\$13.15 per hour

Average Earnings, by Selected Occupation, in Markham

(Statistics Canada 2016 Census)

Management	\$ 83,438
Natural and applied sciences and related	\$ 75,796
Health	\$ 62,873
Business, finance and administrative	\$ 52,358
Education, law and social, community and government services	\$ 49,434
Trades, transport and equipment operators and related	\$ 37,588
Manufacturing and utilities	\$ 34,381
Sales and service	\$ 29,493
Art, culture, recreation and sport	\$ 24,602
Natural resources, agriculture and related production occupations	\$ 22,505

NOTE: For other Census topics, please visit www.cdbtcen.gc.ca. Data for Average Earnings by Selected Occupation, is based on the Markham Census Subdivision Area (CSA) from Statistics Canada 2016 Census.

Vital Resources

VITAL RESOURCES HELP GROW YOUR BUSINESS!



11

ventureLAB

ventureLAB is a leading technology hub located in Markham in York Region, Canada's second-largest tech cluster. Through its programs focused on capital, talent, technology, and customers, ventureLAB has supported over 2,000 tech companies and entrepreneurs, including 100 companies that have raised over \$100 million and created 3,500 jobs. ventureLAB's innovation hub is a 50,000 square foot facility that is home to over 45 tech companies and partners that employ over 300 people. At ventureLAB, we grow globally competitive tech titans that build-to-scale in Canada.

Contact Us: hello@venturelab.ca
905-248-2727

Visit Us: 3600 Steeles Ave East, Suite E171, Markham, ON L3R 9Z7

Learn More: www.venturelab.ca

Markham Small Business Centre

Markham Small Business Centre (MSBC) is an innovative public and private sector alliance providing a complete source of services and programs for Markham entrepreneurs and small businesses. Funded by the City of Markham and the Ontario Ministry of Economic Development, Job Creation and Trade, MSBC provides Markham's aspiring entrepreneurs and existing small businesses with high-quality, one-on-one management consulting, educational training and the business resources needed to sustain their growth in today's competitive marketplace. MSBC also works to encourage entrepreneurship as a career option for Markham's youth.

MSBC co-delivers the Founder Fundamentals entrepreneurial training program in partnership with York University's YSpace Markham community innovation hub. YSpace helps a growing number of entrepreneurs, community members, and youth build and scale their sustainable and impactful businesses in Markham. For more information on YSpace, yspace@yorku.ca.

The Markham Small Business Centre is located in the IBM Innovation Space - Markham Convergence Centre at 3600 Steeles Avenue East in Markham Ontario.

Contact Us: msbc@markham.ca
905-477-7000 x6722

Learn More: markham.ca/msbc



2019 Financial Report Card



City of Markham plans, manages, deploys, and protects taxpayer funds according to its needs for growth, fiscal responsibility, and value creation.

To withstand the increased financial pressure on services and programs, we rely on the pillars of our Financial Strategy to ensure Markham remains financially sustainable, maximizes value for money, and mitigates risks that may impact our taxpayers.

By taking a measured approach, we ensure the responsible stewardship of money and resources, which is one of the City of Markham's key strategic goals.

2019 Financial Report Card

GTA Tax Rate Ranking



Average Annual Tax Rate Increase since 2010

	2017	2018	Goal	Status
Planning for the Future				
Total Reserves and Reserve Funds excl. Land Acquisition Reserve (as a % of Operating Expenses)	73%	77%	> 20%	
Adequacy of Lifecycle Reserve funding strategy to sustain future rehab/replace needs	25yrs	25yrs	25yrs	
Efficient Use of Money				
General Portfolio Investment Rate of Return	2.95%	3.12%	> Inflation	
Net Financial Assets (as a % of annual revenue)	147%	147%	> -50%	
Debt Servicing (as a % of total operating revenue)	0.2%	0.2%	< 5 %	
Net Municipal Operating Cost per Household	\$1,223	\$1,255	Within the Lowest 25% of GTA Municipalities	
Ensuring Growth pays for Growth				
Tax Rate increase	3.46%	2.90%	< 3%	
Non-Residential Property taxes (as a % of total property taxes levied)	17.7%	17.6%	> 20%	
Safeguarding of Money				
Total Taxes Receivable less Uncollectible allowance (as a % of total taxes levied)	3.9%	3.6%	< 10%	
Liquidity: total cash and cash equivalents (as a % of Current Liabilities)	65%	114%	> 5%	

* Goals are guided by Financial Indicator Review, and are based on Financial Information Return (FIR) data. On an annual basis, Ministry of Municipal Affairs and Housing staff prepare financial indicators for each municipality, based on the information contained in the FIRs. The City of Markham considers these targets, according to the FIR's guidance of the lowest thresholds for the lowest levels of risk. The 2018 financial results continue to demonstrate the City of Markham's excellence in financial planning, and fiscal prudence.

**New Dwelling Units and Construction Values
(RESIDENTIAL & NON-RESIDENTIAL)**

Number of New Dwelling Units Issued in Year 2019

Single Dwellings	47
Double Dwellings	0
Row Dwellings	36
Apartments	32
Total	115

Construction Value of Permits Issued in 2019
(in \$000's)

Residential	\$ 58,223,428
Commercial	\$ 183,059,120
Other	\$ 282,778,860
Total	\$ 524,061,408

STRATEGIC PLAN AND INITIATIVES

Building Markham's Future Together 2020 - 2023 Strategic Plan

All public and private sector organizations use strategic plans as blueprints for priority actions to guide decision makers to achieve the desired outcomes identified by their stakeholders.

BMFT is the blueprint which informs Council decisions and departmental business plans to assure the future success of the City. At the start of each new Council term, municipal Councils and Staff revisit the strategic plan to confirm City goals and objectives, and identify key priorities for the term.

In 2007, Mayor Scarpitti's first Council term, Council and Senior Staff developed Building Markham's Future Together Strategic Plan (BMFT). The Plan has been reviewed at the beginning of each new term of Council, and a major update was undertaken in 2015. The Plan has served the City well to guide both strategic initiatives and service priorities.

Plan Development

In April, May, July, September, and November 2019 Markham Council and Senior Staff participated in a number of training and education workshops, working together to refresh and re-focus the priorities of the City's Strategic Plan.

The sessions provided Council with an opportunity to discuss and refine the Goals and Goal Statements, Strategic Objectives, Key Actions and Initiatives, and identify measure of success for each Goal.

On September 16, 2019, General Committee received the consolidated summary of the training and education sessions work and endorsed the proposed approach to engage the community and obtain feedback on the refreshed strategic plan.

Public Engagement Program – Going to Where the People Are

The September 16th General Committee decision included a direction to Staff to provide engagement opportunities across the City commencing with a kick-off event on September 23rd and concluding the engagement on November 1st. The Program's goal was to solicit feedback from a broad cross-section of residents, businesses and other stakeholders/ interested parties. The community engagement program was developed to inform, educate and provide opportunities for input on Building Markham's Future Together 2020 – 2023 Strategic Plan.

Public feedback was obtained through a leading community engagement platform (Bang the Table) used by many municipalities and government agencies across Canada and the United States. The City launched Your Voice Markham (YVM) in March 2019 and at the commencement of the BMFT engagement the City had more than 900 subscribers

and 9,300 visitors to the platform. At the conclusion of the engagement, these numbers had risen to 1,838 and 20,500 respectively. The platform, which provides a translation option asked visitors to prioritize key actions that will guide the work of the City from 2020 – 2023.

A robust communications plan was developed to drive all interested parties to Your Voice Markham. The aim of the communications plan was to expand awareness of the Strategic Plan across all our diverse communities. The communications plan included: detailed content on the City's website; email blasts to all recreation and culture program registrants, community/business organizations and library patrons; paid and organic social media; print and online ads, including Chinese and Tamil translations in community newspapers; City electronic information boards and marquees across all facilities and on one Metrolinx digital billboard on Highway 407; and shareable content for use by Council and Staff in newsletters and on social media.

A contest was also used to encourage visitors to sign up for the Your Voice Markham platform, and to complete the survey. The intent was to increase the number of subscribers to Your Voice Markham in order to expand our reach for future engagement initiatives, and to update survey participants with the BMFT consultation results.

Long-term View and Resident Priorities

More than 1,800 residents, business owners and other stakeholders responded to the survey which confirmed that the refreshed Goals, Goal Statements, Objectives and Key Actions identified are consistent with what residents, business owners and other stakeholders believe is important for the City over the next four years.

Findings from the BMFT survey showed that neighbourhood partnership strategy, advocating for rapid transit and leveraging new technologies were key priorities.

Metrics have been identified for the four BMFT Goal Areas and will be reported out on a regular basis to show achievements and progress towards each Goal.

Some major accomplishments from 2019 include:

Goal 1: Exceptional Services By Exceptional People:

- Mandatory implementation of ePlan providing the following accomplishments:
 - Production of online how to videos walking applicants through different aspects of ePlan
 - Host one-on-one how to meetings for the development community training
 - Train all front line staff to respond and troubleshoot ePlan inquiries
 - 2,000 applications received through ePlan
 - 300,000 sheets of paper uploaded to ePlan
 - For large scale projects a reduction in one full review cycle
- Launch of eScribe for both standing Committees (General Committee & Development Services Committee) and Council as well as Markham Enterprises

Corporation, Budget and Heritage Markham Advisory Committee. All agendas and minutes for these meetings are conducted through eScribe. Switched video streaming to eScribe which now bookmarks the videos to specific agenda items for ease of reference.

- Realigned boulevard and parks grass-cutting maintenance routes to reduce public complaint by 41%.
- Reported to Council on the implementation of Bill 108 changes to the municipal planning process.
- Digital Markham Strategy: The City's digital maturity in the areas of online, mobile, social, data and infrastructure, and governance has advanced from "early enabled" to "early connected" since 2017. Launched the Lendery (tools, equipment, games) program, in partnership with York Region Makers and the York Region Sustainability Office, to improve access for more than 300 lower-income households and diverting waste.
- Developed a Reciprocal Lending Agreement with Vaughan and Richmond Hill public library systems on the OverDrive eContent platform to allow customers access to more eBooks and eAudiobooks, which resulted in 4,432 additional e-items borrowed.
- Expanded public service hours on Sundays at Milliken Mills and Cornell Library branches, resulting in an additional 156 hours of community access to library services and programs.
- Led a successful public education campaign on social media for this year's Emergency Preparedness Week, which increased the number of visits to the emergency management webpage by 1,000% from 2018.
- Learning Management System: Implemented a new system that consolidated a number of learning management tools into a more comprehensive a user friendly tool. The implementation included coordination with the vendor of building the system to meet the City's very specific needs, allowing for the data migration of existing records, and integration with our ADP (HR) system through a punch program to ensure staff that are required to take specific courses are paid for the time spent without the need for supervisors to edit or complete timesheets (process automation).
- Cayenta Upgrade: Performed a significant upgrade of our current accounting system, which required a significant effort in ensuring all functionality that was performed could be performed in the upgraded version. This included identifying process improvements, significant testing cycles, unit, QA and user acceptance. The project also included a coordination of resources across multiple business units to ensure proper training and sign-off was completed prior to the upgrade being performed. Lastly, data migration was a critical element to ensure the accuracy and consistency of the data from one version to the latest.
- Developed a New Hire On-boarding framework, City Employee Value Proposition and City Employer Branding.
- Theatre Ticketing System Replacement: Implemented new system providing the theatre comprehensive functionality to manage interaction with their patrons from

ticketing and marketing to e-commerce to fundraising, automating daily tasks so that staff can focus on innovative offerings.

Goal 2: Engaged, Diverse, Thriving and Vibrant City

- Advocated for community wellness, including a sense of community, belonging and enjoyment, by improving the quality of life for Markham residents through quality leisure programming in municipal recreation facilities, resulting in 9.1 million visits in our centres, 5,157 active fitness members, 27,882 aquatic registrants, 24,546 camp registrants, 90,569 direct program registrants, and 520,434 drop-in participants.
- Established of new Performing Arts Foundation for Flato Markham Theatre.
- Completed community consultation program for the Markham Centre Secondary Plan.
- Hosted the 225th Anniversary of Berczy Settlers celebration at Markham Museum.
- Hosted 105 sport events at the Markham Pan Am Centre which directly contributed to the achievement of the City of Markham being ranked 10th in Canada by the Global Sport Impact (GSI) Canada Index for hosting sport events.
- Managed the corporate Volunteer Management Program, which had 1,795 active volunteers completing 54,866 volunteer hours to support activities in recreation, arts & culture, library, special events, boards and committees, and emergency preparedness.
- Launched Digital Community Engagement website: Your Voice Markham
- Delivered excellence and return on investment (ROI) in library content, resulting in 5,576,386 Library Materials Borrowed by Residents – a historic high for Markham.
- Approved Destination Markham Strategy and established the Destination Markham Corporation and Inaugural Board to promote Markham as a diverse meeting, tourism, and entertainment destination.
- Led the successful completion and approval of the 2019 Update of the Integrated Leisure Master Plan to address parks, recreation, arts & culture and library facilities and services.
- Approval of capital budget to fund promotion of the Markham Innovation Exchange (MiX) District. Once developed the MiX District will be home to one of the largest innovation districts in North America offering employment and industrial activity.

Goal 3: Safe, Sustainable and Complete Community

- As part of the City's whistle cessation program completed 5 additional rail crossings.
- Completed the construction of a cable-stayed bridge over the Rouge River near Milne Dam.
- Completed the detailed design of the John Street multi-Use path.
- Completed Markham Centre Phase 1 Trails Concept Design.
- York Region approved Robinson Glen and Berczy Glen Secondary Plans.
- Submitted responses to Provincial initiatives including: Housing Supply Action Plan; Bill 66; Bill 108 Amendment 1 to the growth plan.
- Completed 58 km of Road Rehabilitation comprised of:

- 37 lane km of Pavement Preservation; and
- 21 lane km of Road Rehabilitation.
- Completion of six (6) parks.
- Assumed stewardship of 225 Bur Oak trees planted at Milne Dam Park to commemorate the City's 225th anniversary.
- Implemented the Flood Control Program by completing West Thornhill Phase 2C and 2D construction, valued at \$6.6M and \$4.7M respectively ~ bringing the total investment in storm water projects completed to \$46.4M.
- Launched the F.O.G. (Fats, Oils and Grease) Campaign Program in April 2019 to help address flooding and sewer backups by reducing clogged pipes.
- Achieved a score of 93.58% on the Drinking Water Quality Management System in the compliance inspection completed by the Ontario Ministry of Environment, Conservation and Parks
- Amendment of the Building By-law providing additional sources of revenue and preserving the reserve fund for future years.
- Improved demolition and excavation procedures for infill housing projects to safeguard public interests.
- Completed the annual compliance audit for the Ministry of the Solicitor General - Emergency Management Office regarding Emergency Management Program requirements under the Emergency Management and Civil Protection Act R.S.O. 1990 and Regulation 380/04.
- Partnered with the RCMP to host the largest Counter-Terrorism Information Officer Course to date, involving a diverse group of 160 civilian, security and emergency services participants from 34 organizations across Ontario and included representatives from the City's Bylaw, Fire and Emergency Services, Environmental Services, Library, Recreation Services, and Operations areas.
- Completed initial training with York Regional Police, York Paramedic Services and other Fire Departments in the Region for mass casualty incident planning and acquired tourniquets, provided training, and devised policy to put them into service in preparation for potential mass casualty incidents.
- Introduced 4 new plug in hybrid enforcement vehicles with modernized, ergonomic workstation (mobile workforce).
- Completed Community Energy Plan in support of Secondary Plans in the North Markham Future Urban Area.
- Acquisition of lands in strategic geographic areas such as 11242 Warden Avenue, 7100 Birchmount Road, and 3300 14th Avenue.

Goal 4: Stewardship of Money and Resources:

- Approval of \$1.2 million in funds from federal and provincial governments for Markham business and tech programs.
- Expanded use of electronic processes to improve customer service while supporting the City's Greenprint initiative through the reduction/elimination of paper-based operations. To date over 15,000 (15%) property tax accounts are receiving their tax bills electronically, eliminating the need to print and mail tax bills. The efficiency of the tax collection process is evidenced by the fact that

approximately 95% of all property tax account payments are received electronically. In 2018, 100% of all formal procurements were issued and received online eliminating the printing of over 300,000 pieces of paper from both the City and its vendors. In 2019, Procurement stopped all paper document files eliminating printing of an additional 50,000 pieces of paper.

- Continue to pursue E3 opportunities: Since 2009 over \$29.4M in savings has been achieved which equates to a tax rate increase avoidance of 24.5%.
- Markham has the lowest average tax rate increase across GTA municipalities over the past fifteen years contributing to the second lowest residential and commercial tax rates and lowest industrial tax rate in the GTA for 2019. Markham continues to have the lowest commercial tax rate in the GTA based on the municipal portion only.
- Office Development Incentive: In order to provide incentives to large office developments, Council approved a development charge reduction of 75% for any office space over the first 100,000 square feet.
- Municipal Accommodation Tax (MAT): Council approved a 4% MAT on all Markham Hotels starting January 1, 2019. MAT revenues are collected for tourism-related initiatives, 50% of the funds will support the replacement and rehabilitation requirements of the City's tourism-related infrastructure and the other 50% will support new tourism-related initiatives and infrastructure.
- Canadian Free Trade Agreement (CFTA) and the Canada-European Union Comprehensive Economic and Trade Agreement (CETA): All City procurement activities are compliant with CETA/CFTA regulations ensuring a level playing field for trade and investment in Canada and abroad.
- City removed the Salt Dome and constructed a new Salt Barn.
- Developed business case and obtained approval for the construction of a public works facility in East Markham in order to address prior and future growth and maintain service delivery standards.
- Bell IoT: Worked to launch a 6-month pilot of the Smart Cities Platform to provide a single, integrated view of events, incidents or impending crises, providing the ability for city staff to share information across departments. The Smart City Platform delivered a stakeholder-facing dashboard along with visualization of select data elements for the pilot project. The dashboard presented both a map and report view. The elements included in the pilot were: Analytics dashboard, Key Performance Indicators (KPIs) across integrated solutions, defined City of Markham alerts and standard operating procedures, incorporation of datasets from our open data platform. The platform for the pilot involved requirements and sensors to monitor on a limited scale the following verticals: asset management (lawn maintenance equipment), water leak acoustic detection (in pipe, and hydrants), flood/storm water level monitoring (rivers and manholes), environmental monitoring, building energy management, and water pressure monitoring (in-pipe).
- Completed the Wastewater Reserve Sufficiency Study.
- Completed the Stormwater Fee Update for the next 5 years (2020 – 2024)
- Received \$48.64M grant from the Federal Disaster Mitigation Adaptation Fund to contribute towards a \$121M Flood Control project.

- Provided 285 kids with access to Markham's recreation programs by obtaining \$40,589 from the Canadian Tire Jumpstart Charities program.
- Achieved the Mayors' Megawatt Challenge: 10 Percent Club Award for Armadale Community Centre and Markham Village Community Centre, which had generated a savings of 13% and 12% respectively.

The Executive Summary outlined the four 2020-2023 Council approved Strategic Goals which the City of Markham will use as building blocks in setting its Strategic Objectives and governing Action Plans. These Strategic Objectives and Action Plans will drive Markham's Business Plans which forms the basis for the budget process.

Details of the 2020-2023 Strategic Goals, associated Strategic Objectives and corresponding Action Plans are laid out in the following four pages:

2020-2023 STRATEGIC PLAN SUMMARY

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

2020-2023 Objectives

2020-2023 Strategic Actions

<p>1.1. Deepen our understanding of what our community and stakeholder’s value and need to inform municipal leadership and continuous improvement of our services.</p>	<p>1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)</p> <p>1.1.2. Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders</p> <p>1.1.3. Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation</p>
<p>1.2. Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<p>1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software)</p> <p>1.2.2 Streamline the development process</p> <p>1.2.3 Advance Digital Markham / “Frictionless City”</p> <ul style="list-style-type: none"> • Pilot test digital city technology in “living labs” • Expand digital access and literacy programs • Continue to embrace innovation and relevant technologies in delivery of service • Leverage “Smart City” technologies to enhance and extend infrastructure lifecycle and improve efficiencies <p>1.2.4 Implement cyber security program to safeguard City technology infrastructure</p>
<p>1.3. Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>1.3.1 Empower employees to continue to take risks and pursue innovation</p> <ul style="list-style-type: none"> • Reduce barriers / bureaucracy • Clarify roles, accountabilities (including for Centres of Expertise) and authorities <p>1.3.2 Continue to implement the People Plan (attraction, retention, succession planning, formalized knowledge transfer, mentoring, learning and secondment opportunities)</p> <p>1.3.3 Provide staff access to technologies to improve service delivery</p> <p>1.3.4 Continue to invest in staff training</p>
<p>Metrics:</p> <ul style="list-style-type: none"> • Overall satisfaction with the delivery of all the services provided within the City of Markham – residents, businesses and other stakeholders (every 2 years) • % of transactional services that are provided and received on-line • Overall customer satisfaction (Internal and External Services) from Department Surveys completed this year (annual) • Employee satisfaction with the Organization from Current Staff Satisfaction Survey 	

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statements:

- 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.*
- 2) *We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

2020-2023 Objectives

2020-2023 Strategic Actions

<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p>	<p>2.1.1 Implement neighbourhood partnership strategy</p> <ul style="list-style-type: none"> • Customized to the community; neighbourhood action plans • “Good neighbour” handbook <p>2.1.2 Expand community hub concept (currently at Aaniin CC) across the City</p> <p>2.1.3 “Discover Markham” celebrate Markham’s past, diverse communities, and events</p> <p>2.1.4 Create special events strategy including standardizing requirements and streamline processes</p> <p>2.1.5 Plan for a major civic square with cultural amenities</p>
<p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p>	<p>2.2.1 Implement Public Arts Master Plan</p> <p>2.2.2 Continue to implement the Public Realm strategy across all parts of the City</p> <p>2.2.3 Enhance the Volunteer program and opportunities across the City</p> <p>2.2.4 Update the Diversity & Inclusion action plan</p> <p>2.2.5 Evaluate the advancement of arts and culture opportunities for Markham</p>
<p>2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.</p>	<p>2.3.1 Strengthen the City’s brand strategy with a strong value proposition</p> <p>2.3.2 Develop, adopt and implement the Economic Development Strategy</p> <ul style="list-style-type: none"> • Targeted sector attraction and expansion • Business expansion and retention • Entrepreneurship and training • Innovation and start-ups <p>2.3.3 Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas</p> <p>2.3.4 Launch Destination Markham</p>

Metrics:

- Overall quality of life in Markham (every 2 years)
- # of visits to our municipal arts, recreation, library, sporting venues
- Gross sq.ft. of office space constructed in Centres and Corridors (annual)

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

2020-2023 Objectives

2020-2023 Strategic Actions

<p>3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.</p>	<p>3.1.1 Advocate for higher order transit including Yonge Subway 3.1.2 Pursue the integration of transit-oriented design in development 3.1.3 Provide incentives for growth within areas where appropriate infrastructure already in place 3.1.4 Optimize local and regional roads plan • Includes maximizing capacity at peak periods (e.g. leveraging technology and intersection design) 3.1.5 Implement Active Transportation Master Plan and first and last mile solutions (biking, walking, transit) 3.1.6 Expand road safety program</p>
<p>3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</p>	<p>3.2.1 Finalize and implement affordable housing strategy • Multi-generational, including purpose built secondary suites • Rental housing 3.2.2 Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan 3.2.3 Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (along 400 series highways) 3.2.4 Implement Integrated Leisure Master Plan for the City of Markham's parks, recreation, culture and libraries 3.2.5 Establish a City-wide parking strategy</p>
<p>3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.</p>	<p>3.3.1 Develop a City-wide system to communicate directly to residents during emergency (alert system) 3.3.2 Continue to implement the Flood Control Program • Continue to implement strategies to address impacts of extreme weather: Emergency preparedness, Proactive infrastructure protection</p>
<p>3.4 Protect and enhance our natural environment and built form.</p>	<p>3.4.1 Develop a wildlife and biodiversity strategy 3.4.2 Increase our tree canopy to mitigate climate change 3.4.3 Expand the use of renewable energy sources in communities and promote retrofits to existing buildings and homes in order to achieve our Net Zero plan 3.4.4 Update waste diversion plan (Best-of-the-Best Strategy Phase 2) 3.4.5 Create the Markham Centre Rouge River trail system 3.4.6 Develop an urban parks strategy to support the Official Plan's intensification strategy 3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park</p>

Metrics:

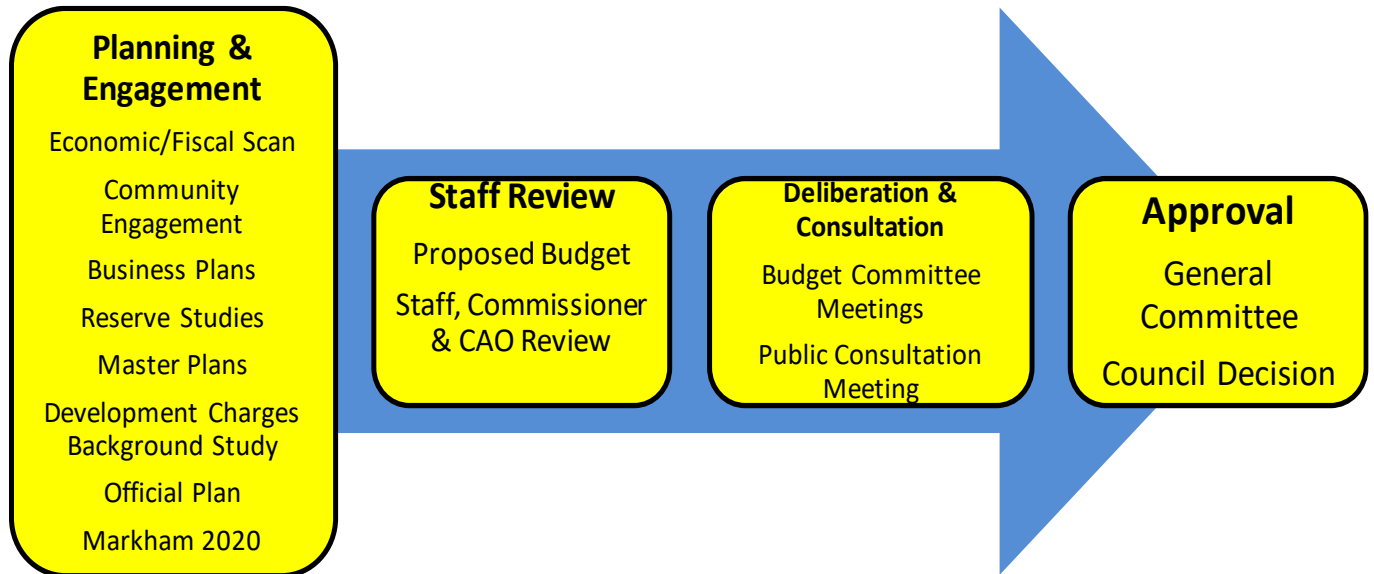
- Maintain or increase % of residents that rate Markham as a safe place to live (every 2 years)
- % of trips by mode of transportation for morning peak period to and from Markham – transit, auto, walk and cycle, other (every 5 years)
- Waste Diversion Rate (curbside and depots) (annual)
- Amount and % of new affordable rental and ownership housing for single-detached, semi-detached, town house, and apartment by bedroom type (annual)
- % reduction of City-wide greenhouse gas (GHG) emissions (goal net zero by 2050) (2-4 years)

GOAL 4 - Stewardship of Money and Resources

Goal Statements: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

2020-2023 Objectives	2020-2023 Strategic Actions
<p>4.1 Align the short and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.</p>	<p>4.1.1 Funding strategy:</p> <ul style="list-style-type: none"> • Align capital / capacity planning to BMFT, and maintain readiness to respond to legislative or other business environment changes • Identify strategy to fund resource requirements over the longer term for growth and strategic initiatives <p>4.1.2 Revenue strategy:</p> <ul style="list-style-type: none"> • Advocate to other levels of government for enhanced revenue tools • Consider alternate sources of revenue
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.</p>	<p>4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities</p> <p>4.2.2 Advance detailed service planning for continuous improvement</p> <p>4.2.3 Continue to implement Asset Management Plan</p> <p>4.2.4 Develop a comprehensive risk management framework</p> <p>4.2.5 Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies</p>
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>4.3.1 Establish public reporting aligned to BMFT, including key metrics</p> <p>4.3.2 Develop and implement a plan to communicate and make key City policies available on City website</p>
<p>Metrics:</p> <ul style="list-style-type: none"> • % residents rating overall programs and services received as Very Good/Fairly Good value for tax dollar paid (every 2 years) • Adequacy of Lifecycle Reserve Funding Strategy to sustain future rehabilitation/Replacement needs (annual) • Net City of Markham Operating Cost per Household (annual) • Non-Residential Property taxes (as a % of total property taxes levied) 	

2020 BUDGETING PROCESS



2020 BUDGETING PROCESS DETAILED LEVEL

Planned Timeline

Date	Business Plan (Managed by: Strategy Managers)	Budget (Managed by: Financial Services)
May 15, 2019		Capital Budget database open for input of capital project requests
June 7 – July 5		Director review of Operating and Capital Budget reports with Commissioner including Commissioner sign-off
June 26	Joint Executive Leadership Team (ELT), Directors Forum (DF) and Senior Managers meeting (#1)	
July 5 – 10, August 15		CAO review of Capital Budget requests and follow-up
August 13		ELT review of staffing requests
September 4, 5		ELT review of Operating budgets
September 20	Departmental Business Plan template released	
September - November	Director complete Departmental Business Plan	
September 24		Budget Committee #1 – 2020 Budget Overview (Process, economic scan, staffing requests, Operating and Capital budget overview, Life Cycle Reserve Study Update)
September 27, October 4, 29, November 1, 5, 6, 8		Budget Committee #2 to 8 – Department Presentations and Capital Budget review
November 12		Budget Committee #9 – Primary Operating Budget
November 14	Joint ELT, DF and Senior Managers meeting to review long-term Departmental Business Plans	
November 18		General Council Meeting - Draft Operating Budget Public Meeting Presentation
November 19		Budget Committee #10 – Building, Planning, Engineering and Waterworks Operating Budgets
November 27		Public Budget Consultation Meeting
December 10		Council Decision
December 11		Press Conference

2020 BUDGET OVERVIEW

Fiscal Prudence

Markham has remained financially prudent through diligent adherence to the following policies:

- Prohibit the use of one-time funding to balance the Operating Budget
- Prohibit the use of prior year surpluses to balance the Operating Budget
- Allocate additional funding to the Capital Budget Program

Budget Framework

Council meets every four years to set the City's goals and priorities. For 2020, Council's strategic priorities address the initiatives defined in the 2020 - 2023 Council term that are detailed under section 2 - Corporate Strategic Plan:

- 1) Exception Services by Exceptional People
- 2) Engaged, Diverse, Thriving & Vibrant City
- 3) Safe, Sustainable and Complete Community
- 4) Stewardship of Money and Resources

The corporate goals combined with Council's strategic priorities lay the foundation to determine Markham's Business Plans (BP). The BP template is reviewed every Council term to ensure alignment to Council and the City's corporate goals. Combined, the BP forms the basis for the budget process, while the City's Budget provides a framework to put the BP into action.

Multi-year Budgeting

Building Markham's Future Together four-year Strategic Plan is the foundation for the City's annual budget process. The strategic objectives and associated action plans listed under Markham's Strategic Plan are incorporated and considered during the development of every Budget the City produces.

In order to align appropriate funding plans with Council's long-term goals and objectives, the City transitioned to a multi-year budgeting process in 2014. Markham's multi-year budgeting Guideline & Instructions document outlines an extensive and comprehensive process to roll out a four-year budget with year one tabled for Council approval, accompanied by a three-year forecast for years two, three and four.

A rolling multi-year Budget supports the Strategic goal "Stewardship of Money and Resources" and allows the City to prioritize funds and resources for the current term. A multi-year budget process will assist in identifying future opportunities and challenges; therefore, the City can be more proactive in capitalizing on opportunities, and mitigating challenges. A better understanding of the financial implications of decisions is also highlighted by the multi-year forecasts.

A Budget Staff Committee, comprising of members from across the organization, with at least one representative from each Commission, develops the criteria and framework for the budgeting process. Committee members act as liaisons for their respective Commissions by facilitating the upstream and downstream flow of information including:

- Identifying Commission issues and opportunities
- Aligning Departmental Business Plans to Corporate Strategic Objectives
- Validating assumptions and ensuring cost drivers are consistently applied across the organization

Budget Process

In June 2019, staff began working on the 2020 BP for each Business Unit. Each Business Unit filled out a BP that served as a single reference for identifying its Unit's 2020 proposed objectives in alignment to the corporate goals and Council priorities. Within each BP, Business Units included a proposed 2020 Operating Budget and Capital Project Budget that form the Business Unit's Budget.

The Corporate Business Planning process establishes and reinforces the relationship between corporate goals and objectives with operational plans and resources. The City of Markham Business Plan identifies the "Stewardship of Money and Resources" as a key corporate goal with the accompanying goal statement:

"We demonstrate exceptional leadership using sound, transparent and responsible fiscal and resource management, and policy development to mitigate risks while enabling efficient and effective service delivery."

Fiscally prudent policies combined with a rigorous budgetary process allow the City to deliver services efficiently and effectively to the community, while mitigating the need for significant tax rate increases.

A total of ten Budget Committee meetings were held between September and November 2020 to discuss, review and finalize the 2020 Operating and Capital Budget. One public consultation meeting was held on November 27, 2019 as an opportunity for residents, business and community leaders to obtain an overview of the City's budget process and the 2020 proposed budget. Attendees were invited to inquire about the Budget and to provide feedback at these meetings.

On December 10, 2020 Council approved the Capital and Primary Operating Budgets as well as the Planning & Design, Engineering, Building Standards, and Waterworks Operating Budgets for 2020.

Approved Budget

The total approved 2020 Budget is \$522.0 million broken down as follows:

Budget Component	(in \$ millions)
Operating	\$240.9
Planning and Design	\$10.6
Engineering	\$8.8
Building Standards	\$9.5
Waterworks	\$140.7
Capital	\$111.5
Total	\$522.0

The 2020 Budget aligns with the Council approved strategic priorities which address social, economic and environmental considerations. The Budget includes service level enhancements while providing Markham residents' value for their money, and it achieves fiscal sustainability by not using one-time funding to balance the Budget.

2020 OPERATING BUDGET (\$'000s)

<u>Description</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>
Revenues				
TAX LEVIES	\$155,155	\$160,715	\$160,550	\$162,386
1.95% PROPERTY TAX RATE INCREASE				\$3,079
PAYMENTS-IN-LIEU OF TAXES	1,136	1,367	1,209	1,209
GRANTS AND SUBSIDIES	2,232	2,188	1,956	1,935
LICENCES & PERMITS	2,042	1,879	2,247	2,187
PENALTY & INTEREST	4,482	4,811	4,158	4,276
INCOME FROM INVESTMENTS	18,842	27,067	23,352	24,693
FINES	3,068	3,501	3,251	3,400
USER FEES & SERVICE CHARGES	19,405	20,584	20,552	21,334
RENTALS	9,591	9,490	9,754	10,159
SALES	693	703	635	645
RECOVERIES & CONTRIBUTIONS	1,480	1,383	1,671	1,746
OTHER INCOME	11,801	7,604	3,709	3,913
Total Revenues	\$229,925	\$241,292	\$233,045	\$240,963
Expenses				
SALARIES AND BENEFITS	\$130,500	\$135,481	\$136,029	\$140,688
PRINTING & OFFICE SUPPLIES	384	465	432	437
PURCHASES FOR RESALE	348	375	397	400
OPERATING MATERIALS & SUPPLIES	2,554	2,755	2,734	2,764
VEHICLE SUPPLIES	1,918	1,924	1,784	1,823
BOTANICAL SUPPLIES	256	281	277	280
CONSTRUCTION MATERIALS	1,827	2,625	1,946	2,245
UTILITIES	8,242	8,138	9,033	8,708
COMMUNICATIONS	1,341	1,260	1,422	1,462
TRAVEL EXPENSES	335	346	384	401
TRAINING	641	670	805	797
CONTRACTS & SERVICE AGREEMENTS	6,060	7,875	6,837	7,207
MAINTENANCE & REPAIRS	6,296	7,029	7,524	7,394
RENTAL/LEASE	682	702	738	785
INSURANCE	2,422	2,504	2,633	2,713
PROFESSIONAL SERVICES	3,053	2,995	3,039	3,041
LICENCES, PERMITS, FEES	806	796	839	889
CREDIT CARD SERVICE CHARGES	408	425	394	401
PROMOTION & ADVERTISING	1,612	1,542	1,397	1,370
KEY COMMUNICATION PROGRAMS	380	389	429	445
CONTRACTED MUNICIPAL SERVICES	10,744	11,588	12,037	12,007
OTHER PURCHASED SERVICES	1,531	1,531	1,533	1,462
PROPERTY TAX ADJUSTMENTS	385	1,056	1,176	1,301
OTHER EXPENDITURES	8,721	1,287	2,690	2,716
TRANSFERS TO RESERVES	34,899	44,212	36,534	39,226
Total Expenses	\$226,345	\$238,249	\$233,045	\$240,963
Net Expenditures/(Revenues)	(3,580)	(3,043)	-	-

RELATIONSHIP BETWEEN FUNCTIONAL UNITS AND FUNDS

Department / Type of Fund	Operating Fund	Capital Development Fund	Development Fee	Building Fee	Waterworks Stabilization and Capital Fund
Council and Administration	X				
Development Services (DS)					
<i>Building</i>				X	
<i>Culture & Economic Development</i>	X	X			
<i>Engineering (including Traffic Operations)</i>	X	X	X		
<i>Planning and Design</i>		X	X		
<i>Commissioner's Office, DS</i>	X				
CAO, Legal, HR & Sustainability					
<i>CAO's Office</i>	X				
<i>Human Resources</i>	X				
<i>Legal</i>	X				
Corporate Services (CS)					
<i>Financial Services</i>	X	X			
<i>ITS</i>	X	X			
<i>Communications & Legislative Services</i>	X				
<i>Sustainability & Asset Management</i>	X	X			
<i>Commissioner's Office, CS</i>	X				
Community & Fire Services (CFS)					
<i>Fire and Emergency Services</i>	X	X			
<i>Markham Public Library</i>	X	X			
<i>Recreation Services</i>	X	X			
<i>Operations and Operations Admin</i>	X	X			
<i>Environmental Assets</i>	X	X			
<i>Waste and Environmental Management</i>	X	X			
<i>Waterworks</i>		X			X
<i>Commissioner's Office, CFS</i>	X				
Corporate Items	X				

The table above describes funds used for the City's operations.

- Operating Fund
- Capital Development Fund
- Development Fee Fund (Planning & Design and Engineering departments)
- Building Fee Fund (Building Standards department)
- Waterworks Stabilization and Capital Fund

The Operating Fund is the primary operating fund of the City, used to account for all revenues and expenditures of the City not legally restricted as to use or required to be accounted for in another fund. The tables on the following pages show the departmental relationship by use of funding type and the total available resources and the use of these resources including revenues, expenditures, transfers in and transfers out.



2020 CORPORATE-WIDE BUDGET ALLOCATION OF REVENUE & EXPENDITURE BY FUND

Fund (in \$000's)	Operating Fund	Capital Development Fund	Planning & Design	Engineering	Building Fee	Waterworks Stabilization and Capital Reserve	Total 2020 Budget	2019 Budget
Revenues								
Property Tax	165,465	-	-	-	-	-	165,465	160,550
Other Taxes	1,209	-	-	-	-	-	1,209	1,209
Grants	1,935	-	-	-	-	-	1,935	1,956
Licences & Permits	2,187	-	-	-	7,070	-	9,257	10,167
Interest & Penalties	4,276	-	-	-	-	-	4,276	4,158
Investment Income	24,693	-	-	-	-	-	24,693	23,352
Fines	3,400	-	-	-	-	-	3,400	3,251
User Fees & Service Charges	21,334	-	10,569	8,603	70	533	41,109	41,877
Rental & Sales Income	10,804	-	-	-	-	567	11,371	10,321
Billings	-	-	-	-	-	139,256	139,256	130,507
Other Income	5,659	-	-	184	-	314	6,157	6,364
Capital Fund	-	111,488	-	-	-	-	111,488	124,682
Transfer from Reserves	-	-	-	-	2,395	-	2,395	1,382
	240,963	111,488	10,569	8,787	9,535	140,670	522,012	519,776
Expenditures								
Salaries & Benefits	140,688	-	7,073	5,705	6,285	8,020	167,771	162,702
Printing & Office Supplies	437	-	35	22	51	34	579	574
Operating Materials & Supplies	2,764	-	6	12	20	122	2,924	3,019
Vehicle Supplies	1,823	-	-	-	-	-	1,823	1,784
Construction Materials	2,245	-	-	-	-	594	2,839	2,533
Utilities	8,708	-	-	-	-	56	8,764	9,089
Communications	1,462	-	12	22	32	74	1,602	1,561
Travel & Training Expenses	1,198	-	51	31	40	107	1,427	1,418
Contracts & Service Agreements	7,207	-	2,690	2,796	3,008	3,272	18,973	18,057
Maintenance & Repair	7,394	-	-	1	-	487	7,882	8,011
Rental/Lease	785	-	1	5	-	6	797	749
Insurance	2,713	-	-	-	-	-	2,713	2,633
Professional Services	3,041	-	17	19	8	117	3,202	3,199
Licences, Permits & Credit Card Charges	1,290	-	59	44	85	51	1,529	1,478
Promotion & Advertising	1,370	-	6	2	6	-	1,384	1,412
Contracted Municipal Services	12,007	-	-	-	-	109,351	121,358	113,082
Other Purchased Services	1,462	-	-	-	-	2,755	4,217	4,253
Other Expenditures	5,143	-	4	2	-	5	5,154	4,980
Capital Expenditures	-	111,488	-	-	-	-	111,488	124,682
Transfers to Reserves	39,226	-	615	126	-	15,619	55,586	54,560
	240,963	111,488	10,569	8,787	9,535	140,670	522,012	519,776

2020 CONSOLIDATED BUDGET BY DEPARTMENT AND BY FUNDING SOURCE

(in \$000's)	Operating Fund (Note 1)	Capital Fund (Note 2)	Development Fee	Building Fee	Waterworks/ Stabilization Fee	Total 2020 Budget	2019 Budget
Council and Administration	2,983	-	-	-	-	2,983	3,026
<i>Building</i>	-	-	-	9,535	-	9,535	9,332
<i>Culture & Economic Development</i>	8,234	1,931	-	-	-	10,165	10,180
<i>Engineering (including Traffic Operations)</i>	1,697	10,471	8,787	-	-	20,955	52,760
<i>Planning and Design</i>	-	24,852	10,569	-	-	35,421	17,139
<i>Commissioner's Office, DS</i>	1,235	-	-	-	-	1,235	1,222
Development Services (DS)	11,166	37,254	19,356	9,535	-	77,311	90,633
<i>CAO's Office</i>	789	-	-	-	-	789	799
<i>Human Resources</i>	3,204	-	-	-	-	3,204	3,239
<i>Legal</i>	2,335	-	-	-	-	2,335	2,173
CAO, Legal, HR & Sustainability	6,328	-	-	-	-	6,328	6,211
<i>Financial Services</i>	5,690	1,058	-	-	-	6,748	6,682
<i>ITS</i>	8,185	4,025	-	-	-	12,210	10,257
<i>Communications & Legislative Services</i>	11,424	-	-	-	-	11,424	11,121
<i>Sustainability & Asset Management</i>	4,605	5,193	-	-	-	9,798	10,626
<i>Commissioner's Office, CS</i>	421	-	-	-	-	421	418
Corporate Services (CS)	30,325	10,276	-	-	-	40,601	39,103
<i>Fire and Emergency Services</i>	39,633	706	-	-	-	40,339	39,581
<i>Markham Public Library</i>	14,680	3,086	-	-	-	17,766	17,429
<i>Recreation Services</i>	35,946	7,263	-	-	-	43,209	42,880
<i>Operations and Operations Admin</i>	38,057	17,901	-	-	-	55,958	56,502
<i>Environmental Assets</i>	944	18,435	-	-	-	19,379	14,367
<i>Waste and Environmental Management</i>	10,852	100	-	-	-	10,952	10,729
<i>Waterworks</i>	-	16,467	-	-	140,670	157,137	153,806
<i>Commissioner's Office, CFS</i>	670	-	-	-	-	670	670
Community & Fire Services (CFS)	140,782	63,958	-	-	140,670	345,410	335,964
Corporate Items	49,379	-	-	-	-	49,379	44,839
	240,963	111,488	19,356	9,535	140,670	522,012	519,776

Note 1: Refer to Section 3b - Operating Budget for further details on Operating Budget breakdown

Note 2: Refer to Section 3c - Capital Budget for further details on Capital Budget breakdown

Operating Budget Summary

The Operating Budget is completed through a collaborative effort between Council and Staff. As described in the 2020 Budget Process section of the Executive Summary, Markham initiates each year's budget by reviewing the current economic climate and identifies E3 savings to deliver a balanced budget which meets resident expectations while incorporating minimal tax rate increases in the process.

As discussed, the fiscal scan conducted to forecast the 2020 Budget identified budgetary pressures made up of the following five components: managing growth, funding ongoing capital replacements, complying with Federal and Provincial Legislation, maintaining municipal service levels, and increasing personnel costs. Particulars considered in the 2020 budget were projected gross domestic product and consumer price index of Canada and Ontario, economic statistics on housing sales, fuel price projection and collective agreement negotiations.

Together, these fiscal pressures resulted in a \$7.1 million impact to the Operating Budget expenditures, offset by an increase in revenues of \$4.5 million, resulting in a net shortfall of approximately \$2.3 million equivalent to a tax rate increase of 1.45%. In addition, another 0.5% for infrastructure investment was included in the 2020 tax rate for a total of 1.95%.

For further details on the Operating Budget, refer to Section 3b - Operating Budget.

Capital Budget Summary

The approval of the 2020 Capital Budget of \$111.5 million was achieved through a comprehensive process designed to effectively address each of the City's strategic priorities. Maintaining the model of long-term thinking towards capital investments, the City ensures that the existing community facilities are maintained in a state of good repair for years to come. Overall, the Capital Budget demonstrates the City's commitment to its residents by making the appropriate plans to invest in their future needs.

In September and November 2020, Council pre-approved 17 capital projects and portions of 6 other capital projects totalling \$24.6 million. Pre-approval of capital projects was requested in order to:

- To accelerate the design and construction of certain projects
- To achieve more competitive pricing
- To begin the procurement process ahead of the construction season
- To meet operational or program requirements

In December 2020, Council subsequently approved an additional 253 projects totaling \$86.9 million. In aggregate, 270 capital projects were approved for the 2020 Capital Budget, totalling \$111.5 million.

	# of projects	\$ (in millions)
Pre-approvals	17	\$24.6
Remaining projects to be approved	253	\$86.9
Total	270	\$111.5

The 2020 Capital Budget includes new parks design and construction, water system and water meter replacement and upgrade programs, facility improvements for recreation, culture & library, continuation of the flood control program in West Thornhill, asphalt resurfacing, streetlight design /construction repair /replacement, increase to library collections and new sidewalks.

The 2020 Capital Budget reflects the City’s commitment to maintain service levels to the community and balances social needs with fiscal prudence. This is a reflection of the City’s commitment towards fiscal stewardship. Further, the City’s commitment to increase contribution to the capital program by \$0.5 million each year is maintained. In addition, the City has continued to contribute to each of the Land Acquisition and Environmental Land Acquisition Reserve Funds. For further details on the Capital Budget, refer to Section 3c – Capital Budget.

Waterworks Budget

Council approved the 2020 Waterworks Budget of \$140.7 million. This represents an increase of \$8.7 million over the 2019 Operating Budget. The 2020 Water and Wastewater rate of \$4.8180/m³ effective April 1, 2020 (an increase of 7.8% over the 2019 rate) is incorporated into the 2020 Waterworks Operating Budget.

Planning & Design Budget

The Planning & Design Budget is primarily funded through Planning Fees. For 2020, Council approved the Planning & Design Budget of \$10.6 million. This represents a decrease of \$1.3 million from the 2019 Budget.

Engineering Budget

The Engineering Budget is primarily funded through Engineering Fees. For 2020, Council approved the Engineering Budget of \$8.8 million. This represents a decrease of \$0.1 million from the 2019 Budget.

Building Standards Budget

The Building Budget is primarily funded through Building Licenses and Permits. For 2020, Council approved the Building Services Budget of \$9.5 million. This represents an increase of \$0.2 million from the 2019 Budget.

SUMMARY OF FUNDS

The City's financial statements are made up of the following three funds:

1. Operating Funds – included in Consolidated Statements
2. Capital Fund – included in Consolidated Statements
3. Reserves – included in Consolidated Statements

The City also administers six trust funds for the benefit of others. The financial activities of those funds are not consolidated in the Financial Statements of the City of Markham, but are disclosed in a note to the statements.

Operating Funds

There are four operating funds that support the day-to-day operations of all City departments and services: Primary Operating Fund, Water/Wastewater Operating Fund, Building Standards Operating Fund and Development Fee Operating Fund. The main sources of funding for each of the Operating Funds are: property tax revenues, water/wastewater-rate revenues, building permit fees and engineering, planning and design development fees.

If property tax-supported operations result in a surplus balance at year end, the surplus is transferred to the appropriate reserve in the subsequent fiscal year. All others are transferred to the respective reserve, within the current year at year-end.

Capital Fund

The Capital Fund provides funding for all capital projects at the City of Markham, and is funded primarily by the following sources:

- Development charges (growth related)
- Transfers from Operating Fund (tax funded)
- Transfers from other reserves (various)

Reserves

Reserves represent the means by which the City keeps track of monetary resources set aside by Council for specific future purposes. The inflows into these funds are generally from the operating budgets and the outflows are to fund capital projects and other initiatives approved by Council.

There are two types of reserves: “discretionary” and “obligatory”. Discretionary reserves are created whenever a municipal council wishes to earmark revenues to finance a future expenditure and physically set aside a certain portion of any year's revenues so that the funds are available as required in subsequent years. Obligatory reserves are comprised of monies received as financial contributions for particular works to be undertaken by the City on behalf of the external contributor.

DESCRIPTION OF RESERVES

The maintenance of reserves is very important to the City of Markham, since the availability of these resources provides Council and Senior Management with flexibility in planning for the future, and in managing unforeseen circumstances. At December 31, 2019, the balance in the City's reserves was \$245.3 million.

Reserve	Description
Berczy Landscape Feature	To fund future repairs & replacements due to the shortened life span of cultured stone product used in landscape features in Berczy Park
Building Fee	To fund future capital or to mitigate operating pressures, as a draw from reserve, during years of downturn in the industry
Capital Gains	To accumulate funds to be used to smooth year-to-year fluctuations in investment interest earned versus the investment interest revenue operating budget
Cemetery Operations	For the operational care and maintenance of the Thornhill Cemetery assets
Corporate Rate Stabilization	To maintain the Town's cash flow, minimize the need for short-term borrowing, fund urgent expenditure requirements, minimize changes in the tax or rate levy, and to smooth out fluctuations due to one-time expenditures.
Development Charges	To provide funding for capital expansion related to growth
Development Fee	To fund future capital or to mitigate operating pressures, as a draw from reserve, during years of downturn in the industry (Engineering and Planning & Urban Design departments)
Election Expenses	To accumulate, over the municipal election cycle, funds to cover the estimated costs associated with running the election
Election Rebate	To accumulate, over the municipal election cycle, funds to cover the costs associated with estimated value of rebates to election contributors
Emerald Ash Borer	To provide funds for the removal and replacement of infected trees to protect the city's environmental, social, health and economic benefits of the urban forest
Environmental Land Acquisition	To accumulate funds for the acquisition of significant environmental lands
Environmental Sustainability	To accumulate funds to support corporate and community based projects that promote environmental responsibility and innovation
Facility Ramp-Up	To incrementally ramp up for the estimated personnel expenses associated with the opening of a new facilities (e.g., community centre, library, fire station)
Firefighters' Sick Leave Benefits	For the accumulation of the value of MPFFA union members' sick leave credits and to insure against the future payment liability of vested sick-leave benefits as required by the collective agreement
Gas Tax Revenue	To fund projects or portions of projects deemed eligible for Gas Tax funding
Insurance	To provide a buffer for significant, unanticipated one-time insurance expenditures beyond the control of the City
Land Acquisition	To accumulate funds to finance strategic land acquisitions that are non-growth related and that are not environmentally sensitive
Library Building Program	To fund future Library capital projects not funded by development charges.

Life Cycle Replacement & Capital	To fund asset life cycle replacements and other major capital investments in future years
Long-term Disability Benefit	To accumulate funds required to self-insure against the future payment liability of long term disability benefits and associated administration expenses
Main Street Revitalization	One-time funding program for projects identified as eligible under the Agreement to participate in Ontario's Main Streets Revitalization Initiative: Main St. Markham, Main St. Unionville and the Yonge St. Heritage District
Markham Heritage Loans	As an assisted incentive, the City offers short term loans (5 years) to applicants at a reduced interest rate (the greater of 5% or 5% below the Bank of Canada Prime Lending Rate) to restore heritage features or replicate lost features on a designated property
Markham Heritage Preservation	To protect & preserve heritage buildings and facade throughout the City
Markham Heritage Property Grant	A grant program to encourage the preservation, restoration and enhancement of heritage buildings in Markham by providing a financial incentive to private owners of designated properties for the repair and restoration of existing heritage features and the restoration of missing heritage features
Markham Trees for Tomorrow	To encourage tree plantings and public awareness by community groups and non-government organizations
Museum Endowment	Established to receive funds dedicated to museum-related capital projects
Non-DC Growth	To fund the non-DC portion of growth related projects identified in the DC Background Study
Parkland Cash in Lieu	Funds are to be used according to guidelines under section 51 of the Planning Act for the acquisition of new parkland, recreation facilities, and equipment
Post-employment Benefits	To accumulate funds required to self-insure against the future payment liability of post-employment benefits and associated administration expenses
Public Art Acquisition	A fund to receive cash contributions to fund projects in accordance with Markham Public Art Policies
Section 37 Allocation	All funds received under Section 37 of the Planning Act are spent only for facilities, services and other matters specified in the by-law
Stormwater Fee	To fund the Council approved long-term (30-year) flood control strategy
Theatre Capital Improvement	Dedicated to capital improvements and replacements for the Markham Theatre, other than those funded from the Life Cycle Replacement and Capital Reserve Fund
Theatre Endowment	To support major initiatives outlined in the Theatre Strategic Plan
Waterworks Stabilization and Capital	Funds to be utilized to offset fluctuations in gross profit on water sales to residents and to fund repairs and replacements of waterworks capital infrastructure
Workplace Safety and Insurance Board (WSIB)	To accumulate funds required to self-insure, as a 'Schedule 2 Employer', against the future payment liability of WSIB related claims and associated administration expenses
WSIB Excess Compensation	To fund WSIB operating costs associated with WSIB claims in excess of \$1M, mirroring the City's previous WSIB stop loss insurance coverage.



RESERVES CONTINUITY SCHEDULE

(\$000's)

Description	Actual Balance December 31, 2018	Actual Balance December 31, 2019	2020 Budget			Estimated Balance December 31, 2020 \$
			Developer and Other Contributions \$	Transfer from Operating Funds \$	Transfer to Capital Funds \$	
Berczy Land Landscape Feature	203	203				203
Building Fee	13,603	11,155		(2,394)	(777)	7,984
Capital Gain Reserve	4,160	4,160				4,160
Cemetery Operations	117	120				120
Corporate Rate Stabilization	21,131	22,527		730		23,257
Dedicated Heritage Property Grant	74	92				92
Development Charges Reserve Funds	58,132	38,886	32,222	-	(32,569)	38,539
Development Fee	1,179	364		740	(140)	964
Election Expenses	8	231		300		531
Election Rebate	675	385		259		644
Emerald Ash Borer	552	387				387
Environmental Land Acquisition	9,838	10,326				10,326
Environmental Sustainability	111	95				95
Facility Ramp - Up	14,861	19,535				19,535
Firefighter's Sick Leave Benefits	6,340	6,776				6,776
Gas Tax Revenue	8,368	15,132	9,980		(8,447)	16,664
Heritage Preservation	84	86			(30)	56
Insurance	3,932	4,059				4,059
Land Acquisition Reserve Fund	(164,929)	(215,236)				(215,236)
Library Building Program	6,218	6,366				6,366
Life Cycle Replacement & Capital	100,831	120,799		41,350	(28,716)	133,433
Long Term Disability Benefit	21,093	21,975				21,975
Main Street Revitalization		70				70
Markham Heritage Loans	187	161				161
Markham Trees for Tomorrow	29	6				6
Museum Endowment	18	19				19
Non DC Growth	6,549	9,063			(1,175)	7,888
Parks 5% Cash in Lieu	65,050	50,695			(2,355)	48,340
Post-Employment Benefits	14,229	14,566				14,566
Public Art Acquisition	2,723	3,158			(204)	2,954
Section 37 funds	6,215	8,470			(456)	8,014
Stormwater Fee	224	(133)	9,699			9,566
Theatre Capital Improvement Fund	397	430				430
Theatre Endowment	415	449				449
Waterworks Stabilization / Capital	80,400	84,141		15,619	(12,024)	87,736
Workplace Safety Insurance Board (WSIB)	4,234	4,334				4,334
WSIB Excess Compensation	1,130	1,435				1,435
Total Reserve Funds	288,383	245,289	51,901	56,604	(86,894)	266,900

RESERVES CONTINUITY SCHEDULE - EXPLANATION OF BUDGET CHANGES (\$000's)

Description	Transfer from/(to) Operating Funds	Transfer to Capital Funds	Details
<u>Building Fee</u>			
Transfer to Operating Fund	(2,394)		Transfer of Building Operating Budget based on 2020 projected performance
Transfer to fund Capital Projects		(777)	Funding of 2020 capital projects associated with Building department
<u>Corporate Rate Stabilization</u>			
Transfer of 2019 Operating surplus	730		Transfer of Operating surplus for 2018 based on actual performance
<u>Development Fee</u>			
Transfer to Operating Fund	740		Transfer of Planning and Engineering Operating Budget based on 2020 projected performance
		(140)	Funding of 2020 capital projects associated with Engineering and Planning departments
<u>Election Expenses</u>			
Transfer from Operating Fund	300		Transfer to fund future election costs
<u>Election Rebate</u>			
Transfer from Operating Fund	259		Transfer to fund future election rebate costs
<u>Gas Tax Revenue</u>			
Transfer from Other Revenue	9,980		Gas tax revenue received from federal government transferred funds for capital projects
Transfer to fund Capital Projects		(8,447)	Funding of 2020 capital projects identified as gas tax revenue eligible or for capital projects to be developer funded
<u>Life Cycle Replacement & Capital</u>			
Transfer from Operating Fund net of 2019 surplus	2,316		Transfer of Operating Budget surplus based on 2019 performance
Transfer from Operating Fund	39,033		Transfer from Operating Budget to fund asset life cycle replacements
Transfer to fund Capital Projects		(28,716)	Funding of 2020 capital projects associated to asset replacements
<u>Markham Heritage Preservation</u>			
Transfer to fund Capital Projects		(30)	Funding of 2020 capital projects associated with Heritage Preservation
<u>Non Development Charges Growth</u>			
Transfer to fund Capital Projects		(1,175)	Funding of 2020 capital projects associated with non-growth related area
<u>Parkland Cash in lieu</u>			
Transfer to fund Capital Projects		(2,355)	Funding of 2020 capital projects associated with parks
<u>Public Art Acquisition</u>			
Transfer to fund Capital Projects		(204)	Funding of 2020 capital projects associated with non-growth related area
<u>Section 37 Allocation</u>			
Transfer to fund Capital Projects		(456)	Funding of 2020 capital projects associated with public realm
<u>Stormwater fee</u>			
Transfer from Other Revenue 2019 projected fees	9,699		Revenue based on 2020 projected fee
<u>Waterworks Stabilization/Capital</u>			
Transfer from Waterworks Operating Fund 2018 projected surplus	15,619		Transfer of Waterworks Operating Budget based on 2020 projected performance
Funding of Capital Projects		(12,024)	Transfer to Capital Budget on order to fund Waterworks 2020 capital projects

2018 TO 2020 SUMMARY OF RESERVES
(\$000's)

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>
Balance as of January 1	160,047	230,251	206,403
Other Revenue	44,806	32,597	-
Dividend from Markham Enterprises Corporation	1,633	8,460	9,800
Transfers in from Operating Fund	71,957	54,434	66,483
Transfer out to Capital Fund (net of unspent)	(48,192)	(119,339)	(54,325)
Balance as of December 31	<u>230,251</u>	<u>206,403</u>	<u>228,361</u>
Development charges	58,132	38,886	38,539
Total	<u>288,383</u>	<u>245,289</u>	<u>266,900</u>

Note: The City'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.

TRUST FUNDS

The City administers six trust funds for the benefit of others. The financial activities of those funds are not consolidated in the Financial Statements of the City of Markham, but are disclosed in a note to the statements. A brief description of each of the funds is provided below.

Morgan Park Trust Fund	<p>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.</p>
Varley- McKay Art Foundation Trust Fund	<p>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.</p>
Markham Environmental Advisory Committee Trust Fund	<p>The Markham Environmental Advisory Committee (previously 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 Environmental Advisory Committee.</p>
Cemetery Trust Fund	<p>The Cemetery Trust Fund was 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 cemeteries. 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.</p>
Older Adults in Action Trust Fund	<p>Council Resolution established the Older Adults In Action Trust Fund on March 10, 1998 to collect donations for the Club and Older Adult Centre.</p>
Markham History – Research and Publication Trust Fund	<p>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.</p>

2020 OPERATING BUDGET

Operating Budget Overview

The development of the Operating Budget takes into account various factors that impact funding requirements such as growth, price increases, and new initiatives. As described in Section 3 – 2020 Budget Overview, the City of Markham uses a holistic approach in developing the Budget by collaborating with Council, obtaining input through community engagement, aligning with the Corporate Strategic Goals and Departmental Business Plans (BPs).

A key objective of the City is to maintain existing service levels and ensure the sustainability of assets, with the lowest possible impact on the tax rate increase. Specific actions that support this objective are:

- Controlling budget pressures such as growth, price increases, and new initiatives
- Exploring options for user fees and charges
- Increasing operational efficiency

These factors are weighed against the development of the final Operating Budget to align with Council's 2020 – 2023 Strategic Plan as discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2020 Budget.

The Operating Budget includes the following three components:

- Personnel Costs
- Non-personnel Costs
- Revenues

Legislative Requirement

According to the Municipal Act, 2001 (the Act), municipalities may continue to prepare and present traditionally balanced budgets. However, under the Act, Ontario Regulation 284/09 (the Regulation) requires a restatement of the budget be provided to, and adopted by resolution by Council as part of the budget approval process. The restated version must be represented in full accrual accounting method format, as prescribed by the Public Sector Accounting Board.

In addition to the above, the Regulation states that municipalities may exclude from budgets, all or a portion of the estimated cost of certain expenses, but the impact of the exclusion(s) must be included in the budget report to Council. Expenses eligible for exclusion from budget are:

1. Amortization; and
2. Post-employment benefits

As the City currently excludes the above expenses from the traditional, balanced budget, the 2020 budget has been restated in accordance with Ontario Regulation 284/09 and was included for Council adoption as part of the 2020 budget approval process.



The restatement of the 2020 Budget in accordance with the full accrual method of accounting and Ontario Regulation 284/09 results in a projected deficit of \$10,228,927. Details of the restated budget are shown in Exhibit 1 below.

EXHIBIT 1

2020 CONSOLIDATED BUDGET

**- Re-stated in Accordance with the Full Accrual Method of Accounting -
- In Compliance with Ontario Regulation 284/09 -**

REVENUES

- City (excl. Library, Planning & Design, Engineering, Building Standards and Waterworks)		\$239,821,083	
- Library		\$1,141,689	
- Planning & Design		\$10,568,647	
- Engineering		\$8,787,473	
- Building Standards		\$7,140,476	
- Waterworks		\$140,669,974	
Total Revenues from Operations			\$408,129,342
Non-Tangible Capital		\$30,249,200	
Tangible Capital Assets		\$81,238,800	
Total Capital - Tangible & Non-Tangible		\$111,488,000	
<i>Less: Transfer from Reserve / Reserve Funds</i>	(1)	<i>(\$65,082,395)</i>	
Net Revenues to fund Capital	(2)		\$46,405,605 D
TOTAL REVENUES			\$454,534,947

EXPENSES

- City (excl. Library, Planning & Design, Engineering, Building Standards and Waterworks)		\$225,721,567	
- Library		\$15,241,205	
- Planning & Design		\$10,568,647	
- Engineering		\$8,787,473	
- Building Standards		\$7,140,476	
- Waterworks		\$140,669,974	
Total Operating Expenses		\$408,129,342	
<i>Less: Transfer to Reserve / Reserve Funds</i>	(3)	<i>(\$53,191,115)</i>	<i>E</i>
<i>Add: TCA Amortization Expenses</i>	(4)	<i>\$79,629,961</i>	<i>A</i>
<i>Add: Post-employment Benefit Expenses</i>	(5)	<i>(\$53,514)</i>	<i>B</i>
Net Operating Expenses			\$434,514,674
Non-Tangible Capital	(6)	\$30,249,200	
Tangible Capital Assets		\$81,238,800	
Total Capital Expenses		\$111,488,000	
<i>Less: Tangible Capital Assets Capitalized</i>		<i>(\$81,238,800)</i>	
Net Capital Expenses - Not Capitalized	(6)		\$30,249,200 C
TOTAL EXPENSES			\$464,763,874
ADJUSTED BUDGET: 2020 FULL ACCRUAL ACCOUNTING BUDGET DEFICIT	(7)	(\$10,228,927)	F

NOTES:

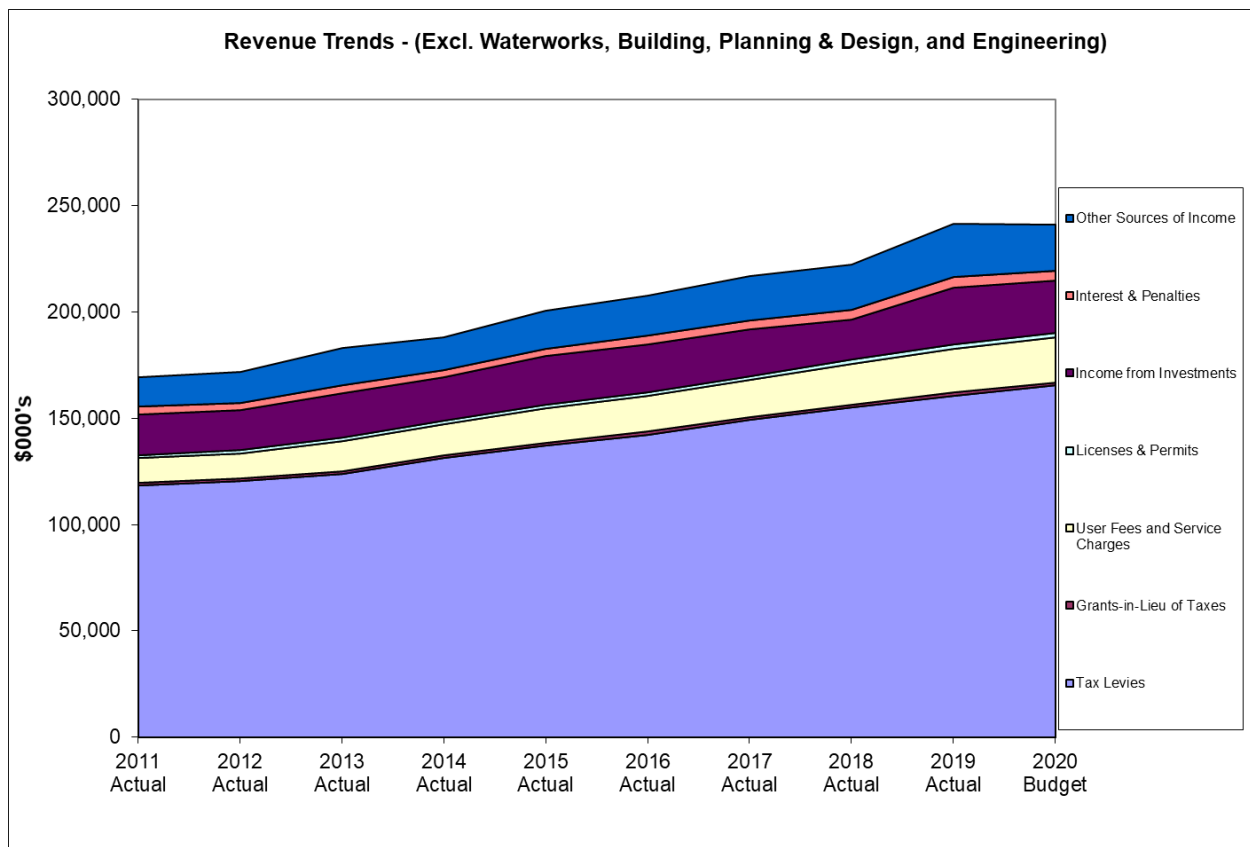
- (1) Represents transfers from reserves and/or reserve funds to fund expenditures. These are not considered revenues under the full accrual method of accounting.
- (2) Represents new revenues to fund the 2020 capital budget
- (3) Represents contributions to reserves and/or reserve funds. These are not considered expenditures under the full accrual method of accounting, but become part of the actual year end surplus (retained earnings).
- (4) TCA Amortization Expenses are calculated based on actual amortization expenses from "in-service" assets as of 2019 and amortization expenses for assets projected to be "in-service" in 2020 using the 1/2 year rule.
- (5) Post-employment Benefit Expenses based on estimates provided by Nexus.
- (6) Non-Tangible Capital are included in the 2020 capital budget, and they will be restated as operating expenses.
- (7) Projected deficit is based on the restated 2020 budget.

2020 TRADITIONAL BALANCED BUDGET DETAILS

The 2020 Operating Budget for City services totals \$240.9 million excluding, Waterworks, Building Standards, Planning & Design and Engineering. This represents an increase of \$7.9 million over the 2019 Operating Budget.

Budget Component	(in \$ millions)
Operating	\$240.9
Planning and Design	\$10.6
Engineering	\$8.8
Building Standards	\$9.5
Waterworks	\$140.7
Capital	\$111.5
Total	\$522.0

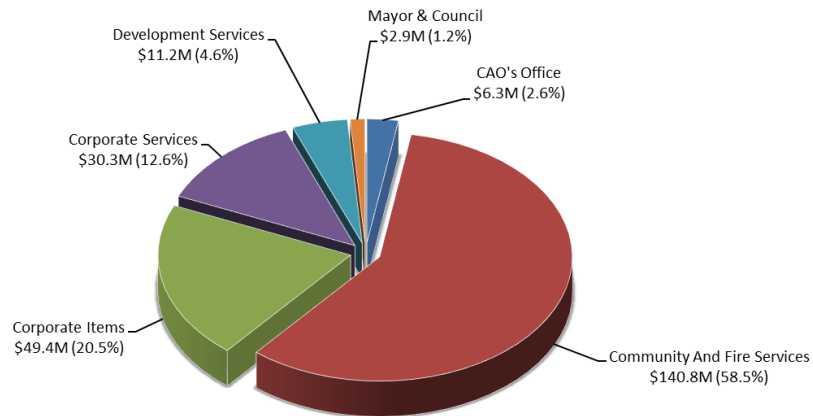
On a consolidated basis, Markham maintains a consistent level of revenues each year to partially offset increases in expenditures. The main drivers for the revenue increase are related to assessment growth, core services revenue strategies, and other operational revenues. Revenues from Planning & Design, Engineering, Building, and Waterworks are reported separately in the respective department operating budgets.



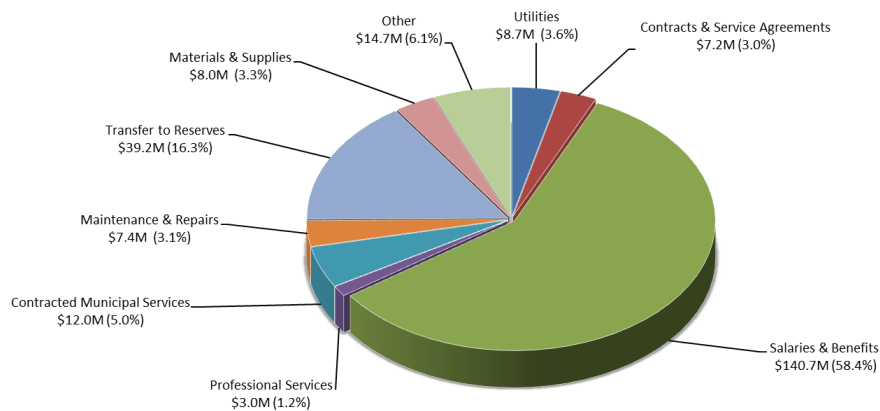
Expenditures

The following two charts illustrate the composition of the Operating Budget expenditures by Commission and by expenditure component:

Operating Budget Expenditures by Commission
(excluding Waterworks, Building, Planning & Design, and Engineering)
Total \$240.9M

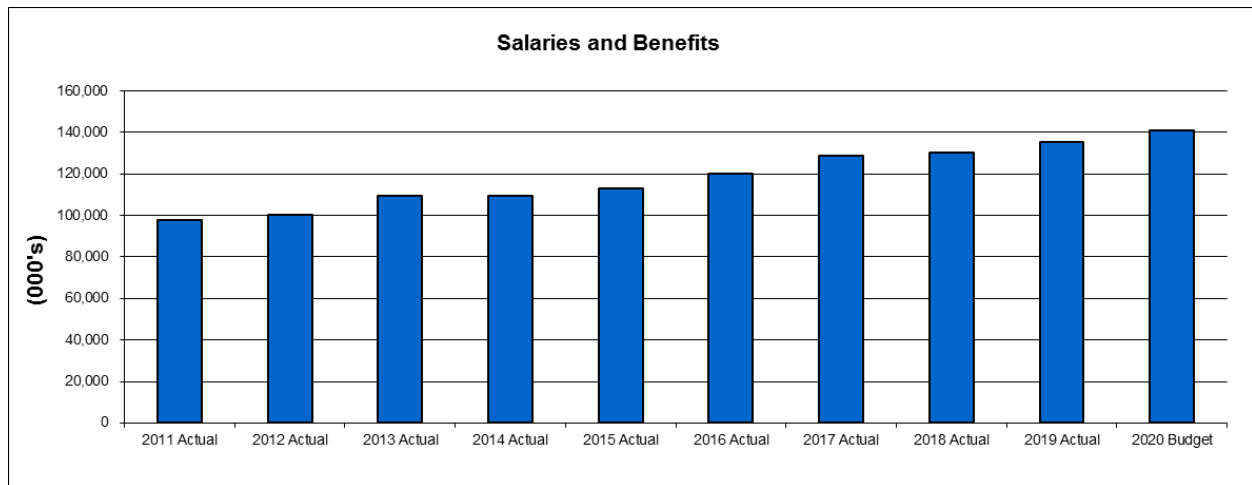


Operating Budget Expenditures by Component
(excluding Waterworks, Building, Planning & Design, and Engineering)
Total \$240.9M



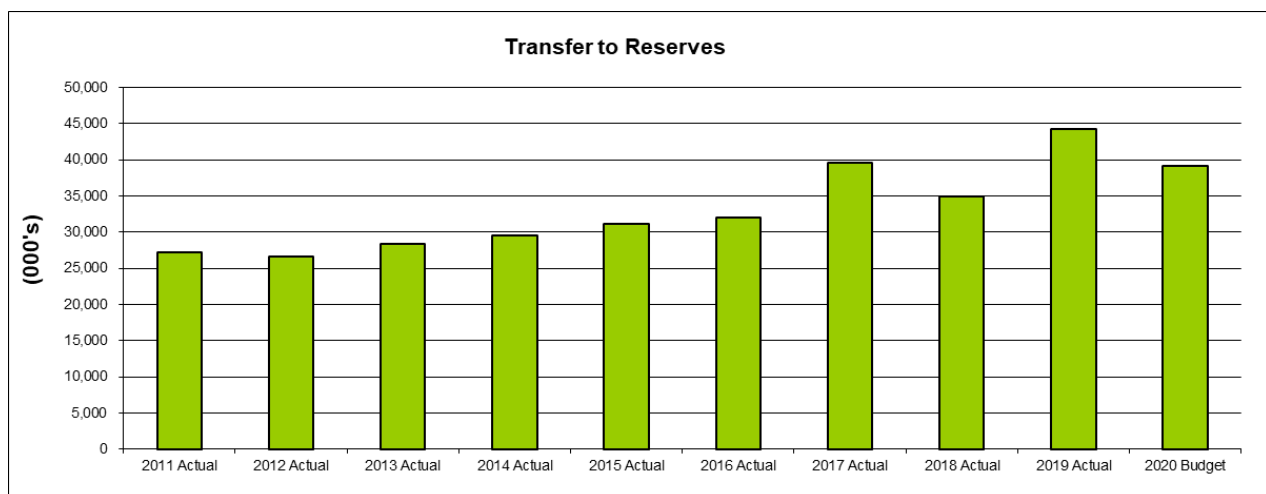
Personnel Costs

Approximately 58% of expenditures relate to salaries and benefits. Budgeted 2020 personnel is at \$140.7 million, an increase of \$4.7 million from 2019. The cost increase is due to 15 additional positions to support the overall growth of the City and to the City's commitment to maintain service levels. Additionally, collective agreements with Canadian Union of Public Employees (CUPE) and Markham Professional Fire Fighter's Association (MPFFA) and cost of living adjustments for non-union staff impacted the higher costs.

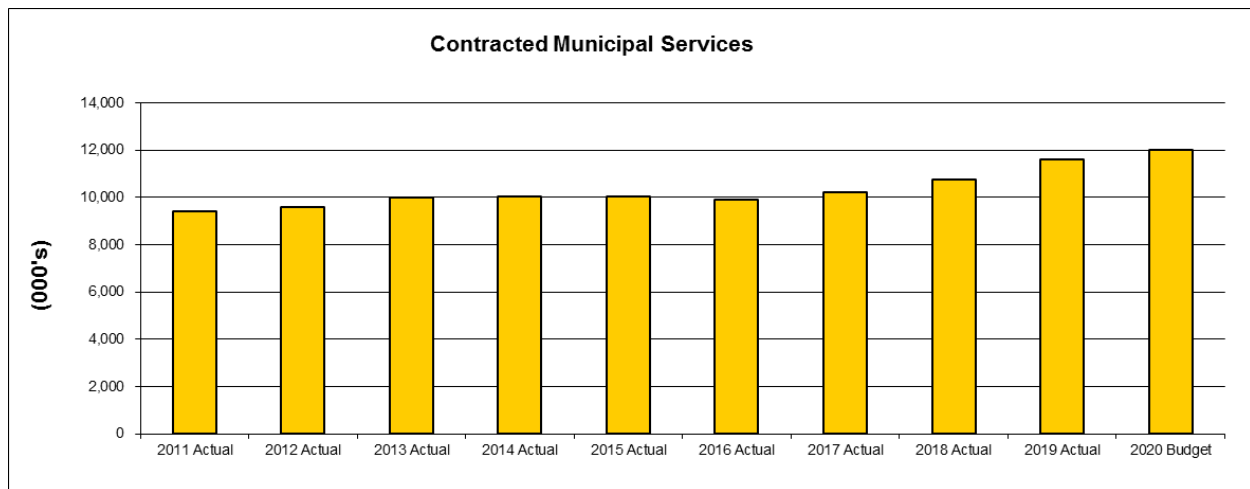


Non-personnel Costs

The next highest component in the Operating Budget Expenditures by account chart is Transfer to Reserves at approximately 16%. The majority of the transfer is to the Life Cycle Replacement and Capital Reserve Fund to support the non-growth portion of growth related capital projects, and the replacement and rehabilitation of the City's existing assets. For further details on the flow through of the Transfer to Reserves, see section 3c – Capital Budget.



Contracted Municipal Services, which accounts for 5% of the Operating Budget, exhibits a continuous increasing trend year over year. This increase is a result of both growth and inflation of the City's contracts.



The 'Other' category accounts for the remaining 21% of the Operating Budget, includes items such as communications, training, insurance, rentals/leases, promotion and advertising.

Business Units may reallocate base budget amounts among non-personnel accounts, provided the overall non-personnel budget is maintained. Business Units identify efficiencies, where feasible and sustainable, to minimize budget implications while maintaining service levels.

All non-personnel accounts are to be maintained at the previous year's base budget, except for budget changes as a result of the following:

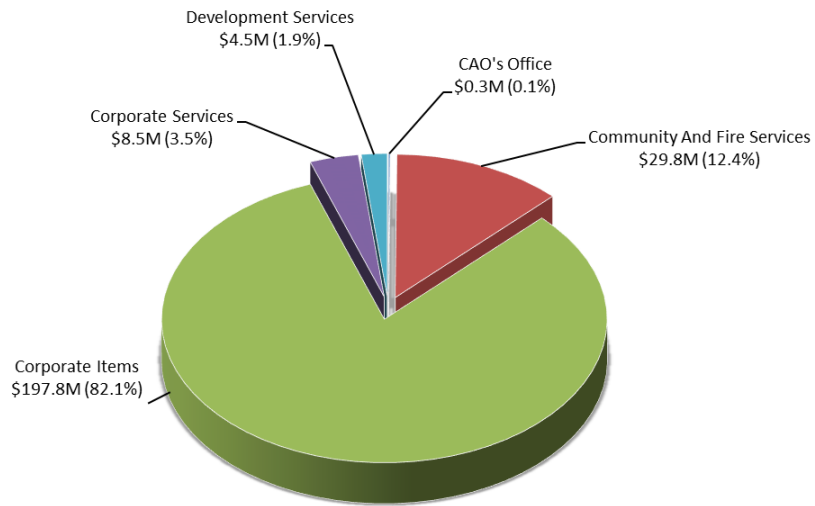
- Price adjustments - External service contract commitments
- Price adjustments - Commodity price increases/decreases
- Growth related requirements
- Council approved recommendations
- Annualization
- Capital induced operating costs
- Indirect cost recoveries

Business Units first identify opportunities for budget reallocation from existing budget items or revenue recoveries to offset/partially offset potential budget implications.

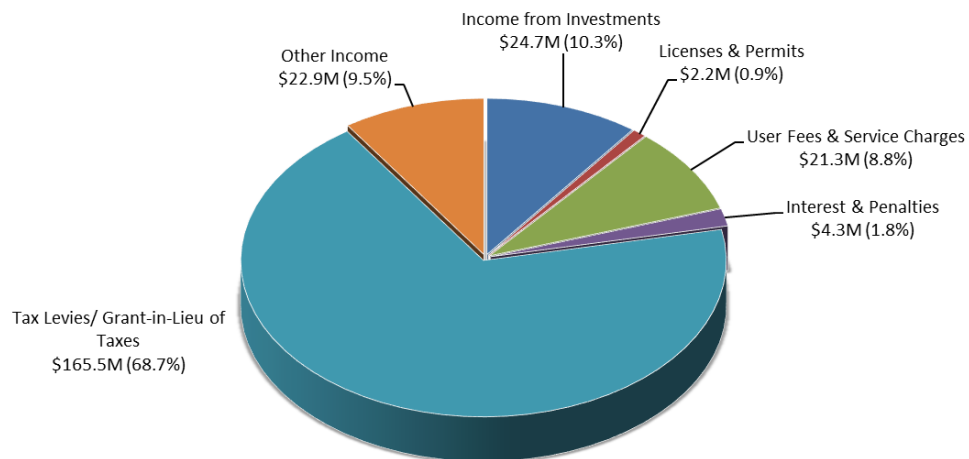
Revenues

The following two charts illustrate the composition of the Operating Budget revenues by Commission and by revenue component:

Operating Budget Revenues by Commission
(excluding Waterworks, Building, Planning, & Engineering Departments)
Total \$240.9M



Operating Budget Revenues by Component
(excluding Waterworks, Building, Planning, & Engineering Departments)
Total \$240.9.0M



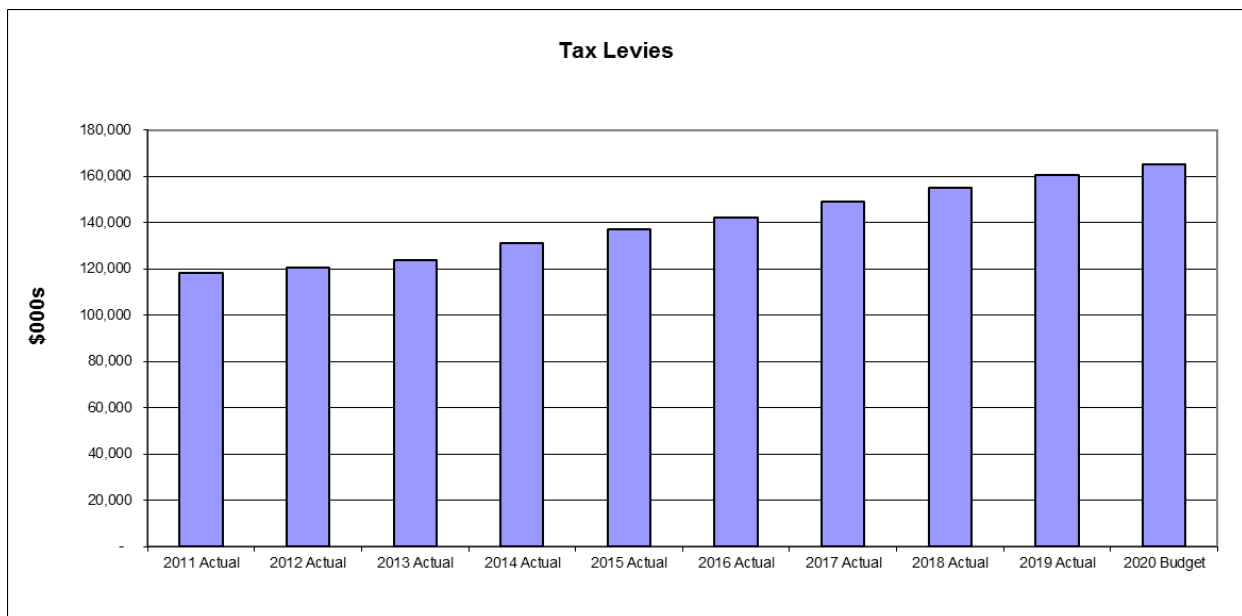
The \$240.9 million Operating Budget is 90% funded through the following sources:

- Tax levies paid by the City’s taxpayers
- User fees and service charges
- Interest and dividend income
- Rentals, licenses and permits

The remaining 10% of revenues is generated from fines and recoveries, property tax interest and penalties, grants and subsidies.

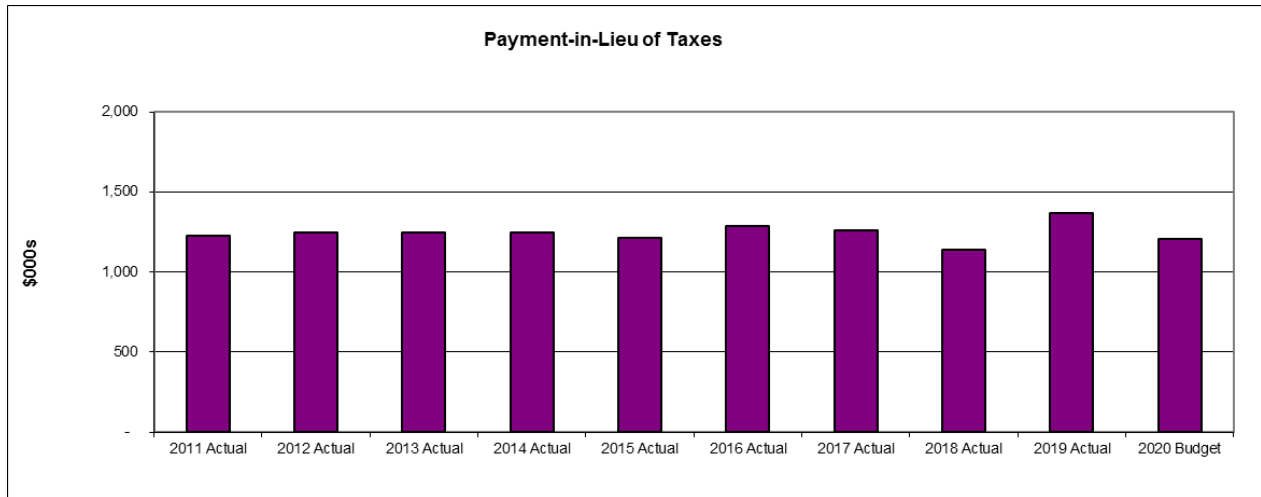
Tax Levies

Tax levies is paid by the City’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 2020 tax levies is at \$165.5 million, an increase of \$4.9 million from 2019. The tax revenue has increased steadily in the past years due to assessment growth in the City and tax rate increases. The 2020 budgeted assessment growth is 1.22% versus 1.64% in 2019.



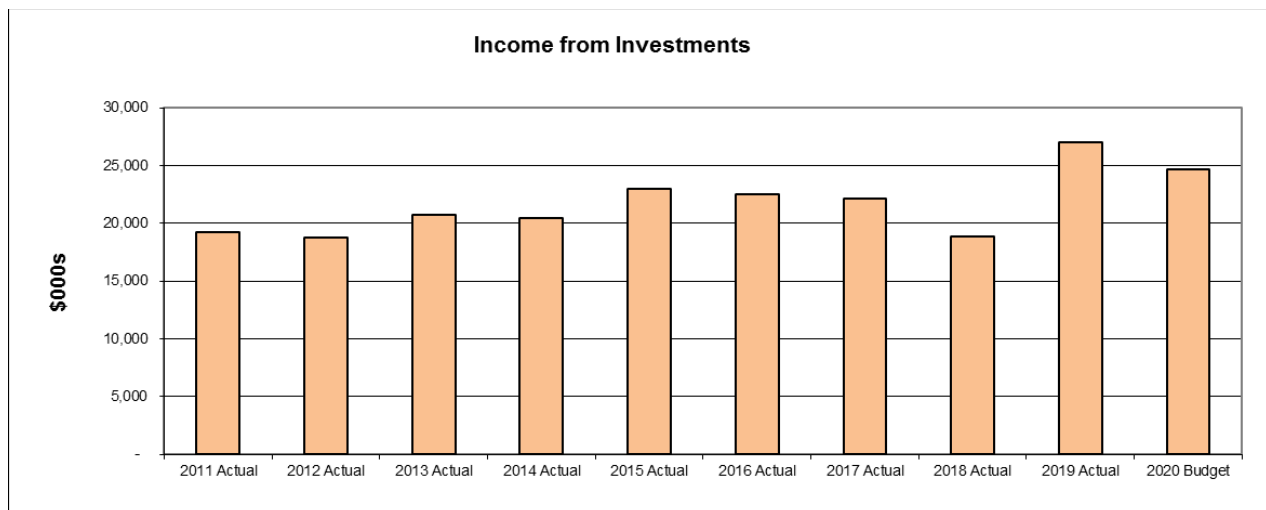
Grants-in-Lieu

Grants-in-Lieu are payments received in lieu of taxation on properties owned by other government bodies and government agencies. The 2020 Budget is \$1.2 million which is trending consistently with prior years.



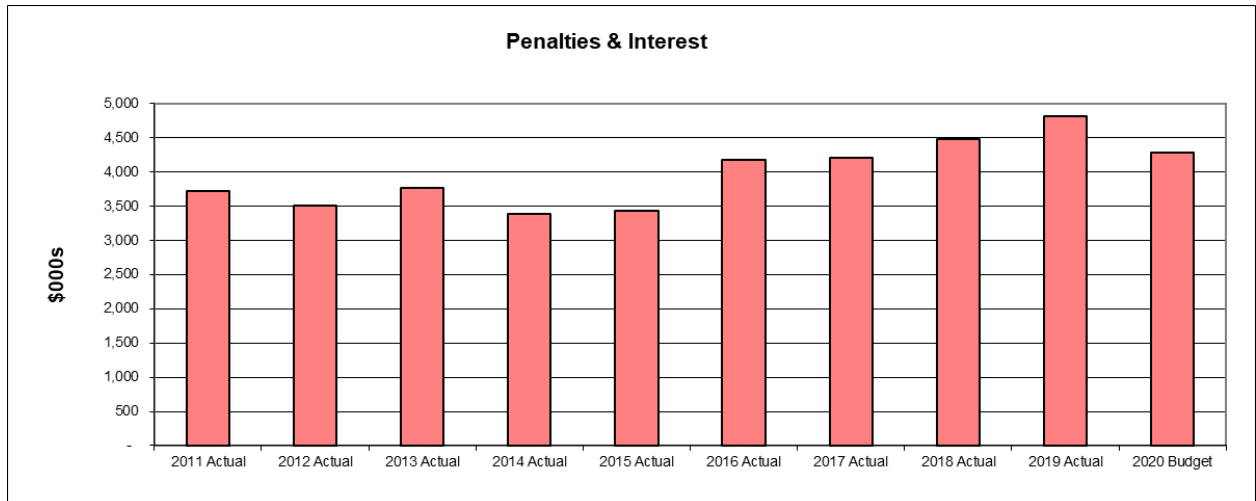
Investment Income

The City of Markham earns income on investments for all major City funds and reserves. Income from investments is budgeted at \$24.7 million; this amount includes interest and dividends from the City's holdings in Markham Enterprises Corporation and Markham District Energy Incorporated.



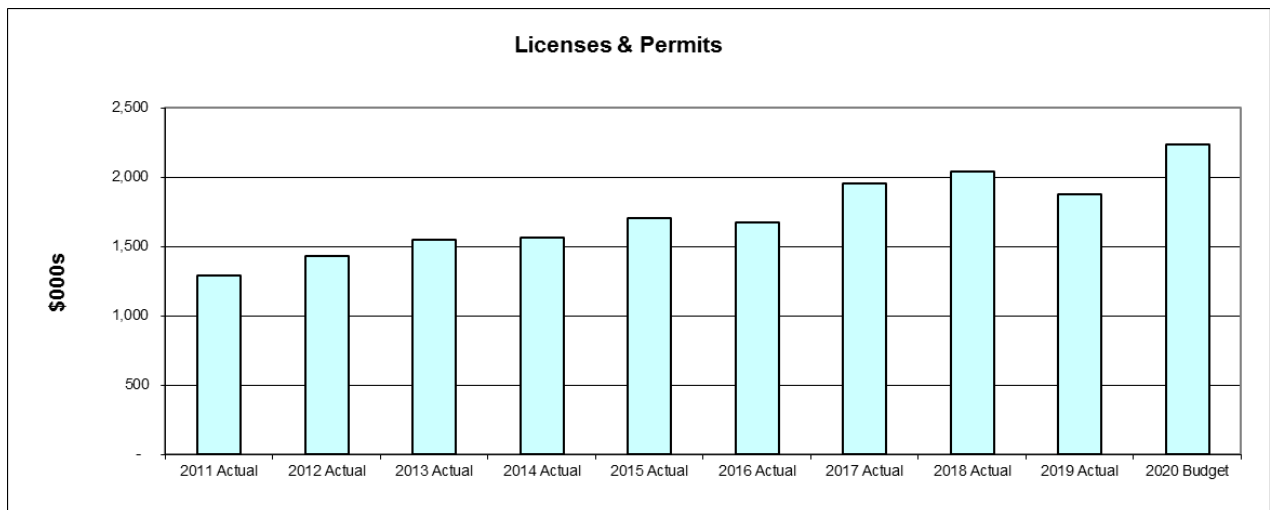
Penalties and Interest

Penalties and interest relate to late payment of property tax bills. For 2020, the budget for this account is \$4.3 million.



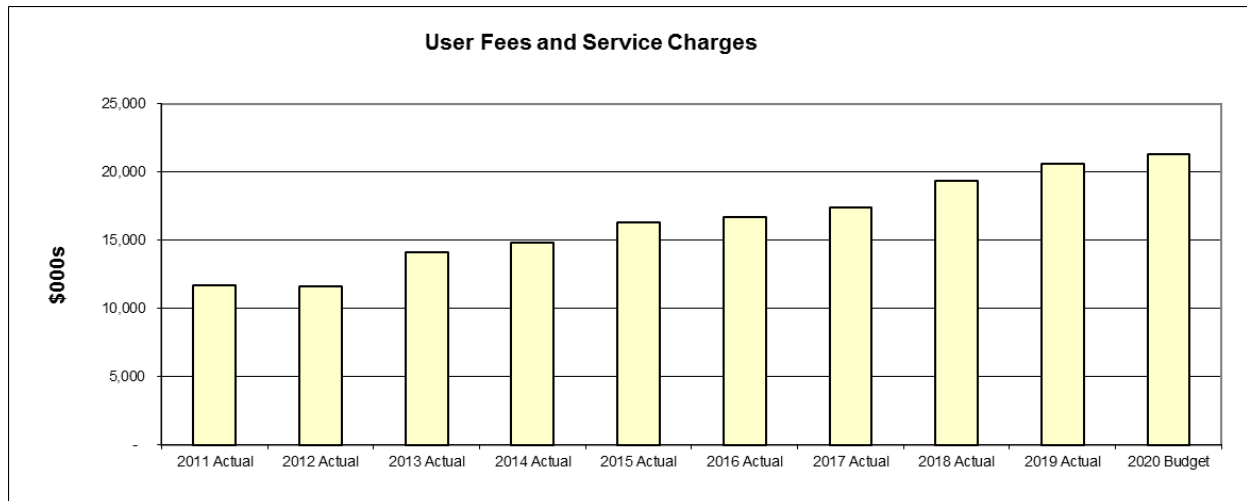
Licenses & Permits

Licenses and Permits revenues are generated by Legislative Services from the sale of business, marriage and other licenses. The 2020 Budget is \$2.2 million.



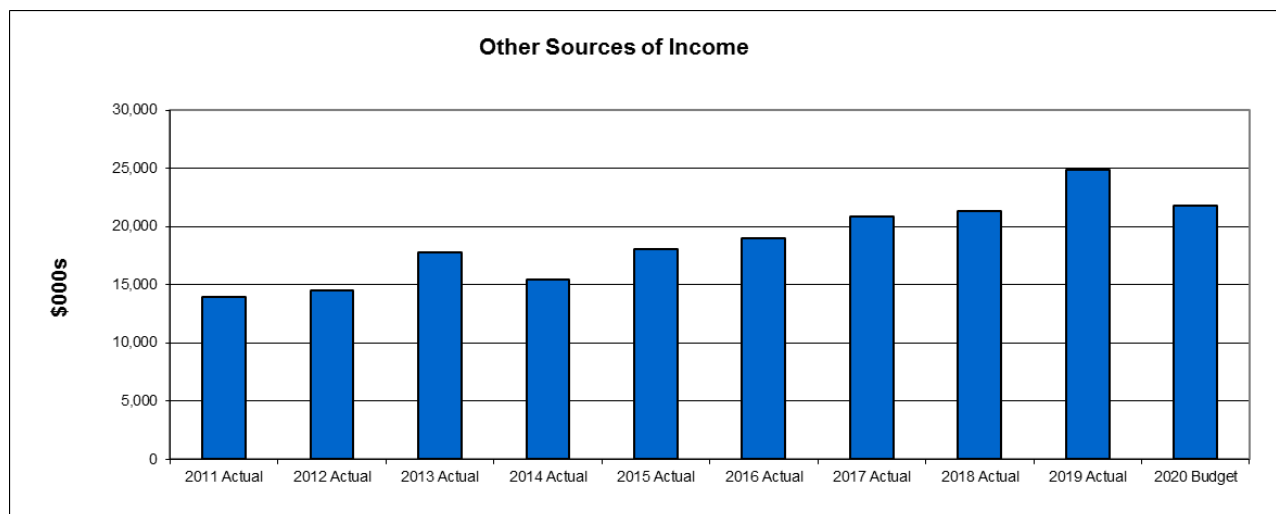
User Fees

User Fees and Service Charges are paid by individuals or organizations to the City for the use of City facilities. Such fees include recreation fees, program fees, and cultural venue ticket sales. The 2020 Budget of \$21.3 million represents a \$0.8 million increase from the 2019 budget to address inflation.



Other Income

The Other Income Operating Budget of \$21.8 million represents an increase of \$0.8 million from 2019.



2020 OPERATING BUDGET SCHEDULE – CONSOLIDATED

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

In accordance to Ontario Regulation 284/09, Municipalities may exclude from budget, all or a portion of the estimate costs of amortization, post-employment benefits, solid waste, landfill closure and post closure expense to allow for preparation of a balanced budget. The City's budgets as shown above exclude such items. Further, as per the Regulation, the impact of these excluded expenses must be reported under the new financial disclosure requirements.

Department/Commission (in \$000's)	2019 Actual	2019 Budget	2020 Budget	2020 Budget vs. 2019 Budget		2020 Budget vs. 2019 Actual	
			Approved	Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,849	1,992	1,934	(58)	-2.9%	85	3.2%
Mayor & Councillors	969	1,034	1,049	15	1.4%	79	21.6%
Total Council	2,819	3,026	2,983	(43)	-1.4%	165	5.5%
CAO's Office	721	800	789	(11)	-1.4%	68	7.9%
Human Resources	3,156	3,237	3,202	(35)	-1.1%	45	1.5%
Legal Dept.	1,712	1,873	2,035	162	8.7%	323	23.4%
Total CAO	5,589	5,910	6,025	116	2.0%	436	8.4%
Commissioner's Office	391	418	421	3	0.8%	30	8.4%
Legislative Services, Corporate Communications & Community Engagement	5,292	4,552	4,670	118	2.6%	(622)	-14.4%
Financial Services	4,090	4,467	4,414	(53)	-1.2%	324	8.4%
ITS Department	7,640	7,814	8,185	371	4.8%	544	8.0%
Sustainability & Asset Management	3,584	3,785	4,092	307	8.1%	509	15.6%
Total Corporate Services	20,997	21,035	21,781	746	3.5%	784	4.2%
Commissioner's Office	1,156	1,222	1,235	13	1.1%	79	6.6%
Culture & Economic Development	4,335	3,603	3,731	128	3.6%	(603)	-15.7%
Traffic Operations	1,533	1,718	1,696	(22)	-1.3%	164	12.1%
Total Development Services	7,023	6,543	6,663	120	1.8%	(361)	-5.6%
Commissioner's Office	590	670	670	0	0.0%	80	13.1%
Fire Services	40,188	38,920	39,245	325	0.8%	(942)	-2.7%
Markham Public Libraries	13,053	13,378	13,539	160	1.2%	485	4.4%
Operations	33,939	33,261	34,179	918	2.8%	241	0.8%
Operations Administration	1,959	2,126	2,264	137	6.5%	304	20.4%
Recreation Services	12,215	11,521	10,909	(612)	-5.3%	(1,306)	-13.4%
Environmental Services	9,677	9,972	10,163	191	1.9%	486	5.8%
Total Community And Fire Services	111,621	109,849	110,969	1,120	1.0%	(652)	-0.7%
Corporate Items	(151,091)	(146,362)	(148,421)	(2,059)	1.4%	2,670	-2.0%
Net (Surplus)/Defecit	(3,043)	0	0	0	0.0%	3,043	-54.3%

The 2019 surplus of \$3.04M will be transferred as follows:

- \$0.73M to the Corporate Rate Stabilization Reserve; and
- \$2.31M to the Life Cycle Replacement and Capital Reserve Fund.

2020 OPERATING BUDGET SUMMARY – EXPENDITURES

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

Department/Commission (in \$000's)	2019 Actual	2019 Budget	2020 Budget Approved	2020 Budget vs. 2019 Budget		2020 Budget vs. 2019 Actual	
				Incr(Decr.)	%Change	Incr.(Decr.)	% Change
Administrative Costs	1,849	1,992	1,934	(58)	-2.9%	85	3.2%
Mayor & Councillors	969	1,034	1,049	15	1.4%	79	17.4%
Total Council	2,819	3,026	2,983	(43)	-1.4%	165	5.3%
CAO's Office	721	800	789	(11)	-1.4%	68	7.9%
Human Resources	3,159	3,239	3,204	(35)	-1.1%	44	1.5%
Legal Dept.	2,111	2,173	2,335	162	7.5%	224	13.1%
Total CAO	5,991	6,212	6,328	116	1.9%	336	6.1%
Commissioner's Office	391	418	421	3	0.8%	30	8.4%
Legislative Services, Corporate Communications & Community Engagement	11,439	11,121	11,424	303	2.7%	(15)	-0.2%
Financial Services	5,450	5,805	5,690	(115)	-2.0%	240	4.9%
ITS Department	7,640	7,814	8,185	371	4.8%	544	8.0%
Sustainability & Asset Management	4,131	4,260	4,606	346	8.1%	475	12.8%
Total Corporate Services	29,050	29,417	30,325	908	3.1%	1,275	4.9%
Commissioner's Office	1,156	1,222	1,235	13	1.1%	79	6.6%
Culture & Economic Development	8,798	8,039	8,234	195	2.4%	(564)	-7.2%
Traffic Operations	1,533	1,719	1,697	(22)	-1.3%	165	12.2%
Total Development Services	11,487	10,980	11,166	186	1.7%	(320)	-3.1%
Commissioner's Office	590	670	670	0	0.0%	80	13.1%
Fire Services	40,572	39,308	39,633	325	0.8%	(939)	-2.7%
Markham Public Libraries	14,223	14,511	14,680	170	1.2%	457	3.8%
Operations	35,693	34,846	35,707	861	2.5%	14	0.0%
Operations Administration	2,045	2,212	2,350	137	6.2%	305	17.3%
Recreation Services	35,977	35,423	35,946	523	1.5%	(31)	-0.1%
Environmental Services	11,322	11,602	11,796	194	1.7%	475	4.7%
Total Community And Fire Services	140,422	138,572	140,782	2,211	1.6%	360	0.3%
Corporate Items	48,480	44,839	49,379	4,540	10.1%	899	1.9%
Total Corporation	238,249	233,045	240,963	7,918	3.4%	2,714	1.3%

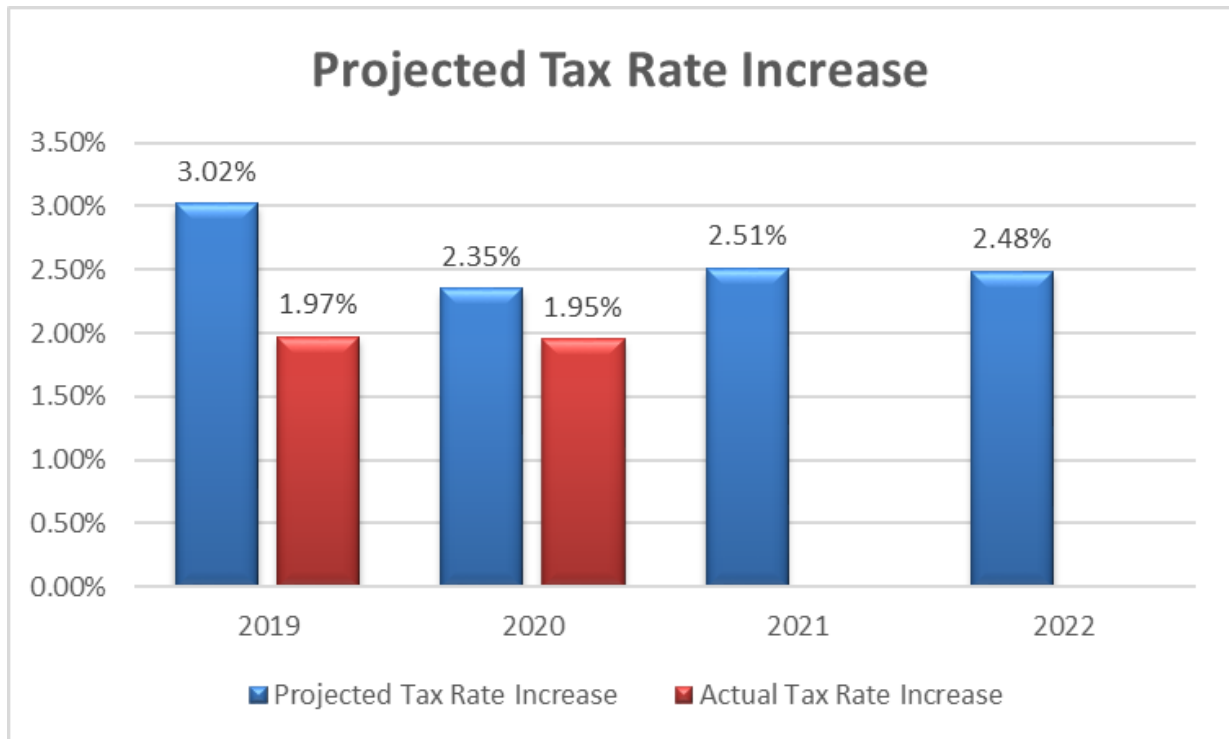
2020 OPERATING BUDGET SUMMARY – REVENUES

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

Department/Commission (in \$000's)	2019 Actual	2019 Budget	2020 Budget Approved	2020 Budget vs. 2019 Budget		2020 Budget vs. 2019 Actual	
				Incr(Decr.)	%Change	Incr.(Decr.)	%Change
Administrative Costs	0	0	0	0	0.0%	0	0.0%
Mayor & Councillors	0	0	0	0	0.0%	0	0.0%
Total Council	0	0	0	0	0.0%	0	0.0%
CAO's Office	0	0	0	0	0.0%	0	0.0%
Human Resources	3	2	2	0	0.0%	(1)	-21.8%
Legal Dept.	399	300	300	0	0.0%	(99)	-30.0%
Total CAO	402	302	302	0	0.0%	(100)	-29.9%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Legislative Services, Corporate Communications & Community Engagement	6,147	6,569	6,754	185	2.8%	607	10.6%
Financial Services	1,360	1,338	1,276	(62)	-4.6%	(84)	-7.8%
ITS Department	0	0	0	0	0.0%	0	0.0%
Sustainability & Asset Management	547	475	513	38	8.1%	(33)	-7.1%
Total Corporate Services	8,054	8,382	8,544	162	1.9%	490	6.8%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Culture & Economic Development	4,463	4,436	4,503	67	1.5%	40	1.0%
Traffic Operations	0	1	1	0	0.0%	1	0.0%
Total Development Services	4,463	4,437	4,504	67	1.5%	41	1.0%
Commissioner's Office	0	0	0	0	0.0%	0	0.0%
Fire Services	384	387	387	0	0.0%	3	1.1%
Markham Public Libraries	1,170	1,132	1,142	9	0.8%	(28)	-2.7%
Operations	1,755	1,585	1,528	(57)	-3.6%	(227)	-23.6%
Operations Administration	85	86	86	(0)	0.0%	1	0.3%
Recreation Services	23,762	23,902	25,037	1,136	4.8%	1,275	6.1%
Environmental Services	1,645	1,630	1,633	3	0.2%	(12)	-0.8%
Total Community And Fire Services	28,802	28,723	29,813	1,091	3.8%	1,012	4.1%
Corporate Items	199,571	191,201	197,799	6,598	3.5%	(1,772)	-1.0%
Total Corporation	241,292	233,045	240,963	7,918	3.4%	(329)	-0.2%

LONG TERM OPERATING BUDGET FORECAST

The City has a multi-year budgeting process that includes a rolling three-year budget. The current year tax rate increase is tabled for Council approval, accompanied by forecasted tax rate increases for the future years remaining in the plan cycle. Below is a comparison of the projected versus approved tax rate increases for the previous two years (2019 & 2020) followed by two forecasted years (2021 & 2022):



Multi-year budgets are developed to align with the Corporate goal of “Stewardship of Money and Resources.” The multi-year approach benefits the City as it allows for the following:

- alignment to departmental Business Plans and corporate objectives;
- forecast future tax rate increases;
- ensure cost and revenue drivers are consistently applied across the organization;
- increase precision of budgeting; and
- assist in providing explanations for budget variances when they occur.

A multi-year budget process assists in identifying future opportunities and challenges. The multi-year budget process allows the City to be more proactive in capitalizing on opportunities, and mitigating challenges.

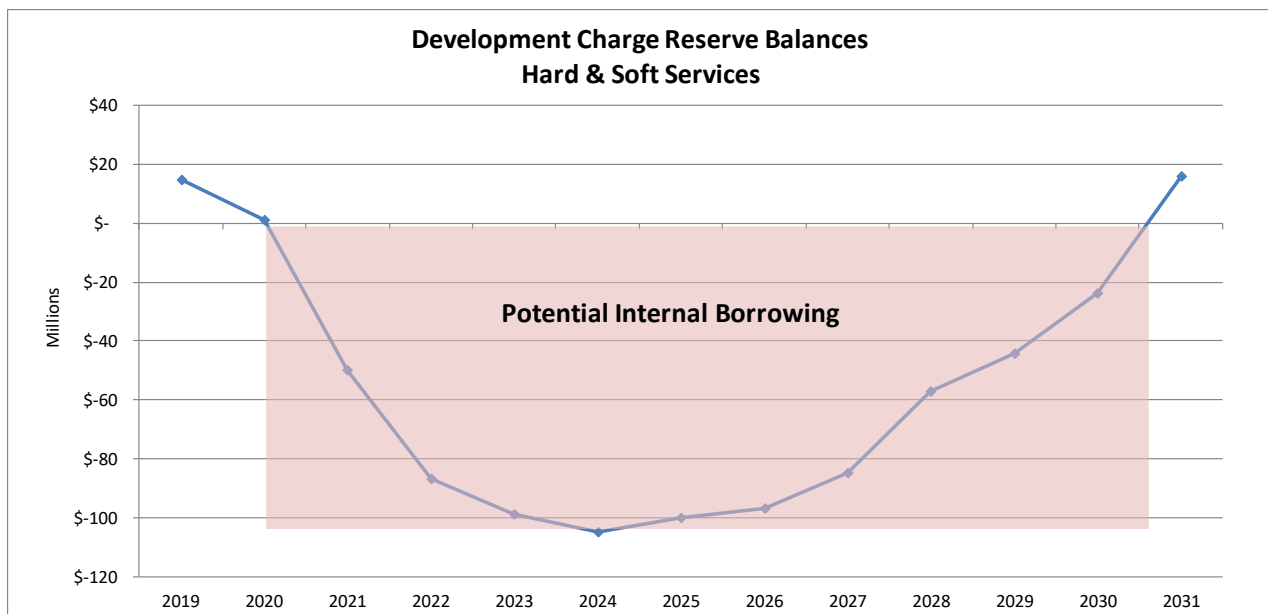
A new Council term commenced following the Municipal Election in fall of 2018. Through collaboration with senior staff and the voice of the community, the newly appointed Council approved the Strategic Plan for years 2020 to 2023. The multi-year budget plan for 2020

to 2022 was prepared in alignment with the goals and desired outcomes of the Strategic Plan.

Debt Projection

It is anticipated that the City’s Development Charges (DC) reserves will go into a negative position starting in 2021 as a result of growth related capital commitments exceeding forecasted DC revenues. When this occurs, the City will initiate internal borrowing. A Council approved Development Charges Internal Borrowing Policy (refer to Appendix 4) allows the City to loan the DC Reserves up to a cumulative maximum of 25% of the previous year’s average general portfolio balance. Based on the 2019 General Portfolio balance, internal borrowing would be capped at \$108.4M. The City has prepared a debt projection forecast as follows:

Development Charges Internal Debt Projection
(in \$ millions)



Debt Obligations

On July 1, 2010 and April 14, 2014, the City received a loan of \$12M from Canada Mortgage Housing Corporation (CMHC) and a \$4M low-interest loan from Federation of Canadian Municipalities (FCM) respectively through York Region. As a lower tier municipality, the City does not have the ability to borrow long-term funds, and as such the borrowing was done through the Region.

The loan received on July 1, 2010 was used to fund the purchase of the Markham District Energy Birchmount plant. The plant was subsequently leased back to Markham District Energy (MDE),



a wholly owned subsidiary of Markham Enterprises Corporation (MEC). The loan received on April 14, 2014 was used to partially fund the cost of Cornell Community Centre and Library.

The loan of \$12M is to be amortized over a period of 20 years, at an interest rate of 4.04%. An annual payment to the Region of \$886,111.33 consists of principal and interest. The \$4M loan is to be amortized over a period of 20 years, at an interest rate of 2%. An annual payment to the Region of \$243,649.74 consists of principal and interest.

CANADA MORTGAGE HOUSING CORPORATION (CMHC)

PRINCIPAL - \$12 million

INTEREST RATE - 4.04% per annum

TERM - 20 years

YEAR	PRINCIPAL Bal b/fwd	PRINCIPAL PAID	INTEREST PAID	PRINCIPAL Bal c/fwd	TOTAL ANNUAL PAYMENT
2011	\$ 12,000,000.00	\$ 401,311.33	\$ 484,800.00	\$ 11,598,688.67	\$ 886,111.33
2012	\$ 11,598,688.67	\$ 417,524.31	\$ 468,587.02	\$ 11,181,164.36	\$ 886,111.33
2013	\$ 11,181,164.36	\$ 434,392.29	\$ 451,719.04	\$ 10,746,772.07	\$ 886,111.33
2014	\$ 10,746,772.07	\$ 451,941.74	\$ 434,169.59	\$ 10,294,830.33	\$ 886,111.33
2015	\$ 10,294,830.33	\$ 470,200.18	\$ 415,911.15	\$ 9,824,630.15	\$ 886,111.33
2016	\$ 9,824,630.15	\$ 489,196.27	\$ 396,915.06	\$ 9,335,433.88	\$ 886,111.33
2017	\$ 9,335,433.88	\$ 508,959.80	\$ 377,151.53	\$ 8,826,474.08	\$ 886,111.33
2018	\$ 8,826,474.08	\$ 529,521.78	\$ 356,589.55	\$ 8,296,952.30	\$ 886,111.33
2019	\$ 8,296,952.30	\$ 550,914.46	\$ 335,196.87	\$ 7,746,037.84	\$ 886,111.33
2020	\$ 7,746,037.84	\$ 573,171.40	\$ 312,939.93	\$ 7,172,866.44	\$ 886,111.33
2021	\$ 7,172,866.44	\$ 596,327.53	\$ 289,783.80	\$ 6,576,538.92	\$ 886,111.33
2022	\$ 6,576,538.92	\$ 620,419.16	\$ 265,692.17	\$ 5,956,119.76	\$ 886,111.33
2023	\$ 5,956,119.76	\$ 645,484.09	\$ 240,627.24	\$ 5,310,635.67	\$ 886,111.33
2024	\$ 5,310,635.67	\$ 671,561.65	\$ 214,549.68	\$ 4,639,074.02	\$ 886,111.33
2025	\$ 4,639,074.02	\$ 698,692.74	\$ 187,418.59	\$ 3,940,381.28	\$ 886,111.33
2026	\$ 3,940,381.28	\$ 726,919.93	\$ 159,191.40	\$ 3,213,461.35	\$ 886,111.33
2027	\$ 3,213,461.35	\$ 756,287.49	\$ 129,823.84	\$ 2,457,173.86	\$ 886,111.33
2028	\$ 2,457,173.86	\$ 786,841.51	\$ 99,269.82	\$ 1,670,332.35	\$ 886,111.33
2029	\$ 1,670,332.35	\$ 818,629.90	\$ 67,481.43	\$ 851,702.45	\$ 886,111.33
2030	\$ 851,702.45	\$ 851,702.45	\$ 34,408.78	\$ (0.00)	\$ 886,111.23
TOTAL		\$ 12,000,000.00	\$ 5,722,226.50		\$ 17,722,226.50



FEDERATION OF CANADIAN MUNICIPALITIES (FCM)

PRINCIPAL - \$4 million

INTEREST RATE - 2.0% per annum

TERM - 20 years

YEAR	PRINCIPAL Bal b/fwd	PRINCIPAL PAID	INTEREST PAID	PRINCIPAL Bal c/fwd	TOTAL ANNUAL PAYMENT
2014	\$ 4,000,000.00	\$ 81,715.28	\$ 40,109.59	\$ 3,918,284.72	\$ 121,824.87
2015	\$ 3,918,284.72	\$ 166,113.80	\$ 77,535.94	\$ 3,752,170.92	\$ 243,649.74
2016	\$ 3,752,170.92	\$ 169,398.86	\$ 74,250.88	\$ 3,582,772.06	\$ 243,649.74
2017	\$ 3,582,772.06	\$ 172,905.83	\$ 70,743.91	\$ 3,409,866.23	\$ 243,649.74
2018	\$ 3,409,866.23	\$ 176,333.02	\$ 67,316.72	\$ 3,233,533.21	\$ 243,649.74
2019	\$ 3,233,533.21	\$ 179,877.31	\$ 63,772.43	\$ 3,053,655.90	\$ 243,649.74
2020	\$ 3,053,655.90	\$ 183,448.41	\$ 60,201.33	\$ 2,870,207.49	\$ 243,649.74
2021	\$ 2,870,207.49	\$ 187,218.78	\$ 56,430.96	\$ 2,682,988.71	\$ 243,649.74
2022	\$ 2,682,988.71	\$ 190,943.26	\$ 52,706.48	\$ 2,492,045.45	\$ 243,649.74
2023	\$ 2,492,045.45	\$ 194,781.21	\$ 48,868.53	\$ 2,297,264.24	\$ 243,649.74
2024	\$ 2,297,264.24	\$ 198,662.06	\$ 44,987.68	\$ 2,098,602.18	\$ 243,649.74
2025	\$ 2,098,602.18	\$ 202,717.67	\$ 40,932.07	\$ 1,895,884.51	\$ 243,649.74
2026	\$ 1,895,884.51	\$ 206,764.05	\$ 36,885.69	\$ 1,689,120.46	\$ 243,649.74
2027	\$ 1,689,120.46	\$ 210,920.00	\$ 32,729.74	\$ 1,478,200.46	\$ 243,649.74
2028	\$ 1,478,200.46	\$ 215,136.27	\$ 28,513.47	\$ 1,263,064.19	\$ 243,649.74
2029	\$ 1,263,064.19	\$ 219,500.73	\$ 24,149.01	\$ 1,043,563.46	\$ 243,649.74
2030	\$ 1,043,563.46	\$ 223,895.71	\$ 19,754.03	\$ 819,667.75	\$ 243,649.74
2031	\$ 819,667.75	\$ 228,396.01	\$ 15,253.73	\$ 591,271.74	\$ 243,649.74
2032	\$ 591,271.74	\$ 232,975.47	\$ 10,674.27	\$ 358,296.27	\$ 243,649.74
2033	\$ 358,296.27	\$ 237,674.40	\$ 5,975.34	\$ 120,621.87	\$ 243,649.74
2034	\$ 120,621.87	\$ 120,621.87	\$ 1,202.91	\$ 0.00	\$ 121,824.78
TOTAL		\$ 4,000,000.00	\$ 872,994.71		\$ 4,872,994.71

2020 CAPITAL BUDGET

Capital Budget Overview

The City of Markham defines an expenditure as a capital expenditure when it meets the following three requirements:

- 1) Expected useful life longer than one year
- 2) Total costs meet or exceed \$5,000
- 3) Alignment with the City's Corporate Goals

Capital projects can be phased in over several years, and Departments are required to provide a quarterly cash flow on the Capital submission forms. A monthly report is provided by Finance to Senior Staff on all open Capital Projects with information on each project's expenditures against budget for tracking purposes.

Approximately 58% of the 2020 Capital Budget is funded from the Development Charge Reserve (29%) and the Life Cycle Replacement and Capital Reserve Fund (29%). Each year, a portion of the Operating Budget is transferred to the Life Cycle Replacement and Capital Reserve Fund as a 'Transfer to Reserves' for the following purposes:

- to fund replacement and rehabilitation of existing assets, categorized as 'Operating Life Cycle Funds';
- to fund new assets and the non-growth share of growth related projects; categorized as 'Operating Non-Life Cycle Funds'.

The City conducts two long terms studies for each year's Capital Budget:

The Development Charges (DC) Background study is legislatively required to be conducted every five years and is made up of two components relating to growth:

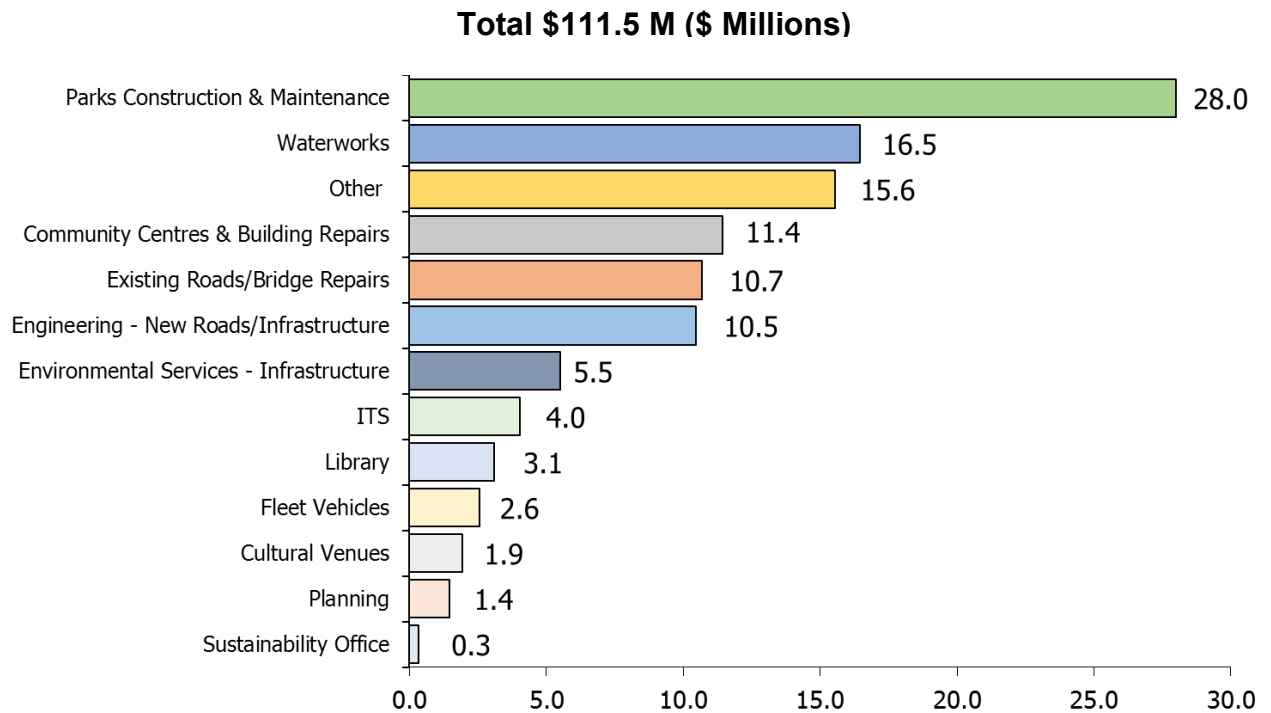
- City-Wide Hard Services; relating to cost recovery for major roads, sidewalks, streetlights and storm water management
- City-Wide Soft Services; relating to cost recovery for facilities, parking, parks development and public works.

The DC Background Study was updated in 2017, with the study for City-Wide Hard Services covering the period from 2017 - 2031, and the study for City-Wide Soft Services covering the period from 2017 - 2022.

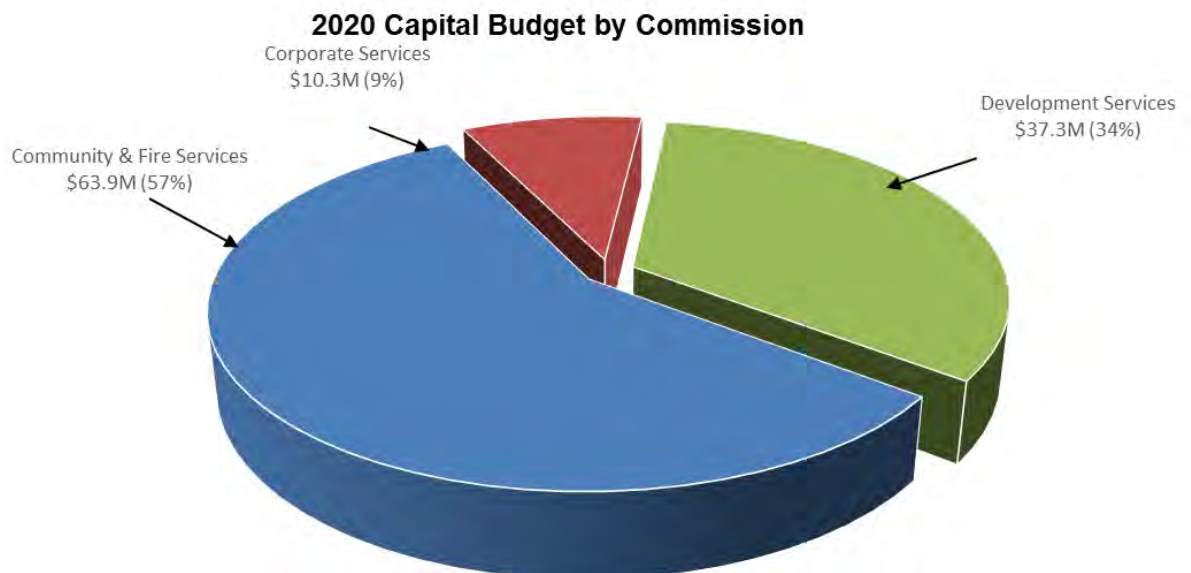
Both the Life Cycle and Waterworks Reserve studies are updated annually to determine if there are sufficient funds in the Life Cycle Replacement and Capital Reserve Fund and the Waterworks Stabilization and Capital Fund for the rehabilitation and replacement of the City's existing assets for the next 25 years based on known inflows and outflows.

Budget Details

Breakdown of the City of Markham's 2020 approved \$111.5 million Capital Budget is shown below, by type:



The Capital Budget is allocated by Commission as follows:



The 2020 Capital Budget of \$111.5 million is funded through a variety of sources. Approximately \$65.0 million (58%) of the Capital Budget is funded through the Life Cycle Replacement and Capital Reserve Fund, and Development Charges Reserve, while the remaining \$46.5 million (42%) of the Capital Budget is made up of Federal Gas Tax Reserves and Other Reserves. The following schedule presents the allocation of the Capital Budget by Department according to funding source

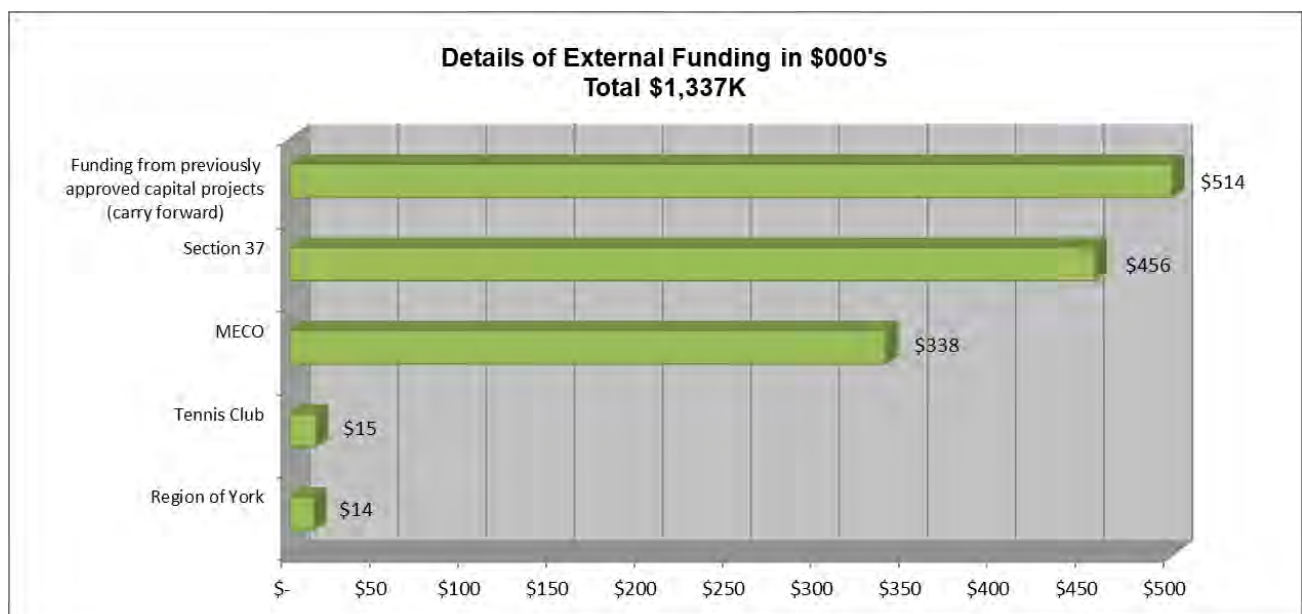
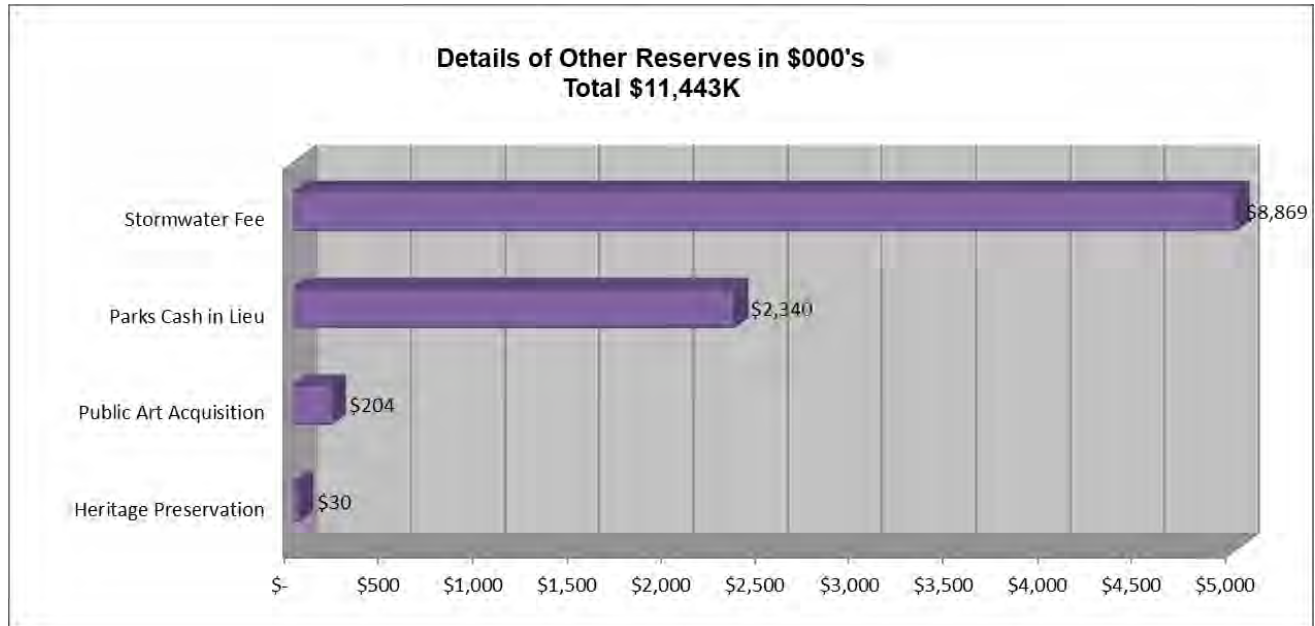
2020 CAPITAL BUDGET BY DEPARTMENT AND BY FUNDING SOURCE

(in 000's)	Operating Budget (Tax Funded)	Life Cycle Replacement and Capital Reserve	Development Charges (DC Reserve)	Development & Building Fees	Federal Gas Tax Revenues	Waterworks Stabilization and Capital Reserve	Non-DC Growth Reserve	Other Reserves	Total 2020 Budget
<i>Arts Centres</i>	-	46	-	-	-	-	-	-	46
<i>Culture</i>	45	-	-	-	-	-	-	204	249
<i>Design</i>	-	-	21,064	-	-	-	-	2,340	23,405
<i>Economic Development</i>	15	-	-	-	-	-	238	-	253
<i>Engineering</i>	92	809	8,240	-	-	-	874	456	10,471
<i>Museum</i>	-	516	-	-	-	-	-	-	516
<i>Planning</i>	40	-	805	572	-	-	-	30	1,448
<i>Theatre</i>	-	867	-	-	-	-	-	-	867
Development Services	192	2,238	30,110	572	-	-	1,111	3,031	37,254
<i>Financial Services</i>	-	-	1,045	-	-	-	13	-	1,058
<i>Sustainability & Asset Management - Sustainability Office</i>	-	-	-	-	-	-	-	338	338
<i>Sustainability & Asset Management - Facility Assets</i>	-	4,840	-	-	-	-	-	15	4,855
<i>ITS</i>	86	3,423	-	343	-	173	-	-	4,025
Corporate Services	86	8,263	1,045	343	-	173	13	353	10,276
<i>Fire and Emergency Services</i>	-	706	-	-	-	-	-	-	706
<i>Environmental Services - Stormwater</i>	-	495	-	-	3,094	-	-	8,868	12,457
<i>Environmental Services - Infrastructure</i>	153	3,989	-	-	479	1,357	-	-	5,978
<i>Environmental Services - Waste</i>	-	-	100	-	-	-	-	-	100
<i>Environmental Services - Waterworks</i>	-	-	-	-	-	16,467	-	-	16,467
<i>Markham Public Library</i>	74	2,940	64	-	-	-	7	-	3,086
<i>Operations - Business & Technical Services</i>	222	-	395	-	-	-	44	-	660
<i>Operations - Fleet</i>	-	1,767	406	-	-	378	-	-	2,551
<i>Operations - Parks</i>	1,242	3,361	-	-	-	-	-	-	4,602
<i>Operations - Roads</i>	-	2,277	450	-	6,874	-	-	-	9,601
<i>Operations - Utility Inspection & Survey</i>	-	487	-	-	-	-	-	-	487
<i>Recreation Services</i>	298	5,872	-	-	578	-	-	514	7,263
Community & Fire Services	1,988	21,894	1,415	-	11,025	18,202	51	9,382	63,958
<i>Corporate Wide</i>	-	-	-	-	-	-	-	-	-
Corporate Wide	-	-	-	-	-	-	-	-	-
	2,267	32,395	32,570	915	11,025	18,375	1,175	12,766	111,488
	2%	29%	29%	1%	10%	16%	1%	11%	

A complete 2020 Capital project listing is included at the end of this section.

2020 CAPITAL BUDGET OTHER RESERVES BREAKDOWN

Other Reserves refers to external funding and other sources of funding comprising of internal Capital Reserves not listed in the Capital Budget by Department schedule. The following two charts show a breakdown of the Capital Reserves and External Funding that are used to fund a portion of the approved 2020 Capital Projects:



2020 CAPITAL INDUCED OPERATING COSTS / SAVINGS

Capital induced operating costs / savings are incorporated to the City's Operating Budget during the year of project completion. Projects with capital induced costs / savings that impact the City's 2020 Operating Budget for 2020 are as follows:

<u>Project #</u>	<u>Department/Capital Project Description</u>	<u>2020 Annualized Operating Impact costs/(savings) (in \$000's)</u>	<u>Comments</u>
<u>Museum</u>			
20003	Museum - Strickler Barn Phase 2 of 2	(66)	Special events revenue
		<u>(\$66)</u>	
<u>ITS</u>			
20054	Museum Mimsy Upgrade	9	Software maintenance
20055	ITS - Recreation Fitness Training Management Application	6	Subscription cost
20057	Digital Literacy Strategy Implementation – Phase 2 of 2	17	Software & hardware maintenance
20058	Library Online Registration & Mobile Printing	7	Software maintenance
20060	Enterprise Scheduling Software Solution	15	Software maintenance
20061	ITS Life Cycle Asset Replacement	60	License & support services
		<u>\$113</u>	
<u>Sustainability Office</u>			
20064	Facility Energy Management Program	(165)	Hydro cost savings
		<u>(\$165)</u>	
<u>Recreation Services</u>			
20150	Pan Am Heat Exchanger Reconstruction	(24)	Hydro cost savings
20156	Recreation Building Automation System (BAS) Replacement	(22)	Hydro cost savings
20158	Recreation Lighting Project Replacement	(53)	Hydro cost savings
		<u>(\$100)</u>	
<u>Operations - Parks</u>			
20197	Block Pruning Initiative - Year 1 of 3	150	Maintenance
		<u>\$150</u>	
<u>Operations - Fleet</u>			
20225	New Fleet - Parks	6	Vehicle Parts and Fuel
20226	New Fleet - Roads	23	Vehicle Parts and Fuel
		<u>\$29</u>	
<u>Operations - Utility Inspection & Survey</u>			
20229	Survey Instrument Upgrade/Replacement	2	Software maintenance
		<u>\$2</u>	
<u>ES - Infrastructure</u>			
20237	Storm/Sanitary Sewer & Sanitary Laterals CCTV Inspection	(93)	Lower maintenance costs
20239	Streetlight Poles & Cable Replacement (Varley Village)	(7)	Hydro cost savings
		<u>(\$100)</u>	
<u>ES - Waterworks</u>			
20267	Waterworks Equipment	(28)	Lower maintenance costs
		<u>(\$28)</u>	
	Total Capital Induced Operating Costs / (Savings)	<u>(\$165)</u>	

BUILDING MARKHAM'S FUTURE TOGETHER STRATEGIC PLAN

As discussed in Section 2 – Corporate Strategic Plan and Section 3 – 2020 Budget, Department Business Plans (BPs) are aligned to Corporate Strategic Goals and Capital project requests achieve the Departmental Objectives in the Business Plans.

The following section summarizes the 2020 Capital projects in relation to Council's 2020 – 2023 Strategic Plan:

Goal 1: Exceptional Services by Exceptional People

- \$2.9M Library collections and e-resources
- \$0.8M Park maintenance and repairs (e.g. Annswell, Berczy, Milliken Mills)
- \$0.8M Implement parking e-ticketing & payment system providing significant customer service improvement
- \$0.6M Flato Theatre renovations and improvements
- \$0.05M Create Digital Media Lab (DML) at Markham Village and Cornell Libraries
- \$0.04M Tennis clubhouse repairs (Armadale, Box Grove, Pomona Valley, Unionville)
- \$0.03M Library online registration and mobile printing

Goal 2: Engaged, Diverse, Thriving and Vibrant City

- \$9.4M Box Grove Community Park – to be completed Fall 2021
- \$9.8M Cornell Community Park & Parkette – to be completed Fall 2021
- \$1.3M Wismer McCowan Woodlot Park – to be completed Fall/Winter 2021
- \$1.3M Rouge River Trail System Construction
- \$0.8M York Downs Park – to be completed Spring 2021
- \$0.8M Leitchcroft Townhouse Park – to be completed Fall/Winter 2020
- \$0.3M Culture Public Art Master Plan

Goal 3: Safe, Sustainable and Complete Community

- \$16.8M for the construction of phase 3A West Thornhill Flood Control program
- \$12.7M for water system and water meter replacement/upgrade program
- \$6.9M for asphalt resurfacing
- \$5.5M for the exterior and interior facility improvement program at Community Centres and Libraries
- \$2.0M for sidewalk improvements
- \$1.6M for stormwater management (including ponds)
- \$0.1M for the continuation of the Trees for Tomorrow initiative

Goal 4: Stewardship of Money and Resources

- Annual update of the Life Cycle Reserve Study in order to determine adequacy of the Life Cycle Replacement and Capital Reserve Fund to sustain the future replacement and rehabilitation requirements of existing assets over the next 25 years based on known inflows and outflows
- \$0.2M Implement Scheduling Software Solution

LONG TERM CAPITAL BUDGET FORECAST

Growth Related Projects – Development Charges Reserve

Capital Infrastructure related to growth in the City are both material in dollars and critical to the City'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 City 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 City of Markham. The remaining 10% is funded by the City through non-DC sources. Development Charges are governed by the City's DC By-laws, which are updated every five years. The City of Markham updated its Development Charges Background Study (DC Study) and DC By-laws in 2017.

A capital forecast based on the 2017 DC Study information is included for the period 2021 to 2025.

2020 to 2024 Capital Budget Forecast

(in \$000's – gross cost)

Category	2021	2022	2023	2024	2025	TOTAL
(A) General Government	1,770	1,770	1,770	1,770	1,770	8,850
(B) Library	15,514	-	-	-	11,991	27,505
(C) Fire Services	9,128	-	9,153	-	-	18,281
(D) Indoor Recreation	1,968	2,021	7,303	2,132	2,189	15,613
(E) Park Development & Facilities	9,357	8,931	9,661	26,409	9,907	64,265
(F) Public Works	105	385	3,265	386	295	4,436
(G) Parking	-	435	-	83	-	518
(H) Waste Management	250	1,716	1,079	250	1,446	4,741
TOTAL	38,092	15,258	32,231	31,030	27,598	144,209

Notes: Listing of Growth Category Details

- A. Growth-Related 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, Fleet
- G. Parking Studies
- H. Buildings, Land, Furniture & Equipment, Fleet

Non-Growth Related Projects – Life Cycle Replacement and Capital Reserve Fund

In 2005, Council approved a reserve study that examined, among other topics, the projected rehabilitation and replacement expenditures related to the City's aging capital infrastructure such as 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 City's future rehabilitation and replacement expenditures for the next 25 years.

As a result of the reserve study, 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 are included in Section 3 – Funds Summary section.

The City's Reserve Study is updated annually to account for additional assets, the refinement of assumptions on asset replacement cycles.

A capital forecast based on the 2019 Life Cycle Reserve Study Update is included for the period 2021 to 2025.

2021 to 2025 Capital Budget Forecast (in \$000's – gross cost)

Category	2021	2022	2023	2024	2025	TOTAL
Fire Fighter Equipment	349	575	483	1,109	2,004	4,520
Traffic Signals	544	641	390	281	455	2,311
ITS Infrastructure	2,296	1,232	3,155	-25	1,659	8,318
Parks	3,458	2,025	2,677	3,560	2,732	14,452
Library Collections	2,955	3,014	3,106	3,168	3,231	15,474
Streetlights	2,570	7,261	2,830	36	244	12,941
Vehicles	3,512	2,130	5,161	2,250	2,049	15,103
Structures (Bridges & Culverts)	6,702	4,720	6,863	12,478	3,451	34,214
Storm Sewers, Storm Water Mgmt & Landfill	8,249	4,335	3,214	3,780	1,610	21,188
Utility Inspection and Business Technical	28	146	403	169	31	777
Roads	9,209	8,605	8,846	9,214	10,040	45,913
Facilities	18,805	21,142	11,538	9,176	18,017	78,677
TOTAL	58,678	55,826	48,666	45,196	45,522	253,888

2020 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
Development Services							
<i>Economic Development</i>							
20001	Markham Economic Strategy	253	15	-	-	-	238
TOTAL Economic Development		253	15	-	-	-	238
<i>Culture</i>							
20002	Culture Public Art Master Plan Implementation Phase 1 of 5	249	45	-	-	-	204
TOTAL Culture		249	45	-	-	-	204
<i>Museum</i>							
20003	Museum - Strickler Barn Phase 2 of 2	92	-	92	-	-	-
20004	Museum - Various Buildings	332	-	332	-	-	-
20005	Museum Maintenance	92	-	92	-	-	-
TOTAL Museum		516	-	516	-	-	-
<i>Theatre</i>							
20006	Theatre-Building Maintenance	46	-	46	-	-	-
20007	Theatre-Courtyard Replacement (Upper & Lower)	246	-	246	-	-	-
20008	Theatre-Dressing Room Refurbishment	320	-	320	-	-	-
20009	Theatre-HVAC Quantity Survey	10	-	10	-	-	-
20010	Theatre-Parking Lot Swing Gates	17	-	17	-	-	-
20011	Theatre-Stage Equipment & Maintenance	22	-	22	-	-	-
20012	Theatre-Theatrical Lighting Fixture Replacement	205	-	205	-	-	-
TOTAL Theatre		867	-	867	-	-	-
<i>Arts Centres</i>							
20013	Exhibition Galleries & Programs Maintenance	46	-	46	-	-	-
TOTAL Arts Centres		46	-	46	-	-	-
<i>Planning</i>							
20015	Consolidated Zoning By-Law - LPAT Defense and Refinement	557	-	-	-	-	557
20016	Consultant Studies	92	-	-	83	-	9
20017	Designated Heritage Property Grant Program	30	-	-	-	-	30
20018	Heritage Façade Improvements/Sign Replacement	20	20	-	-	-	-
20019	Housing Summit	20	-	-	18	-	2
20020	Ontario Heritage Conference Host May 2020	20	20	-	-	-	-
20021	Planning & Design Staff Salary Recovery	669	-	-	669	-	-
20022	York Region Employment Survey	39	-	-	35	-	4
TOTAL Planning		1,448	40	-	805	-	602
<i>Design</i>							
20024	Box Grove Community Park - Construction	9,362	-	-	8,425	-	936
20025	Cornell Community Park - Construction	9,840	-	-	8,856	-	984
20026	Cornell Parkette - Design & Construction	401	-	-	361	-	40
20027	Leitcheroft Building - Construction	713	-	-	642	-	71
20028	Leitcheroft Townhouse Park - Design & Construction	898	-	-	808	-	90
20029	Wismer McCowan Woodlot Park - Design & Construction	1,339	-	-	1,205	-	134
20030	York Downs Park - Design & Construction	850	-	-	765	-	85
TOTAL Design		23,404	-	-	21,063	-	2,340

2020 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
Engineering							
20031	404 North District Water Supply (PD7) - EA	468	-	-	468	-	-
20032	Active Transportation Awareness Program	95	-	-	62	-	33
20033	Denison Street Extension Environmental Assessment	561	-	-	561	-	-
20034	Downstream Improvements Program (Construction)	1,347	-	471	875	-	-
20035	Downstream Improvements Program (Design)	347	-	121	226	-	-
20037	Main Street Unionville Road Reconstruction (Design)	543	-	-	-	-	543
20038	Markham Centre Trails - Phase 1 (Construction)	1,052	-	-	683	-	368
20039	Markham Centre Trails - Phase 2 (Design)	251	-	-	163	-	88
20041	Pedestrian Accessibility Improvements Program-Phase 6 of 7	654	-	-	425	-	229
20042	Rouge Valley Trail (Kennedy Road North) – Design	170	-	-	102	-	69
20043	Servicing & Environmental Study- Markville Secondary Plan	484	-	-	484	-	-
20044	Sidewalk Program (Construction)	1,637	-	-	1,637	-	-
20045	Sidewalk Program (Design)	486	-	-	486	-	-
20046	Smart Commute Markham-Richmond Hill	76	-	-	76	-	-
20047	Staff Salary Recovery	713	-	-	713	-	-
20048	Streetlight Program (Construction)	833	-	-	833	-	-
20049	Streetlighting Program (Design)	190	-	-	190	-	-
20050	Traffic Asset Replacement	217	-	217	-	-	-
20051	Traffic Operational Improvements	97	92	-	5	-	-
20052	Transportation Study – Markville Secondary Plan	251	-	-	251	-	-
TOTAL Engineering		10,471	92	809	8,241	-	1,329
TOTAL Development Services		37,253	192	2,238	30,109	-	4,714
Corporate Services							
ITS							
20053	E-Ticketing and Payment System Platform Replacement	750	-	750	-	-	-
20054	Museum Mimsy Upgrade	19	19	-	-	-	-
20055	ITS- Recreation Fitness Training Management Application	10	10	-	-	-	-
20056	ITS- Recreation Facility Tablet Project	31	31	-	-	-	-
20057	Digital Literacy Strategy Implementation – Phase 2 of 2	44	-	44	-	-	-
20058	Library Online Registration & Mobile Printing	26	26	-	-	-	-
20059	ITS-Backflow Prevention Program (Software Enhancements)	26	-	-	-	-	26
20060	Enterprise Scheduling Software Solution	202	-	202	-	-	-
20061	ITSLife Cycle Asset Replacement	2,918	-	2,427	-	-	491
TOTAL ITS		4,025	86	3,423	-	-	517
Finance							
20062	Bill 108 - Community Benefits Charge By-law	129	-	-	116	-	13
20063	Internal Project Management	929	-	-	929	-	-
TOTAL Finance		1,058	-	-	1,045	-	13
Sustainability Office							
20064	Facility Energy Management Program	338	-	-	-	-	338
TOTAL Sustainability Office		338	-	-	-	-	338

2020 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
<i>Asset Management</i>							
20065	8100 Warden Facility Repair and/or Replacement Projects	338	-	338	-	-	-
20066	Accessibility Retrofit Program	138	-	138	-	-	-
20067	Building Condition Audit - Full Time Staff	144	-	144	-	-	-
20068	Building Envelope/Structural Review	56	-	56	-	-	-
20069	Civic Centre Repair and/or Replacement Projects	345	-	345	-	-	-
20070	Corporate Security Operations & System Replacements	702	-	702	-	-	-
20071	Designated Substances Management	69	-	69	-	-	-
20072	Fire Facilities Repair and/or Replacement Projects	233	-	233	-	-	-
20073	Fire Station Signs - Phase 2 of 2	134	-	134	-	-	-
20074	Library Facilities Repair and/or Replacement Projects	128	-	128	-	-	-
20075	Municipal Building Backflow Prevention Testing	20	-	20	-	-	-
20076	Operations Facilities Repair and/or Replacement Projects	765	-	765	-	-	-
20077	Operations Fuel Sites Monitoring	83	-	83	-	-	-
20078	Other Facilities Repair and/or Replacement Projects	211	-	211	-	-	-
20079	Parking Lot Light Replacement	491	-	491	-	-	-
20080	PVC Salt Dome Demolition	233	-	233	-	-	-
20081	Recycling Depots Repair and/or Replacement Projects	31	-	31	-	-	-
20082	Roofing Maintenance and Repair	143	-	143	-	-	-
20083	Roofing Replacement Projects	411	-	411	-	-	-
20084	Satellite Community Centre Repair and/or Replacement	143	-	143	-	-	-
20085	Tennis Clubhouse Repair and/or Replacement Projects	39	-	24	-	-	15
TOTAL Asset Management		4,855	-	4,840	-	-	15
TOTAL Corporate Services		10,276	86	8,263	1,045	-	882
<i>Community & Fire Services</i>							
<i>Fire & Emergency Services</i>							
20086	Air Cylinders 45+ Minutes Replacement	89	-	89	-	-	-
20087	Bunker Gear Replacement	169	-	169	-	-	-
20088	Defibrillator & Accessories Replacement	75	-	75	-	-	-
20089	Firefighting Tools & Equipment Replacement	100	-	100	-	-	-
20090	Hazardous Materials - Decontamination Tent	21	-	21	-	-	-
20091	Hose Rolling Equipment Replacement	12	-	12	-	-	-
20092	Rapid Intervention Rescue Packs Replacement	9	-	9	-	-	-
20093	Replacement of Equipment due to Staff Retirements	95	-	95	-	-	-
20094	Rescue Equipment - Powered Hydraulics Replacement	94	-	94	-	-	-
20095	Rescue Equipment - Water Rescue Equipment Replacement	43	-	43	-	-	-
TOTAL Fire & Emergency Services		706	-	706	-	-	-
<i>Recreation Services</i>							
20096	Angus Glen C.C. Arena Condenser Replacement	224	-	224	-	-	-
20097	Angus Glen C.C. Flooring Replacement	76	-	76	-	-	-
20098	Angus Glen C.C. Gym Curtain Replacement	35	-	35	-	-	-
20099	Angus Glen C.C. Lifeguard Chair Replacement	9	-	9	-	-	-
20100	Angus Glen C.C. Rooftop Condenser Replacement	146	-	146	-	-	-
20101	Armada C.C. Fire Prevention System Replacement	229	-	229	-	-	-
20102	Armada C.C. Millwork Replacement	139	-	139	-	-	-
20103	Armada C.C. Rooftop Unit Replacement	143	-	143	-	-	-
20104	Centennial C.C. Gas Monitors Replacement	10	-	10	-	-	-
20105	Centennial C.C. HVAC Replacement	62	-	62	-	-	-
20106	Centennial C.C. Pool Equipment Replacement	22	-	22	-	-	-
20107	Centennial C.C. Saunas Replacement	17	-	17	-	-	-

2020 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
20108	Centennial C.C. Surge Drum Replacement	37	-	37	-	-	-
20109	Centennial C.C. Washroom Heater Replacement	6	-	6	-	-	-
20110	Clatworthy Arena Brine Pump Replacement	23	-	23	-	-	-
20111	Cornell C.C. Aerial Platform Replacement	20	-	20	-	-	-
20112	Cornell C.C. CO2 Controllor Replacement	9	-	9	-	-	-
20113	Cornell C.C. Drinking Fountains Replacement	15	-	15	-	-	-
20114	Cornell C.C. Floor Grates Replacement	8	-	8	-	-	-
20115	Cornell C.C. Glass Grommets Replacement	21	-	21	-	-	-
20116	Cornell C.C. Library Carpet Replacement	34	-	34	-	-	-
20117	Cornell C.C. Parking Garage Rehabilitation Phase 1 of 2	260	260	-	-	-	-
20118	Cornell C.C. Power Washer Replacement	8	-	8	-	-	-
20119	Cornell C.C. Pumps Replacement	84	-	84	-	-	-
20120	Cornell C.C. Shower Valves Replacement	17	-	17	-	-	-
20121	Crosby C.C. Garbage Fence Enclosure Replacement	8	-	8	-	-	-
20122	Crosby C.C. Millwork Replacement	48	-	48	-	-	-
20123	Crosby C.C. Pump Replacement	37	-	37	-	-	-
20124	ECO Camp Chimo Equipment Replacement	36	-	36	-	-	-
20125	Heintzman House Boiler Replacement	24	-	24	-	-	-
20126	Heintzman House Fireplace Gas Insert	7	-	7	-	-	-
20127	Heintzman House Floor Refinishing	18	-	18	-	-	-
20128	Heintzman House Stove Replacement	8	-	8	-	-	-
20129	Markham Village C.C. Ceiling Tile Replacement	13	-	13	-	-	-
20130	Markham Village C.C. Marquee Replacement	15	-	15	-	-	-
20131	Markham Village C.C. Shower Tiles Replacement	40	-	40	-	-	-
20132	Milliken Mills C.C. Arena Boards and Frame Replacement	224	-	224	-	-	-
20133	Milliken Mills C.C. Arena Heat Exchanger Replacement	15	-	15	-	-	-
20134	Milliken Mills C.C. Arena Heater Replacement	24	-	24	-	-	-
20135	Milliken Mills C.C. Arena Pad Replacement	903	-	903	-	-	-
20136	Milliken Mills C.C. Arena Scoreboard Replacement	15	-	15	-	-	-
20137	Milliken Mills C.C. Arena Spectator Seating Replacement	29	-	29	-	-	-
20138	Milliken Mills C.C. Furnace Replacement	105	-	105	-	-	-
20139	Milliken Mills C.C. Lobby Enhancement	656	-	78	-	-	578
20140	Milliken Mills C.C. Parking Lot Light Replacement	143	-	143	-	-	-
20141	Milliken Mills Soccer Dome Door Replacement	34	-	34	-	-	-
20142	Morgan Pool Equipment Replacement	25	-	25	-	-	-
20143	Morgan Pool Mechanical Replacement	22	-	22	-	-	-
20144	Mt. Joy C.C. Low Emissivity Ceiling Replacement	43	-	43	-	-	-
20145	Mt. Joy C.C. Overhead Doors Replacement	10	-	10	-	-	-
20146	Old Unionville Library Mechanical Replacement	25	-	25	-	-	-
20147	Old Unionville Library Vinyl Tile Replacement	22	-	22	-	-	-
20148	Pan Am Centre Lighting Automation	61	-	61	-	-	-
20149	Pan Am Centre Vestibule	514	-	-	-	-	514
20150	Pan Am Heat Exchanger Reconstruction	28	-	28	-	-	-
20151	Pan Am Pool Equipment Replacement	16	-	16	-	-	-
20152	Recreation AED Program Replacement	18	-	18	-	-	-
20153	Recreation Aquatic Equipment Replacement	86	-	86	-	-	-
20154	Recreation Aquatics Safety Audit	20	-	20	-	-	-
20155	Recreation Autonomous Floor Scrubbers	62	38	24	-	-	-
20156	Recreation Building Automation System (BAS) Replacement	430	-	430	-	-	-
20157	Recreation Fitness Equipment Replacement	190	-	190	-	-	-
20158	Recreation Lighting Project Replacement	251	-	251	-	-	-
20159	Recreation Painting Projects	135	-	135	-	-	-
20160	Recreation Pool Grouting Replacement	52	-	52	-	-	-

2020 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
20161	Recreation Program Equipment Replacement	94	-	94	-	-	-
20162	Recreation Rubber Floor Replacement	171	-	171	-	-	-
20163	Recreation Security System Replacement	457	-	457	-	-	-
20164	Recreation Sound System Replacement	50	-	50	-	-	-
20165	Recreation Tables and Chairs Replacement	55	-	55	-	-	-
20166	Rouge River C.C. Pump and Exhaust Fan Replacement	25	-	25	-	-	-
20167	Thornhill C.C. Filter Spa Replacement	10	-	10	-	-	-
20168	Thornhill C.C. Rink Board and Arena Netting Replacement	231	-	231	-	-	-
20169	Thornlea and Clatworthy Shower Replacement	26	-	26	-	-	-
20170	Thornlea Pool Deck Drain Piping Replacement	40	-	40	-	-	-
20171	Unionville Train Station HVAC Replacement	11	-	11	-	-	-
20172	Unionville Train Station Wood Floor Refurbishment	11	-	11	-	-	-
20173	Water Street Senior Centre Facility Improvements	17	-	17	-	-	-
TOTAL Recreation Services		7,263	298	5,872	-	-	1,092
Markham Public Library							
20174	Customer Service Improvement (E-Resources)	55	55	-	-	-	-
20175	Heritage Garbage Enclosure (Unionville Library)	19	19	-	-	-	-
20176	Library Collections	2,797	-	2,797	-	-	-
20177	Library Furniture, Equipment & Shelving Replacement	144	-	144	-	-	-
20178	Markham Centre Library - Phase 1 of 2	71	-	-	64	-	7
TOTAL Markham Public Library		3,086	74	2,940	64	-	7
Operations - Roads							
20179	Asphalt Resurfacing	6,874	-	-	-	-	6,874
20180	Boulevard Repairs	57	-	57	-	-	-
20181	Bridge Structure Preventative Maintenance - Roads	25	-	25	-	-	-
20182	City Owned Entrance Feature Rehabilitation/Replacement	281	-	281	-	-	-
20183	City Owned Fence Replacement Program	129	-	129	-	-	-
20184	Don Mills Storm Channel	15	-	15	-	-	-
20185	Emergency Repairs	174	-	174	-	-	-
20186	Guiderail- Install/Repair/Upgrade	115	-	115	-	-	-
20187	Incremental Growth Related Winter Maintenance Vehicles	450	-	-	450	-	-
20188	Localized Repairs - Curb & Sidewalk	859	-	859	-	-	-
20189	Localized Repairs - Parking Lots	119	-	119	-	-	-
20191	Parking Lots- Rehabilitation	209	-	209	-	-	-
20192	Railway Crossing Rehabilitation -Castlemore	164	-	164	-	-	-
20193	Retaining Wall Repair Program	79	-	79	-	-	-
20194	Storm Water Retention Pond Maintenance Program	52	-	52	-	-	-
TOTAL Operations - Roads		9,601	-	2,277	450	-	6,874
Operations - Parks							
20195	Backstop and Outfield Fence Replacement at Armadale Pk	39	-	39	-	-	-
20196	Bleachers (Metal) Replacement - Grandview Bleachers	11	-	11	-	-	-
20197	Block Pruning Initiative - Year 1 of 3	1,018	1,018	-	-	-	-
20198	Boulevard/Park Trees Replacement	352	-	352	-	-	-
20199	Bridge Structure Preventative Maintenance in Parks	25	-	25	-	-	-
20200	Cemetery Fence Repair at Thornhill Cemetery	44	-	44	-	-	-
20201	City Park Furniture / Amenities	172	-	172	-	-	-
20202	Court Resurfacing/Reconstruction/Maintenance	403	-	403	-	-	-
20203	Cricket Pitch Outfield Screening Repl. at Yarl Cedarwood	82	-	82	-	-	-
20204	Decorative Fountain Replacement at Swan Lake Pk	84	-	84	-	-	-
20205	Goal Posts Replacement	20	-	20	-	-	-

2020 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
20206	Huntington Pk Floodlights, Poles & Cross Arms Replacem.	177	-	177	-	-	-
20207	Markham Trees for Tomorrow	122	122	-	-	-	-
20208	Parks Interpretative Signage Implementation - Phase 1 of 3	102	102	-	-	-	-
20209	Pathways Resurfacing	140	-	140	-	-	-
20210	Playstructure Replacement	842	-	842	-	-	-
20211	Recycling Containers Replacement (Yr 3 of 10)	17	-	17	-	-	-
20212	Rejuvenation of Community Centres Landscapes-Year 3 of 3	64	-	64	-	-	-
20213	Relamping & Fixtures Refurbishment	27	-	27	-	-	-
20214	Shade Structure Refurbishment	79	-	79	-	-	-
20215	Sportsfield Maintenance & Reconstruction	138	-	138	-	-	-
20216	Stairway Repairs	247	-	247	-	-	-
20217	Tennis Courts Fence Replacement at Armadale Pk	61	-	61	-	-	-
20218	Tomlinson Waterplay Replacement	337	-	337	-	-	-
TOTAL Operations - Parks		4,602	1,242	3,361	-	-	-
Operations - Fleet							
20219	Corporate Fleet Growth - Non-Fleet	10	-	-	10	-	-
20220	Corporate Fleet Refurbishing	38	-	38	-	-	-
20221	Corporate Fleet Replacement - Fire	919	-	919	-	-	-
20222	Corporate Fleet Replacement - Ice Resurfacing Machine	100	-	100	-	-	-
20223	Corporate Fleet Replacement - Non-Fire	711	-	711	-	-	-
20224	Corporate Fleet Replacement - Waterworks	378	-	-	-	-	378
20225	New Fleet - Parks	99	-	-	99	-	-
20226	New Fleet - Roads	297	-	-	297	-	-
TOTAL Operations - Fleet		2,551	-	1,767	406	-	378
Operations - Utility Inspection & Survey							
20227	German Mills Meadow - Equipment Maintenance	110	-	110	-	-	-
20228	German Mills Meadow - Environmental Monitoring Program	330	-	330	-	-	-
20229	Survey Instrument Upgrade/Replacement	19	-	19	-	-	-
20230	Survey Monument Replacement	28	-	28	-	-	-
TOTAL Operations - Utility Inspection & Survey		487	-	487	-	-	-
Operations - Business & Technical Services							
20231	Growth Related Parks Improvements	439	-	-	395	-	44
20232	Public Realm-Markham's Shared Places Our Spaces	222	222	-	-	-	-
TOTAL Operations - Business & Technical Services		660	222	-	395	-	44
Environmental Services - Infrastructure							
20233	Bridges and Culverts - Condition Inspection	69	-	69	-	-	-
20234	Confined Space Assessment for Culverts	26	-	26	-	-	-
20235	MNRF Monitoring for Capital Projects at Water Crossings	27	-	27	-	-	-
20236	Storm Sewer Pipes - Rehabilitation	645	-	166	-	-	479
20237	Storm/Sanitary Sewer & Sanitary Laterals CCTV Inspection	1,585	-	228	-	-	1,357
20238	Stormwater Pumping Stations - Maintenance	106	-	106	-	-	-
20239	Streetlight Poles & Cable Replacement (Varley Village)	2,191	-	2,191	-	-	-
20240	Streetlights - Miscellaneous Requests	153	153	-	-	-	-
20241	Streetlights - Pole Condition Inspection Program	92	-	92	-	-	-
20242	Streetlights - Poles Replacement Program	124	-	124	-	-	-
20243	Streetlights - Underground Cable Condition Inspection	187	-	187	-	-	-
20244	Structures Program-Full-time Staff	146	-	146	-	-	-
20245	Structures Rehabilitation (5 Structures) - Design & Const.	607	-	607	-	-	-
20246	Toogood Dam - Structural Inspection	20	-	20	-	-	-
TOTAL Environmental Services - Infrastructure		5,978	153	3,989	-	-	1,836



2020 CAPITAL BUDGET PROJECT LISTING

Funding Sources (in \$000's)

#	Project Description	Total	Tax	Life Cycle	DC - Reserve	DC - Developer	Other
<i>Environmental Services - Stormwater</i>							
20247	German Mills Settlers Park Erosion Protection-Cost Sharing	224	-	224	-	-	-
20248	Oil Grit Separators (OGS) - Inspection and Cleaning	215	-	215	-	-	-
20249	SWM Pond Cleaning - Ponds ID#25 & ID#67	1,094	-	-	-	-	1,094
20250	Water Quality Improvements and Geese Control	28	-	28	-	-	-
20251	Water Quality Monitoring	28	-	28	-	-	-
20252	West Thornhill Flood Control Implementation - Ph 3A Cons.	10,869	-	-	-	-	10,869
<u>TOTAL Environmental Services - Stormwater</u>		12,458	-	495	-	-	11,963
<i>Environmental Services - Waste</i>							
20253	Incremental Growth Related Waste Management Vehicles	100	-	-	100	-	-
<u>TOTAL Environmental Services - Waste</u>		100	-	-	100	-	-
<i>Environmental Services - Waterworks</i>							
20254	Calibration of Water Quality Model	213	-	-	-	-	213
20255	Cathodic Protection of Cast Iron Watermains	379	-	-	-	-	379
20256	CI Watermain Rehabilitation - Design	437	-	-	-	-	437
20257	CI Watermain Replacement - Construction & CA	5,730	-	-	-	-	5,730
20258	CI Watermain Replacement-West Thornhill Ph 3A	5,898	-	-	-	-	5,898
20259	Curb Box Inspection and Replacement Program	614	-	-	-	-	614
20260	I/I Investigation - Carlton Pump Station Catchment Area	102	-	-	-	-	102
20261	Sanitary Sewers - Rehabilitation	911	-	-	-	-	911
20262	Suspended Watermains - Condition Inspection	53	-	-	-	-	53
20263	Update of Wastewater System Hydraulic Model	214	-	-	-	-	214
20264	Wastewater Flow Monitoring - Annual Program	153	-	-	-	-	153
20265	Wastewater System Instruments - Replacement	15	-	-	-	-	15
20266	Water Meters - Replacement Program	997	-	-	-	-	997
20267	Waterworks Equipment	73	-	-	-	-	73
20269	DI Watermain CIPP Lining - Construction	680	-	-	-	-	680
<u>TOTAL Environmental Services - Waterworks</u>		16,467	-	-	-	-	16,467
<u>TOTAL Community & Fire Services</u>		63,959	1,988	21,894	1,415	-	38,662
<u>TOTAL PROJECTS</u>		111,488	2,266	32,396	32,569	-	44,257

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

The following pages highlight the major capital projects for the City. 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 (\$000's)

Project #	Project Description	2020 Budget	Operating Cost	
			From	To
<i>Design</i>				
20024	Box Grove Community Park - Construction	\$ 9,362	\$ 85	\$ 85
20025	Cornell Community Park - Construction	\$ 9,840	\$ 118	\$ 118
20029	Wismer McCowan Woodlot Park - Design & Construction	\$ 1,339	\$ -	\$ 10
<i>Engineering</i>				
20034	Downstream Improvements Program (Construction)	\$ 1,347	TBD	TBD
20038	Markham Centre Trails - Phase 1 (Construction)	\$ 1,052	TBD	TBD
20044	Sidewalk Program (Construction)	\$ 1,637	\$ -	\$ 10
<i>ITS</i>				
20061	ITS Life Cycle Asset Replacement	\$ 2,918	\$ 60	\$ 60
<i>Markham Public Library</i>				
20176	Library Collections	\$ 2,797	\$ -	\$ 10
<i>Operations - Roads</i>				
20179	Asphalt Resurfacing	\$ 6,874	\$ -	\$ 10
<i>Operations - Parks</i>				
20197	Block Pruning Initiative - Year 1 of 3	\$ 1,018	\$ 150	\$ 150
<i>Environmental Services - Infrastructure</i>				
20237	Storm/Sanitary Sewer & Sanitary Laterals CCTV Inspection	\$ 1,585	\$ -	\$ 10
20239	Streetlight Poles & Cable Replacement (Varley Village)	\$ 2,191	\$ -	\$ 10
<i>Environmental Services - Stormwater</i>				
20249	SWM Pond Cleaning - Ponds ID#25 & ID#67	\$ 1,094	\$ -	\$ 10
20252	West Thornhill Flood Control Implementation - Ph 3A Cons.	\$ 10,869	\$ -	\$ 10
<i>Environmental Services - Waterworks</i>				
20257	CI Watermain Replacement - Construction & CA	\$ 5,730	\$ -	\$ 10
20258	CI Watermain Replacement-West Thornhill Ph 3A	\$ 5,898	\$ -	\$ 10

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Box Grove Community Park - Construction**

Project Number **20024**

Estimated Total Cost of Project **\$9,361,500**

Commission Development Services

Department Design

Project Description

This project is to construct the Box Grove Community Park.

Location

South of Box Grove By-Pass and Rouge Bank Drive.

Work to be Performed

Construction of the park which will include the following amenities: soccer field, tennis courts, basketball court, mini skate zone, junior & senior play and water play, dog park, combined maintenance/ washroom/ pavilion building, shade structures, parking lot and associated landscape works.

Reason for Work

To provide required recreation activities to area residents.

Impact on Future Operating Budgets

Moderate – Approximately \$85,000

Estimated Project Completion Date – December 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Cornell Community Park - Construction**

Project Number **20025**

Estimated Total Cost of Project **\$9,840,100**

Commission **Development Services**

Department **Design**

Project Description

This project is to construct the Cornell Community Park.

Location

North-east of Cornell Centre Boulevard and Riverlands Avenue.

Work to be Performed

Construction of the park which will include the following amenities: ball diamonds, soccer fields, junior & senior play and water play, tennis & pickle ball courts, basketball court, skate zone, washroom building with pavilion, shade structures, parking and associated landscape works.

Reason for Work

To provide required recreation activities to area residents.

Impact on Future Operating Budgets

High – Approximately \$118,000

Estimated Project Completion Date – December 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Wismer / McCowan Woodlot Park - Design & Construction

Project Number 20029

Estimated Total Cost of Project

\$1,339,400

Commission Development Services

Department Design

Project Description

This project is to design and construct the Wismer / McCowan Woodlot Park.

Location

9431 McCowan Road

Work to be Performed

Construction of the park which will be anticipated to include the following amenities: senior playground, tennis courts, shade structures, pathways and associated landscape works.

Reason for Work

To provide required recreation activities to area residents.

Impact on Future Operating Budgets

Negligible – Approximately \$10,000

Estimated Project Completion Date – October 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Downstream Improvements Program - Construction**

Project Number **20034**

Estimated Total Cost of Project **\$1,346,800**

Commission Development Services

Department Engineering

Project Description

This project is required to mitigate watercourse erosion and sedimentation resulting from upstream development, natural causes and to protect fish habitat. This project will reduce risk of flooding and provide various erosion protection and sediment removal to various streams in the City.

Location

Mount Joy Creek (MJ-43-28), Mount Joy Creek (MJ-ES-05), Rouge River (R-ES-45) and German River Creek (GMC-13/GMC-57).

Work to be Performed

Creek restoration, grading, bank stabilization, planting and retaining wall installation.

Reason for Work

The work will provide protection to private properties and municipal sewer that may be at risk due to the creek erosion. The work to be completed as per the recommendation of the City-wide Stream Erosion Restoration Master Study. The study prioritized a list of sites with specific erosion problems deemed to require remedial works in the near future.

Impact on Future Operating Budgets

TBD – Impact will be known once design is complete and prior to construction.

Estimated Project Completion Date – September 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Markham Centre Trails - Phase 1 - Construction**

Project Number **20038**

Estimated Total Cost of Project **\$1,051,500**

Commission **Development Services**

Department **Engineering**

Project Description

This project is for construction of a trail system adjacent to Rouge River within Markham Centre. This off-road trail system will complement the active transportation infrastructure on Hwy 7, Birchmount Road and Verdale Crossing and showcase the natural environment of the Rouge Valley.

Location

Approximately 800m section on the north side of the Rouge River from Warden Avenue to Birchmount Road.

Work to be Performed

- Construct asphalt trail system.
- Installation of erosion and sediment control measures and site security fences.
- Removal of existing trees, remnant miscellaneous debris, abandoned outbuildings and invasive plants along the Rouge River.
- Construction of an Entry Node at Warden Avenue that will include seating, signage, bicycle racks and a bicycle repair station.
- Planting restoration.

Reason for Work

The Phase 1 work represents the initial stage of build-out of the overall Markham Centre trail network which is an integral component of the Markham Centre Greenlands Master Plan. Phase 1 segment will allow the residents of Markham Uptown with a pedestrian/cyclist connection to the VIVA/YRT transit network and also serve as a recreational amenity for residents to appreciate the natural environment of the Rouge River valley corridor. This trail will contribute to the protection of the Rouge River Valley environment by providing a safe and accessible circulation system along the valley corridor.

Impact on Future Operating Budgets

TBD – Impact will be known once design is complete and prior to construction.

Estimated Project Completion Date – July 2021.

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Sidewalk Program - Construction

Project Number 20044

Estimated Total Cost of Project \$1,637,200

Commission Development Services

Department Engineering

Project Description

This project is to construct new sidewalks in various areas within the City to provide pedestrian access and link to the City's sidewalk network.

Location

No.	Street	Location
1	Laidlaw Boulevard	Bullock Drive to Highway 7
2	14th Avenue	Woodbine Avenue to Rodick Road
3	Commerce Valley Drive East	Minthorn Boulevard to Leslie Avenue
4	Highglen Avenue	Kennedy Road to Noble Street
5	Grandview Avenue	Dudley to Henderson Avenue
6	Dudley Avenue	Meadowview Avenue to Grandview Avenue
7	Lee Avenue	Kennedy Road to Brimley Road
8	Minthorn Boulevard	Commerce Valley Drive to 358 Minthorn Blvd.
9	Scriberras Road	Ferrah Street to Lichfield Road
10	Scriberras Road	Fred Varlet Road to 85 m north of Fred Varley Rd.
11	Donald Cousens Parkway	Major Mac. Dr E to 150m south of Major Mac.
12	Yorktech Drive	232 Yorktech Dr to Woodbine Avenue

Work to be Performed

Construction of concrete sidewalks across the City.

Reason for Work

The City has developed an annual sidewalk construction program to facilitate a safe and reliable sidewalk network.

Impact on Future Operating Budgets

Negligible - Less than \$10,000 annually.

Estimated Project Completion Date – December 2020

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name ITS - Life Cycle Asset Replacement

Project Number 20061

Estimated Total Cost of Project

\$2,917,700

Commission Corporate Services

Department Information Technology Services

Project Description

This project is to replace information technology hardware and software assets that are due for replacement based on condition assessment. These assets have been discontinued by manufacturers, and replacement is required in order to avoid any service interruptions.

Location

101 Town Centre Boulevard.

Work to be Performed

Replacement of all desktops, laptops and tablets utilizing the Ontario Government's contract with Compucom.

Reason for Work

To replace of identified aging assets and to stay current with technology. Furthermore, enhancing Information Security is very important to avoid network threats and minimize the risk of malicious activity.

Impact on Future Operating Budgets

Moderate - \$60,000

Estimated Project Completion Date – December 2020

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Library Collections**

Project Number **20176**

Estimated Total Cost of Project **\$2,796,600**

Commission **Community & Fire Services**

Department **Markham Public Library**

Project Description

Collections are the Library's main product and are used heavily by the public, which expects currency. This requires ongoing acquisition of new materials, including those in print and non-print formats and non-English language materials, which are in high demand in Markham. In a 2016 survey of 1,400 residents, 97% indicated that it was important that MPL provides books and valued borrowing materials as the #1 Library service.

Location

Markham Public Library

Work to be Performed

Purchase collections for library branches, including physical collections and electronic collections.

Reason for Work

Library collections are a core service of the library required to maintain operations. They are accessible to all residents and meet the educational, research and recreational information needs of a diverse community. Prior to 2011, this budget item was in the Operating Budget but due to PSAB rules it has been transferred to Capital. From 2015, the periodicals and the electronic resources are included in this project.

Impact on Future Operating Budgets

Negligible

Estimated Project Completion Date – December 2020

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Asphalt Resurfacing**

Project Number **20179**

Estimated Total Cost of Project

\$6,873,800

Commission **Community & Fire Services**

Department **Operations - Roads**

Project Description

Asphalt resurfacing of roads throughout the City utilizing a pavement management program to select rehabilitation candidates. 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.

Location

City-wide

Work to be Performed

Rehabilitation of existing city roads. Works include asphalt resurfacing, pavement preservation, concrete restoration, interlock paving, crack sealing, material testing, repair and adjustment of manhole and catch basin frames and lids.

Reason for Work

To improve/repair and maintain existing infrastructure to an acceptable standard and prevent further degradation of the road network. Work methods are selected by using cost effective strategies designed to extend pavement life and reduce overall maintenance costs.

Impact on Future Operating Budgets

Negligible

Estimated Project Completion Date - June 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Block Pruning Initiative – Year 1 of 3**

Project Number **20197**

Estimated Total Cost of Project **\$1,017,600**

Commission **Community & Fire Services**

Department **Operations - Parks**

Project Description

This is a 3 year capital project to prune City trees proactively to improve storm damage resistance and address residents' complaints which currently are over 2,700 per year.

Location

All applicable street trees throughout 7 City map grids in multiple wards.

Work to be Performed

Pruning of 24,060 trees.

Reason for Work

Pruning to provide increased: Road clearance, sidewalk pedestrian clearance from municipal infrastructure (street lights etc.), sightline visibility, road sign clearance, safety risk management

Impact on Future Operating Budgets

High – \$150,000 starting in the year 2023

Estimated Project Completion Date – December 2020

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name Storm/Sanitary Sewer & Sanitary Laterals CCTV Inspection

Project Number 20237

Estimated Total Cost of Project \$1,585,200

Commission Community & Fire Services

Department Environmental Services - Infrastructure

Project Description

Program to determine the condition of the storm, sanitary sewers and sanitary laterals using closed circuit television (CCTV) inspection. Pipe rehabilitation/ replacement programs will be developed based on the condition inspection results.

Location

City-wide

Work to be Performed

Determine the condition of the storm, sanitary sewers and sanitary laterals using closed circuit television (CCTV) inspection.

Reason for Work

Pipe rehabilitation/ replacement programs need to be developed based on the condition inspection results.

Impact on Future Operating Budgets

Negligible

Estimated Project Completion Date – April 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Streetlight Poles & Cable Replacement (Varley Village)**

Project Number **20239**

Estimated Total Cost of Project

\$2,190,800

Commission **Community & Fire Services**

Department **Environmental Services - Infrastructure**

Project Description

This project is for the replacement of aged underground streetlight cables and non-standard galvanized short street poles in Varley Village Area.

Location

Varley Village area

Work to be Performed

Replacement of aged underground streetlight cables and non-standard galvanized short street poles with concrete poles and LED fixtures.

Reason for Work

To enhance street lighting levels in older areas in order to improve public safety.

Impact on Future Operating Budgets

Negligible - \$7,260

Estimated Project Completion Date – December 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **SWM Pond Cleaning – Ponds ID#25 & ID#67**

Project Number **20249**

Estimated Total Cost of Project **\$1,094,200**

Commission **Community & Fire Services**

Department **Environmental Services - Stormwater**

Project Description

This project is for sediment cleaning, maintenance and repairs to 2 stormwater management (SWM) ponds:

Location

1. Pond #25: Close to Commerce Valley Drive East
2. Pond #67: Close to Hillmount Road/ Markland Street

Work to be Performed

Sediment cleaning of stormwater management pond.

Reason for Work

SWM ponds need to be cleaned to ensure that the approved quality control function of the pond is maintained. This is required to function efficiently.

Impact on Future Operating Budgets

Negligible

Estimated Project Completion Date – December 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **West Thornhill Flood Control Implementation – Ph 3A
Construction**

Project Number **20252**

Estimated Total Cost of Project

\$10,868,900

Commission **Community & Fire Services**

Department **Environmental Services - Stormwater**

Project Description

This project is for continuation of flood remediation program in West Thornhill area.

Location

Morgan Ave, Henderson Ave and Clark Ave

Work to be Performed

Removal of old storm sewer and replacement with new upsized storm sewers.

Reason for Work

Council direction to upgrade the storm sewer system in West Thornhill to 100 year level protection.

Impact on Future Operating Budgets

Negligible

Estimated Project Completion Date – December 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Cast Iron Watermain Replacement – Construction & CA**

Project Number **20257**

Estimated Total Cost of Project **\$5,729,700**

Commission **Community & Fire Services**

Department **Environmental Services - Waterworks**

Project Description

This project is for the replacement of 4.1 km of cast iron (CI) watermain that have reached the end of their service life.

Location

Laureleaf Road area in West Thornhill

Work to be Performed

Removal of cast iron watermain and replace with PVC pipe including service connections.

Reason for Work

Replacement of aged cast iron watermain will improve supply capacity, water quality and flows for domestic and fire demand.

Impact on Future Operating Budgets

Negligible

Estimated Project Completion Date – December 2021

CAPITAL PROJECT REQUESTS FOR PROJECTS OVER \$1 MILLION

Project Name **Cast Iron Watermain Replacement - West Thornhill
Ph 3A**

Project Number **20258**

Estimated Total Cost of Project

\$5,897,500

Commission **Community & Fire Services**

Department **Environmental Services - Waterworks**

Project Description

This project is for the replacement of cast iron watermain that have reached end of the service life and to upgrade the sanitary sewer within West Thornhill Phase 3A area.

Location

Morgan Ave, Vanwood Road

Work to be Performed

Removal of cast iron watermain and replace with PVC pipe including service connections.

Reason for Work

Replacement of aged cast iron watermain will improve supply capacity, water quality and flows for domestic and fire demand.

Impact on Future Operating Budgets

Negligible

Estimated Project Completion Date – December 2021

BUILDING STANDARDS BUDGET

The Building Standards Department is responsible for the administration of Ontario Building Code and other applicable laws including the City'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 it is identified separately due to its self-funding nature.

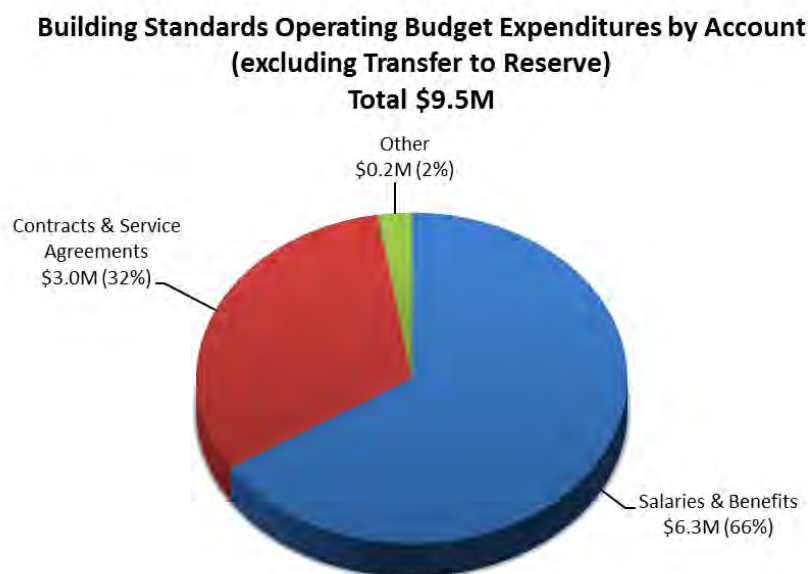
According to Legislation under the Building Code Statute Law Amendment Act, 2002 (Bill 124), fees must not exceed the anticipated reasonable cost to administer and enforce the Act, and revenues and costs must be reported separately.

Building Standards Operating Budget

The 2020 Operating Budget for Building totals \$9.5 million before transfer to reserves. This marks an increase of approximately \$0.2 million from the 2019 Operating Budget due to increase in expenditures.

Expenditures

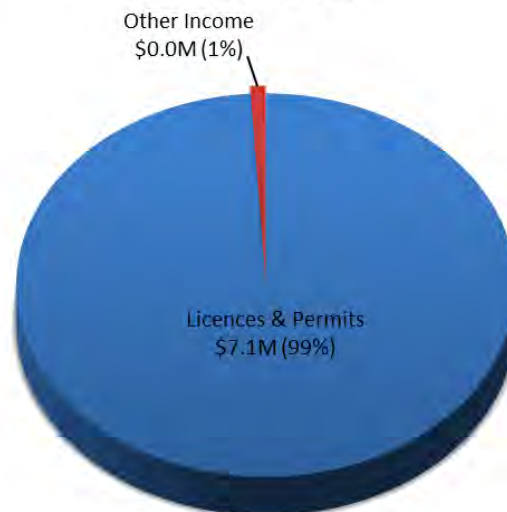
The figure below indicates that the major portion of budgeted expenditures is salaries and benefits, which accounts for 66% of the Operating Budget. Contracts & service agreement represents 32% of the Operating Budget which include indirect costs such as ITS equipment, other department's services, and overhead costs. Other expenditures accounts for 2% of the Operating Budget.



Revenues

The Operating Budget is primarily funded through revenues from licences and permits related to building permit applications.

Building Standards Operating Budget Revenues by Account Total \$7.1M



Building Standards Capital Budget

Building Standards does not have any 2020 capital projects.



BUILDING STANDARDS CONSOLIDATED 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues								
LICENCES & PERMITS	\$11,791	\$6,185	\$7,920	\$7,070	(\$850)	-10.7%	\$886	14.3%
USER FEES & SERVICE CHARGES	108	97	30	70	40	132.3%	(27)	-27.6%
OTHER REVENUE	(9)	0	0	0	0	0.0%	0	0.0%
Total Revenues	\$11,891	\$6,282	\$7,950	\$7,140	(\$810)	-10.2%	\$859	13.7%
Expenses								
SALARIES AND BENEFITS	\$5,560	\$5,777	\$6,229	\$6,285	\$56	0.9%	\$508	8.8%
PRINTING & OFFICE SUPPLIES	48	30	51	51	0	0.0%	21	68.7%
OPERATING MATERIALS & SUPPLIES	15	9	20	20	0	0.0%	11	120.0%
COMMUNICATIONS	11	7	31	31	0	0.0%	24	352.5%
TRAVEL EXPENSES	9	6	6	6	0	0.0%	(0)	-6.1%
TRAINING	22	25	34	34	0	0.0%	9	35.5%
CONTRACTS SERVICES AGREEMENT	2,743	2,862	2,862	3,008	147	5.1%	147	5.1%
PROFESSIONAL SERVICES	3	0	9	9	0	0.0%	9	0.0%
LICENCES, PERMITS, FEES	26	29	28	28	0	0.0%	(1)	-5.1%
CREDIT CARD SERVICE CHARGES	52	43	58	58	0	0.0%	14	33.1%
PROMOTION & ADVERTISING	0	1	6	6	0	0.0%	5	508.8%
Total Expenses	\$8,488	\$8,790	\$9,332	\$9,535	\$203	2.2%	\$745	8.5%
Net Expenditures(Revenues)	(\$3,403)	\$2,508	\$1,382	\$2,394	\$1,013	73.3%	(\$114)	-4.5%
TRANSFERS TO/(DRAW FROM) RESERVES	\$3,403	(\$2,508)	(\$1,382)	(\$2,394)	(\$1,013)	73.3%	\$114	-4.5%
Full Time Complement	49	51	54	54				

Major changes in the 2020 Budget from the 2019 Budget:

Licences & Permits: Decrease due to projected reduction in permit activities.

Salaries and Benefits: Increase due to collective agreements and cost of living adjustments (COLA).

Contracts Service Agreement: Increase due to the annual adjustment of support costs charged from the City to the department.

Transfers to/(draw from) Reserves: Represents a draw from the Reserve to balance the budget shortfall.

PLANNING & DESIGN BUDGET

The Planning & Design Department is responsible for the following aspects related to land use and City planning:

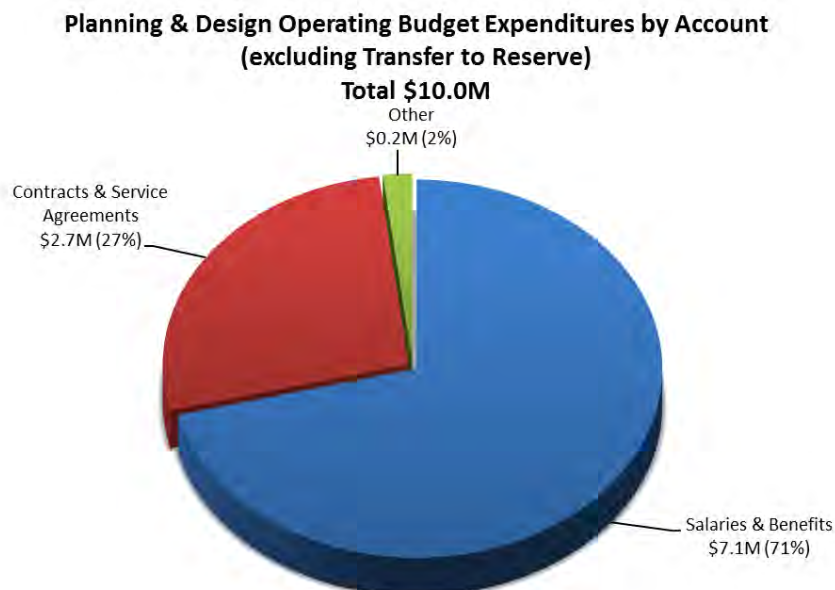
- long range strategic planning and current development control
- formulation of plans, policies, regulations, and guidelines
- development
- urban design
- growth management
- processing and evaluation of development applications
- data collection, analysis, research and monitoring
- planning policy and digital mapping related functions
- community outreach, liaison and information

Planning & Design Operating Budget

Expenditures

The 2020 Operating Budget for Planning & Design totals \$10.0 million before transfers to reserves, which represents an increase of \$0.2 million from 2019.

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 27% which include indirect costs such as IT support, other department's services and overhead costs. Other expenditures accounts for 2% of the Operating Budget.



Revenues

The Planning & Design Operating Budget is 100% funded through revenues from user fees & service charges related to Planning Fees.

Operating Budget Revenues by Account
Total \$10.6M



Capital Budget

The 2020 Planning Capital Budget totals \$1.4 million which is primarily funded from Development Charges. The capital projects include future urban area and secondary plan studies, annual advisory and improvement programs, and development area studies.

The 2020 Design Capital Budget totals \$23.4 million which is primarily funded from Development Charges. The capital projects include the design and construction of new parks in various areas in Markham, and the design and construction of pavilion, washroom and maintenance building in existing parks.

For further details on Planning & Design Capital projects, refer to Section 3b – Capital Budget.



PLANNING & DESIGN CONSOLIDATED 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
USER FEES & SERVICE CHARGES	\$13,719	\$7,502	\$11,863	\$10,569	(\$1,295)	-10.9%	\$3,066	40.9%
Total Revenues	\$13,719	\$7,502	\$11,863	\$10,569	(\$1,295)	-10.9%	\$3,066	40.9%
Expenses								
SALARIES AND BENEFITS	\$5,499	\$5,438	\$7,074	\$7,073	(\$1)	0.0%	\$1,635	30.1%
PRINTING & OFFICE SUPPLIES	33	36	35	35	0	0.0%	(0)	-1.1%
OPERATING MATERIALS & SUPPLIES	2	1	6	6	0	0.0%	4	284.6%
COMMUNICATIONS	7	7	12	12	0	0.0%	5	66.1%
TRAVEL EXPENSES	41	38	36	36	0	0.0%	(2)	-5.6%
TRAINING	22	2	15	15	0	0.0%	13	788.6%
CONTRACTS SERVICES AGREEMENT	2,369	2,527	2,527	2,690	163	6.4%	163	6.4%
RENTAL/LEASE	0	0	1	1	0	0.0%	1	0.0%
PROFESSIONAL SERVICES	1	0	17	17	0	0.0%	16	3274.6%
LICENCES, PERMITS, FEES	46	48	41	41	0	0.0%	(7)	-14.4%
CREDIT CARD SERVICE CHARGES	4	12	20	20	0	0.0%	8	60.3%
PROMOTION & ADVERTISING	8	5	6	6	0	0.0%	1	25.8%
OTHER EXPENDITURES	0	8	4	4	0	0.0%	(4)	-52.2%
Total Expenses	\$8,031	\$8,122	\$9,793	\$9,954	\$161	1.6%	\$1,832	22.5%
Net Expenditures/(Revenues)	(\$5,688)	\$620	(\$2,071)	(\$615)	\$1,456	-70.3%	(\$1,235)	-199.1%
TRANSFERS TO RESERVE	\$5,688	(\$620)	\$2,071	\$615	(\$1,456)	-70.3%	\$1,235	-199.1%
Full Time Complement	47	44	58	59				

Major changes in the 2020 Budget from the 2019 Budget:

User Fees & Service Charges: Decrease due to lower development activity forecasted for 2020.

Contracts & Service Agreements: Increase due to the annual adjustment of support costs charged from the City to the department.

Transfers to/(draw from) Reserves: Represents a transfer of the budgeted surplus to Reserve in order to present a balanced budget.

ENGINEERING BUDGET

The Engineering Department is responsible for the planning and delivery of infrastructure, transportation, and environmental engineering. This includes: new subdivision & site plan applications, construction of storm & sanitary sewers, watermains, and roads.

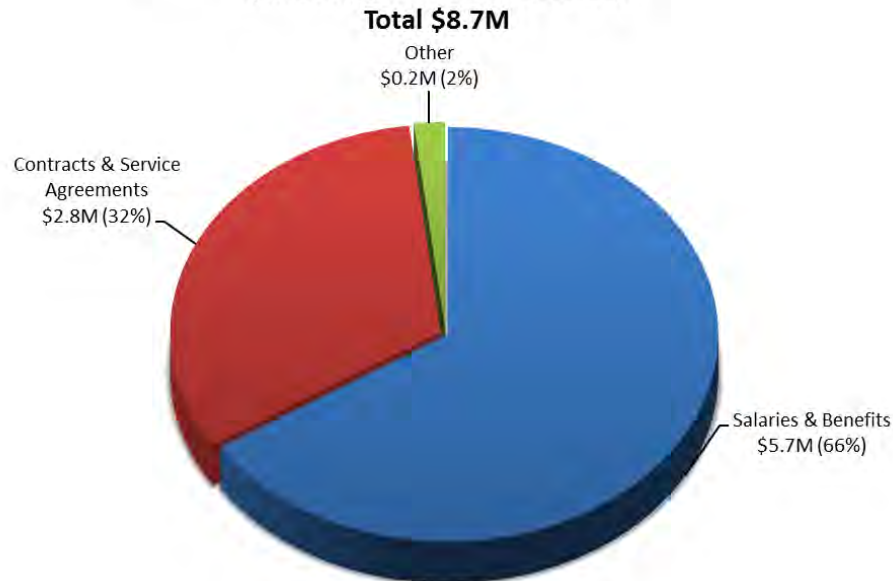
Engineering Operating Budget

Expenditures

The 2020 Operating Budget for Engineering totals \$8.7 million before transfer to reserves. This marks an increase of \$0.4 million from the 2019 Operating Budget due to an increase in contract service agreements and salaries and benefits.

The figure below indicates that the major portion of budgeted expenditures is salaries and benefits, which accounts for 66% of the Operating Budget. Contracts & service agreements represent 32% of the Operating Budget which include indirect costs such as ITS support, other department's services and overhead costs. Other expenditures accounts for 2% of the Operating Budget.

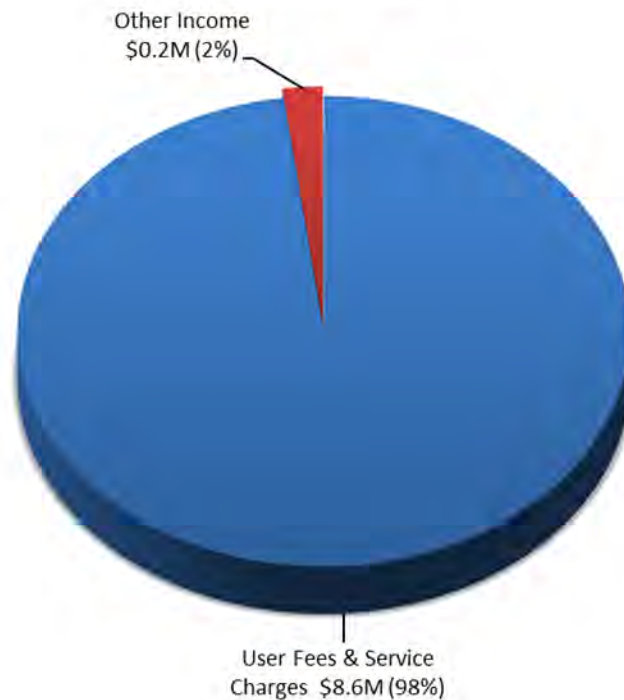
**Engineering Operating Budget Expenditures by Account
(excluding Transfer to Reserve)**



Revenues

The Operating Budget is funded mainly through revenues from user fees & service charges related to Engineering Fees.

Engineering Operating Budget Revenues by Account
Total \$8.8M



Capital Budget

The 2020 Engineering Capital Budget totals \$10.5 million which is primarily funded from Development Charges. The capital projects include multi-use pathways, regional mid-block crossings, sidewalk and streetlight programs, downstream improvement work, transportation studies and intersection improvements.

For further details on Planning & Design Capital projects, refer to Section 3b – Capital Budget.



ENGINEERING CONSOLIDATED 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./Decr.	% Change	\$ Incr./Decr.	% Change
Revenues								
USER FEES & SERVICE CHARGES	\$10,230	\$7,386	\$8,748	\$8,603	(\$145)	-1.7%	\$1,217	16.5%
RENTALS	0	0	0	0	0	0.0%	0	0.0%
RECOVERIES & CONTRIBUTIONS	325	221	184	184	0	0.0%	(37)	-16.7%
Total Revenues	\$10,555	\$7,607	\$8,933	\$8,787	(\$145)	-1.6%	\$1,180	15.5%
Expenses								
SALARIES AND BENEFITS	\$5,334	\$4,909	\$5,514	\$5,705	\$191	3.5%	\$796	16.2%
PRINTING & OFFICE SUPPLIES	7	5	22	22	0	0.0%	17	375.2%
OPERATING MATERIALS & SUPPLIES	10	11	12	12	0	0.0%	1	7.7%
COMMUNICATIONS	18	15	22	22	0	0.0%	7	48.4%
TRAVEL EXPENSES	8	12	15	15	0	0.0%	3	23.3%
TRAINING	6	6	16	16	0	0.0%	10	189.4%
CONTRACTS SERVICES AGREEMENT	2,505	2,584	2,584	2,796	212	8.2%	212	8.2%
MAINT. & REPAIR - TIME & MATERIAL	0	0	1	1	0	0.0%	1	0.0%
RENTAL/LEASE	4	5	5	5	0	0.0%	0	4.6%
PROFESSIONAL SERVICES	10	6	19	19	0	0.0%	12	199.7%
LICENCES, PERMITS, FEES	28	27	32	32	0	0.0%	5	19.6%
CREDIT CARD SERVICE CHARGES	0	0	15	15	0	0.0%	15	6656.8%
PROMOTION & ADVERTISING	1	0	2	2	0	0.0%	2	0.0%
OFFICE FURNISHING & EQUIPMENT	3	2	2	2	0	0.0%	(0)	-14.2%
OTHER EXPENDITURES	1	0	0	0	0	0.0%	0	0.0%
Total Expenses	\$7,935	\$7,581	\$8,259	\$8,662	\$403	4.9%	\$1,081	14.3%
Net Expenditures/(Revenues)	(\$2,620)	(\$26)	(\$674)	(\$126)	\$548	-81.4%	(\$99)	379.2%
TRANSFERS TO RESERVE	\$2,620	\$26	\$674	\$126	(\$548)	-81.4%	\$99	379.2%
Full Time Complement	38	39	44	47				

Major changes in the 2020 Budget from the 2019 Budget:

User Fees & Service Charges: Decrease due to lower development activity forecasted for 2020.

Salaries and Benefits: Increase due to collective agreements and cost of living adjustments (COLA), and 3 new positions.

Contracts & Service Agreements: Increase due to the annual adjustment of support costs charged from the City to the department.

Transfers to/(draw from) Reserves: Represents a transfer of the budgeted surplus to Reserve in order to present a balanced budget.

WATERWORKS BUDGET

Operations relating to water and sanitary sewer are 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 City of Markham implemented a Water & Wastewater Reserve Study to address 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.

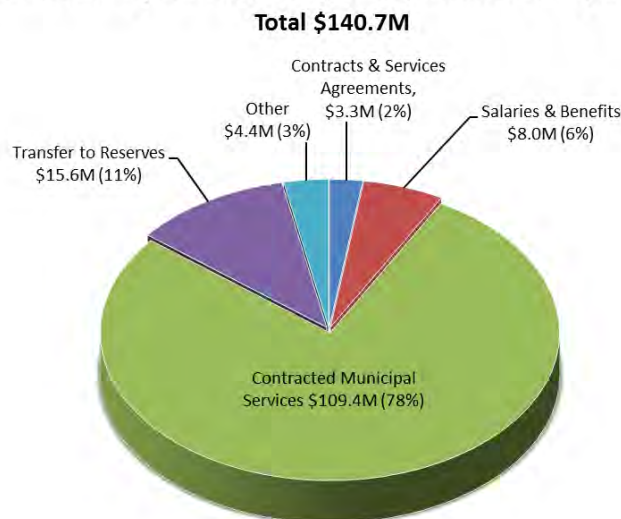
Operating Budget

Expenditures

The 2020 Operating Budget for Waterworks totals \$140.7 million (excluding prior year’s surplus). This marks an increase of \$8.7M million over the 2019 Operating Budget.

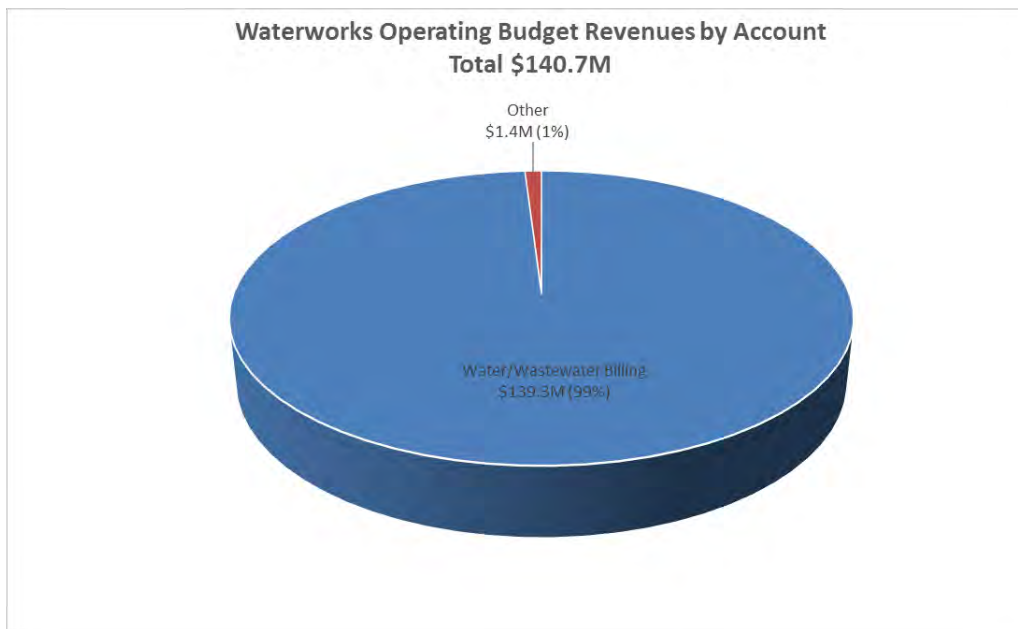
The figure below indicates that the major portion of budgeted expenditures is contracted municipal services for 78%, which is for the purchase of water from the Region of York. Transfer to Reserves, which accounts for 11% of the Operating Budget, represents transfer to the Waterworks Reserve in order to sustain future replacement & rehabilitation requirements and to support the Environmental Services – Waterworks department day-to-day operations. Contract & service agreements accounts for 2% of the Operating Budget, which 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.

Waterworks Operating Budget Expenditures by Account



Revenues

The Operating Budget is funded mainly through revenues associated with billings related to the sale of water. The City's water/wastewater rates have increased by 7.8% from the previous year's level primarily as a result of the wholesale water rate increase from the Region of York effective April 1, 2020 (6.2% impact) and adjustments to the water/waste water surcharge to address the ongoing replacement & rehabilitation requirements for Waterworks infrastructure (1.6% impact).



Capital Budget

The 2020 Waterworks Capital Budget totals \$16.5 million 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, Infrastructure and Fleet). The 2020 capital budget includes funding from Waterworks reserve in the amount of \$18.4 million.

WATERWORKS CONSOLIDATED 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Sales & Purchase of Water Revenue								
FINES/BILLINGS	\$121,383	\$130,470	\$130,507	\$139,257	\$8,749	6.7%	\$8,787	6.7%
CONTRACTED MUNICIPAL SERVICES	(92,696)	(\$99,588)	(101,045)	(109,352)	(8,307)	8.2%	(9,764)	9.8%
Total Sales & Purchase of Water Revenue	\$28,688	\$30,881	\$29,463	\$29,905	\$442	1.5%	(\$977)	-3.2%
Other Revenues								
PROVINCIAL GRANTS & SUBSIDIES	\$8	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
USER FEES & SERVICE CHARGES	354	529	533	533	0	0.0%	4	0.8%
SALES	467	428	567	567	0	0.0%	139	32.4%
RECOVERIES & CONTRIBUTIONS	292	99	300	300	0	0.0%	201	203.1%
OTHER REVENUE	17	120	14	14	0	0.0%	(106)	-88.4%
Total Other Revenues	\$1,138	\$1,176	\$1,413	\$1,413	\$0	0.0%	\$238	20.2%
Other Expenses								
SALARIES AND BENEFITS	\$7,397	\$7,826	\$7,856	\$8,020	\$164	2.1%	\$194	2.5%
PRINTING & OFFICE SUPPLIES	24	28	34	34	0	0.0%	6	19.9%
OPERATING MATERIALS & SUPPLIES	96	133	248	122	(126)	-50.8%	(11)	-8.2%
CONSTRUCTION MATERIALS	399	455	587	594	7	1.2%	139	30.6%
UTILITIES	33	23	56	56	0	0.0%	33	139.7%
COMMUNICATIONS	57	53	74	74	0	0.0%	21	40.4%
TRAVEL EXPENSES	28	23	47	47	0	0.0%	23	98.5%
TRAINING	70	81	60	60	0	0.0%	(21)	-25.5%
CONTRACTS SERVICES AGREEMENT	2,862	2,708	3,248	3,272	24	0.7%	565	20.8%
MAINT. & REPAIR - TIME & MATERIAL	393	520	487	487	0	0.0%	(33)	-6.3%
RENTAL/LEASE	7	7	6	6	0	0.0%	(1)	-16.2%
PROFESSIONAL SERVICES	79	152	117	117	0	0.0%	(35)	-23.3%
LICENCES, PERMITS, FEES	63	61	50	50	0	0.0%	(11)	-17.6%
CREDIT CARD SERVICE CHARGES	2	3	1	1	0	0.0%	(2)	-61.4%
OTHER PURCHASED SERVICES	2,517	2,720	2,720	2,755	34	1.3%	34	1.3%
WRITE-OFFS	5	0	5	5	0	0.0%	5	0.0%
Total Other Expenses	\$14,032	\$14,794	\$15,595	\$15,699	\$104	0.7%	\$905	6.1%
Net Expenditures/(Revenues)	(\$15,794)	(\$17,263)	(\$15,281)	(\$15,619)	(\$338)	2.2%	\$1,644	-9.5%
TRANSFERS TO RESERVE	\$15,794	\$17,263	\$15,281	\$15,619	\$338	2.2%	(\$1,644)	-9.5%
Full Time Complement	63	64	67	67				

Major changes in the 2020 Budget from the 2019 Budget:

Fines/Billings: Increase due to higher water rate.

Contracted Municipal Services: Increase due to contract escalation from Region of York.

Salaries & Benefits: Increase for collective agreements and cost of living adjustment (COLA).

Operating Materials & Supplies: Decrease due to efficiencies and historical lower spend.

Transfers to/(draw from) Reserves: Represents a transfer of the budgeted surplus to Reserve in order to fund capital projects required to maintain the water and wastewater infrastructure.

FINANCIAL POLICIES

POLICY NAME	POLICY SUMMARY	APPENDIX No.
Financial Planning and Budgeting Policy	Covers the principles of the annual Budget process, long-term Budget Planning process, and guidance on use of revenues from a Financial Planning perspective. Includes the following supplemental process guidelines: <ul style="list-style-type: none"> • Operating Budget process guideline • Capital Budget process guideline 	1
Capital Budget Control Policy	Provides the guiding principles to improve the management, administration, and reporting of Capital Projects by defining: <ul style="list-style-type: none"> • Project categories • Standardized percentages for Capital Budgeting funding • Return of surplus funds • Process for requesting: new Projects after the annual budget has been approved, consolidation & changes to Projects, additional funds, and closure of Capital Projects • Process to address non-compliant Capital Projects • Reporting requirements to Council 	2
Investment Policy	Covers investment objectives of the City related to: <ul style="list-style-type: none"> • Legality of Investments • Preservation of Principal • Maintenance of Liquidity • Competitive Rate of Return 	3
Development Charge Borrowing Policy	Provides a framework with respect to borrowing funds to complete Development Charge (DC) related capital projects.	4

Investment Interest Allocation Policy	Provides a framework with regard to the recording and allocation methods of the City's investment interest income (including bonds, money market, interest earned on bank balances, etc).	5
Reserve Policy	<p>Provides details on the City's Council approved Reserve Study and policies to:</p> <ul style="list-style-type: none"> • Determine the adequacy of the City's Reserves to meet known future expenditures • Determine the adequate level for the City's corporate rate stabilization/contingency reserve • Review, consolidate and refine policies for the City's various reserves and reserve funds 	6
Debt Policy	Describes debt issuance and Provincial guidelines	7
Expenditure Control Policy	Establishes internal controls over the authorization of expenses.	8
Tangible Capital Assets Policy	Provides direction to ensure the City's assets are recorded in a fixed asset register, at historic values and amortized over their useful lives, in a consistent manner in accordance with the guidelines established in PSAB 3150.	9

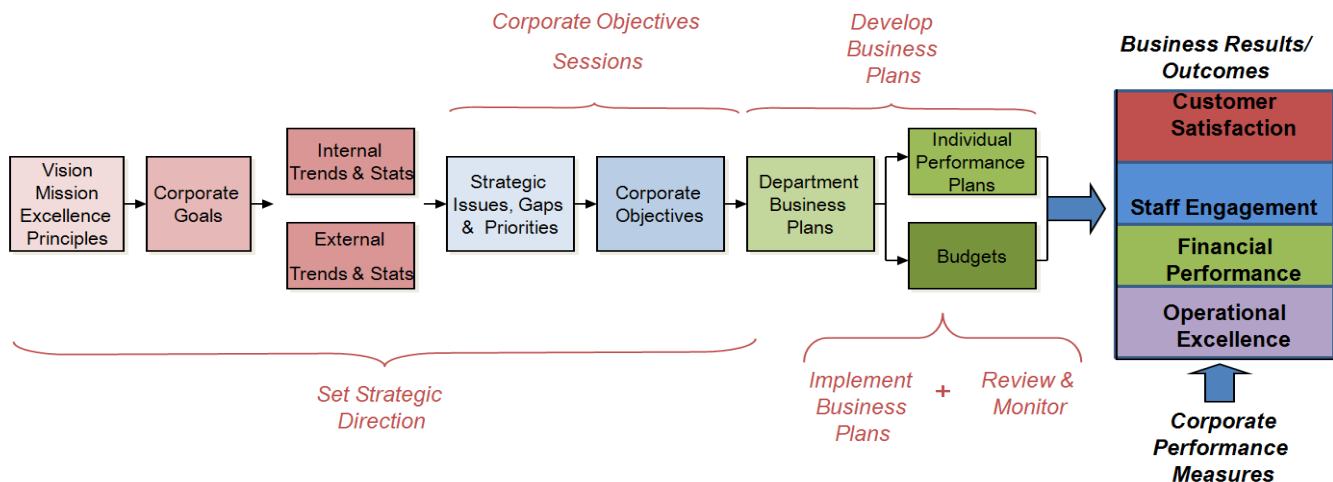
BUSINESS PLAN INTRODUCTION

Each City of Markham Department reports to one of the following Commissions:

- CAO’s Office;
- Corporate Services;
- Development Services; or
- Community and Fire Services.

This section outlines the annual business planning process, provides an overview of each Commission, and includes the Departmental Business Plans and Operating Budgets.

Annual Business Planning Process



The Annual Business Planning Process delivers on the goals and objectives of the Council approved “Building Markham’s Future Together 2020 to 2023 Strategic Plan” (BMFT), and aligns with the Excellence Markham Framework.

Two key outputs of the Annual Business Planning Process are the confirmation of the corporate actions stated in the BMFT document and the development of the multi-year Departmental Business Plans (Dept BP). The strategic actions of the Dept BP ensure each Department is contributing to the relevant corporate objectives, in addition to other initiatives a department may need to undertake to maintain and advance its business operations.

The BMFT document identifies:

- Corporate Goals that the organization is pursuing during the duration of the plan
- Corporate Objectives that further each of the Corporate Goals
- Corporate Actions to achieve the Corporate Objectives
- Performance Measures that are identified for each Corporate Goal

The annual Dept BP identifies:

- Linkages to the Corporate Goals, Corporate Objectives and Corporate Actions outlined in the BMFT document
- Departmental Objectives and Departmental Actions, along with the relevant Performance Measures supporting each Corporate Goal

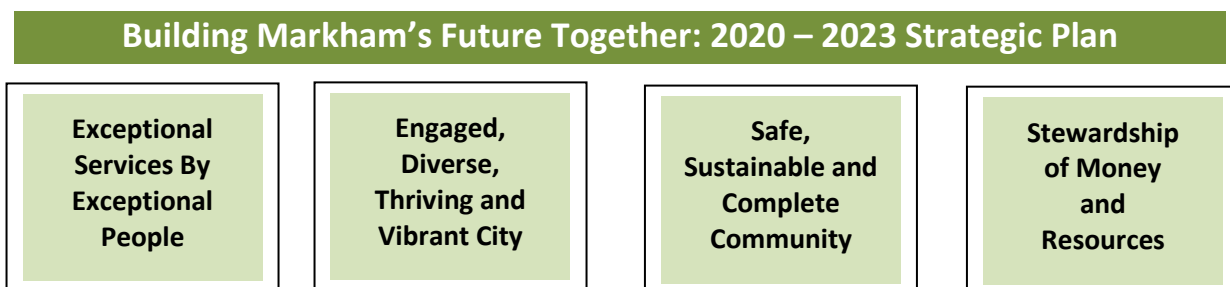
The Corporate Goals were created specifically to define overall success in a balanced manner. The annual Departmental Actions and Performance Measures ensure a Department is aligned to the overarching Corporate Goals.

The Department BPs are developed and finalized six months in advance of the year in question and prior to the annual budgeting process. Therefore, the most current full-year performance data that can be included for the 2020 plans is 2018, as the Department BPs were due to be completed in January 2020. Completing the business planning process allows resource requirements, such as funding and staffing, to be addressed in the annual budgeting process.

The BMFT Strategic Plan for 2020 to 2023 was approved by Council in January 2020.

2020 Departmental Business Plan Summary

As highlighted in the Executive Summary, and detailed in Section 2 - Corporate Strategic Plan, the 2020 Departmental Business Plans align with the BMFT 2020 – 2023 Strategic Goals:



The following pages contain a brief overview of each Commission along with a summary of each department. Also included are departmental Operating Budgets, Business Plans, Key Performance Measures, and Long-term Business Plans.

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MAYOR AND COUNCIL 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
RECOVERIES & CONTRIBUTIONS	\$23	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Total Revenues	\$23	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Expenses								
SALARIES AND BENEFITS	\$2,623	\$2,645	\$2,786	\$2,744	(\$42)	-1.5%	\$99	3.7%
PRINTING & OFFICE SUPPLIES	25	29	27	27	0	0.0%	(2)	-6.4%
OPERATING MATERIALS & SUPPLIES	31	13	17	17	0	0.0%	4	26.8%
VEHICLE SUPPLIES	2	4	3	3	0	0.0%	(1)	-25.7%
COMMUNICATIONS	1	1	16	16	0	0.0%	14	991.9%
TRAVEL EXPENSES	35	13	60	60	0	0.0%	47	355.2%
TRAINING	0	0	3	3	0	0.0%	3	0.0%
CONTRACTS SERVICES AGREEMENT	5	8	30	30	0	0.0%	22	299.5%
RENTAL/LEASE	3	2	16	16	0	0.0%	13	584.2%
PROFESSIONAL SERVICES	0	0	7	7	0	0.0%	7	0.0%
LICENCES, PERMITS, FEES	2	3	5	5	0	0.0%	2	54.8%
PROMOTION & ADVERTISING	85	87	38	38	0	0.0%	(49)	-56.2%
OTHER EXPENDITURES	13	13	18	18	0	0.0%	5	37.6%
Total Expenses	\$2,823	\$2,819	\$3,026	\$2,983	(\$42)	-1.4%	\$165	5.8%
Net Expenditures/(Revenues)	\$2,800	\$2,819	\$3,026	\$2,983	(\$42)	-1.4%	\$165	5.8%
Full Time Complement	3	1	3	3				

Major changes in 2020 Budget from the 2019 Budget:

No significant changes.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)



The Chief Administrative Officer provides leadership to a full-time staff of 1,133 and approximately 1,900 part-time/seasonal staff who provide superior services to residents, businesses and visitors and respond to issues of the growing City. The responsibilities of the CAO include management of a \$522.0 million budget, oversight of 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 Director of Human Resources, the City Solicitor and the Manager Business Planning & Projects.

The Executive Leadership Team (ELT) supports the management of the City's operations and is comprised of the CAO, the Commissioners of Corporate Services, Community and Fire Services and Development Services, the Director of Human Resources, the City Solicitor and the Manager, Business Planning & Projects. The ELT meets bi-weekly, or more frequently, as required, is chaired by the CAO, and addresses City operations and issues.

The CAO's Commission consists of the following Business Units:

- Legal Services
- Human Resources

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 City staff. As a municipal corporation, the City is subject to all laws of the Federal and Provincial governments.

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; and
- Representation at all Local Planning Appeal Tribunal (formerly Ontario Municipal Board) and other tribunal hearings; and

- Carriage of legal actions commenced by or against the City in all levels of the Ontario court system; and
- Preparation and review of all development agreements (subdivision, site plan) and other contracts/agreements; and
- Negotiation, preparation, review and registration of documents required for the acquisition, disposition and lease of real property; and
- Drafting and review of by-laws; and
- Provision of legal advice and direction to all municipal departments; and
- Meetings with other government agencies, including provincial ministries and York Region, to resolve issues and advance the interests of the City; and further
- Assistance to the By-law Enforcement Department in the enforcement and prosecution of City 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 City of Markham's goals by providing a full range of strategic human resources management solutions in the areas of labour and employee relations, health and safety, staffing and succession planning, workforce planning and analytics, compensation and benefits, learning and development, business transformation and change, wellness, and diversity and inclusion.

The department is also the corporate sponsor and champion of the City's multi-year Diversity Action Plan "Everyone Welcome" and the City's People Plan.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues								
USER FEES & SERVICE CHARGES	\$522	\$347	\$300	\$300	\$0	0.0%	(\$47)	-13.5%
OTHER REVENUE	6	55	2	2	0	0.0%	(53)	-96.4%
Total Revenues	\$528	\$402	\$302	\$302	\$0	0.0%	(\$100)	-24.9%
Expenses								
SALARIES AND BENEFITS	\$4,654	\$4,925	5,010	\$5,167	\$157	3.1%	\$242	4.9%
PRINTING & OFFICE SUPPLIES	16	17	23	23	(0)	-2.0%	6	34.8%
OPERATING MATERIALS & SUPPLIES	108	133	102	102	0	0.0%	(31)	-23.5%
VEHICLE SUPPLIES	6	6	5	5	0	0.0%	(0)	-2.9%
COMMUNICATIONS	13	14	16	16	0	1.9%	2	17.2%
TRAVEL EXPENSES	27	21	18	32	14	75.0%	10	48.4%
TRAINING	274	288	306	304	(2)	-0.7%	17	5.8%
CONTRACTS SERVICES AGREEMENT	(176)	(158)	(151)	(191)	(40)	26.8%	(33)	21.2%
MAINT. & REPAIR - TIME & MATERIAL	0	1	0	0	0	0.0%	(1)	-100.0%
RENTAL/LEASE	11	8	11	11	0	0.0%	3	32.5%
PROFESSIONAL SERVICES	554	460	543	561	18	3.4%	101	22.0%
LICENCES, PERMITS, FEES	64	74	82	84	2	2.7%	10	13.2%
PROMOTION & ADVERTISING	250	196	237	212	(25)	-10.5%	17	8.5%
OTHER EXPENDITURES	8	7	0	0	0	0.0%	(6)	-96.5%
Total Expenses	\$5,807	\$5,991	\$6,203	\$6,327	\$124	2.0%	\$336	5.6%
Net Expenditures/(Revenues)	\$5,279	\$5,589	\$5,901	\$6,025	\$124	2.1%	\$436	7.8%
Full Time Complement	30	33	34	35				

Major changes in 2020 Budget from the 2019 Budget:

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), and 1 new position in Legal Services.

CAO'S OFFICE – COMMISSION SUPPORT 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Expenses								
SALARIES AND BENEFITS	\$663	\$638	\$677	\$676	(\$1)	-0.1%	\$38	6.0%
PRINTING & OFFICE SUPPLIES	2	2	3	3	0	0.0%	1	41.1%
OPERATING MATERIALS & SUPPLIES	5	7	5	5	0	0.0%	(2)	-33.0%
COMMUNICATIONS	2	2	2	2	0	0.0%	1	44.8%
TRAVEL EXPENSES	17	9	7	7	0	0.0%	(2)	-22.7%
TRAINING	0	1	2	2	0	0.0%	1	251.2%
CONTRACTS SERVICES AGREEMENT	(9)	5	16	14	(2)	-11.1%	9	197.3%
RENTAL/LEASE	0	0	1	1	0	0.0%	0	234.3%
PROFESSIONAL SERVICES	52	27	52	52	0	0.0%	25	91.6%
LICENCES, PERMITS, FEES	18	25	21	21	0	0.0%	(4)	-14.9%
OTHER EXPENSES	6	6	5	5	(0)	0.0%	(0)	-2.9%
Total Expenses	\$756	\$721	\$791	\$789	(\$2)	-0.3%	\$68	9.4%
Net Expenditures/(Revenues)	\$756	\$721	\$791	\$789	(\$2)	-0.3%	\$68	9.4%
Full Time Complement	3	2	3	3				

Major changes in 2020 Budget from the 2019 Budget:

No significant changes.

HUMAN RESOURCES 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues								
OTHER INCOME	\$3	\$3	\$2	\$2	\$0	0.0%	(\$1)	-30.4%
Total Revenues	\$4	\$3	\$2	\$2	\$0	0.0%	(\$1)	-30.4%
Expenses								
SALARIES AND BENEFITS	\$2,265	\$2,401	\$2,447	\$2,421	(\$26)	-1.1%	\$20	0.8%
PRINTING & OFFICE SUPPLIES	10	11	14	14	0	0.0%	3	26.4%
OPERATING MATERIALS & SUPPLIES	85	106	76	76	0	0.0%	(31)	-28.9%
COMMUNICATIONS	4	4	5	5	0	0.0%	0	8.2%
TRAVEL EXPENSES	4	4	9	9	0	0.0%	5	113.0%
TRAINING	271	283	296	296	0	0.0%	13	4.6%
CONTRACTS SERVICES AGREEMENT	(109)	(90)	(94)	(112)	(18)	19.1%	(22)	24.4%
RENTAL/LEASE	6	4	6	6	0	0.0%	2	36.3%
PROFESSIONAL SERVICES (A)	316	224	234	268	33	14.3%	44	19.5%
LICENCES, PERMITS, FEES	8	9	10	10	0	0.0%	1	8.4%
PROMOTION & ADVERTISING (B)	250	196	237	212	(25)	-10.5%	17	8.5%
MISCELLANEOUS EXPENSES	8	7	0	0	0	0.0%	(6)	-96.5%
Total Expenses	\$3,118	\$3,159	\$3,239	\$3,204	(\$36)	-1.1%	\$44	1.4%
Net Expenditures/(Revenues)	\$3,114	\$3,156	\$3,237	\$3,202	(\$36)	-1.1%	\$45	1.4%
Full Time Complement	16	19	19	19				

Major changes in 2020 Budget from the 2019 Budget:

No significant changes.

HUMAN RESOURCES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Obtain stakeholder feedback- Annual customer service survey	Identify a topic and execute an annual customer service survey in 2020	
		Develop and implement an action plan to respond to 2019 Health and Safety customer service survey- Health and Safety	
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance Digital Markham / “Frictionless City”- Align with and provide support	Continue to leverage technology in day to day HR processes	
		Continue to support employee digital literacy	
		Completion of HRIS accountability and roles framework	
		Develop flexible work arrangement options	
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Empower employees to continue to take risks to pursue innovation	Review City internal governance processes and outcomes	
		Update job descriptions as needed	
		Create specialized project teams	
	Collectively bargain with CUPE and MPFFA to update the terms and conditions of employment to support employee attraction and retention	Prepare for collective bargaining (meet with appropriate stakeholders, gather benchmark information, obtain mandate) and negotiate new agreements	
		Continue to implement People Plan- Modernize the employee wellness program	Relaunch the Employee and Family Assistance Program (as a result of RFP completion)
			Develop a Wellness Dashboard to determine employee wellness and to assist in determining appropriate future actions
			Implement the Total Well-being Index and use aggregate results to drive program development
Continue to implement People Plan- Refresh employer branding	Develop and roll out new employer branding, employer value proposition and total rewards communications.		

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	
		Update employment portal, LinkedIn and Indeed with new employer branding, updated photos and employee stories	
	Continue to implement People Plan- Undertake compensation review	Review and develop strategic compensation framework options that align with needs of the organization	
	Continue to implement the People Plan- Refresh new employee onboarding program	Complete design of new employee onboarding program and roll out to organization	
	Continue to implement People Plan- Develop a succession planning strategy	Develop a succession planning strategy that aligns with, and meets, the needs of the organization	
	Continue to implement People Plan- Continue to invest in staff training		Advance Learning and Development program in alignment with objectives and needs of the organization
			Expand the application and functionality of MLC 2.0 and e-Learning
			Track, evaluate and report on training participation rates
	Continue to educate and increase awareness of benefit programs	Continue to roll out targeted communications increasing awareness and cost of benefits programs (e.g. fraud, retiree benefits)	
	Complete the RFP for Benefit Consultant	As a member of the York Region Umbrella benefits group, complete the RFP for benefits consultant	
	Continue development of the Occupational Health and Safety Management Program	Continue to develop OHSMS policies, implement and train employees on their roles and responsibilities, and enhance metrics.	
Job Hazard Assessment and Violence Risk Assessment	Close gaps on job hazard assessment and violence risk assessments by department		

Departmental Performance Measures in support of Goal	2015	2016	2017	2018	2019	Target	Year
Completion of Exceptional Services department objectives and actions	On target	On target	Delayed	Delayed	On target	On target	Annual
Customer service survey- survey execution	1	1	1	1	1	1 per year	1 per yr
Customer service survey- overall satisfaction	70.2%	87.5%	80%	65.6%	80%	80%	1 per yr
Customer service survey- extremely / very satisfied	49.5%	60%	66%	42%	50%	50%	1 per yr
HR staff satisfaction survey – overall satisfaction with City of Markham	n/a	82.1%	n/a	76.9%	75%	75%	Bi-annual
HR staff satisfaction survey- organizational engagement	n/a	76.7%	n/a	72.9%	75%	75%	Bi-annual
HR staff satisfaction survey- job engagement	n/a	75.2%	n/a	77%	75%	75%	Bi-annual
HR staff satisfaction survey- organizational outcome index	n/a	75.6%	n/a	74.4%	75%	75%	Bi-annual
HR staff satisfaction survey- healthy workplace index	n/a	73.9%	n/a	66.5%	75%	75%	Bi-annual
Number of corporate learning hours per HR employee	7.5	10.2	14.1	20.3	14	14	Annual
Number of days absent per HR employee	3.5	6.5	3.6	5.7	<6.5	6.5	Annual

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support and align with strategic objective	
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Update Diversity and Inclusion Action Plan	Ensure that AODA requirements are met: Ensure City website and web content is AODA compliant for January 1, 2021. Work with stakeholder departments to ensure they understand requirements.
		Refresh Diversity Action Plan (2010) by reviewing status of recommendations, developing broad engagement process and addressing gaps within the Plan
		Identify multi-jurisdictional partnerships to support diversity and inclusion objectives
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support and align with strategic objective	

Departmental Performance Measures in support of Goal	2015	2016	2017	2018	2019	Target	Year
Ensure AODA organization compliance targets met and reports submitted	On target	On target	On target	On target	On target	Meet reqmts	Annual
Ensure Diversity Action Plan objectives met	On target	On target	Delayed	Delayed	Delayed	Meets reqmts	Annual

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support and align with strategic objective	N/A
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support and align with strategic objective	N/A
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support and align with strategic objective	N/A
3.4 Protect and enhance natural environment and built form.	Support and align with strategic objective	N/A

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Support and align with strategic objective	
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Support and align with strategic objective	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Support and align with strategic objective	Develop corporate workforce metrics framework and roll out

HUMAN RESOURCES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Obtain stakeholder feedback- Annual customer service survey	Identify a topic and execute an annual customer service survey	2021 - 2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance Digital Markham / "Frictionless City"- Align with and provide support	Continue to leverage technology in day to day HR processes	Ongoing
		Continue to support employee digital literacy	Ongoing
		Develop and roll out flexible work arrangement program	2021
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Empower employees to continue to take risks to pursue innovation	Update job descriptions as needed	2021 - 2023
		Create specialized project teams	2021 - 2023
	Modernize employee Wellness Program	Ongoing program and resource development using data from Wellness Dashboard, Total Well-being Index and feedback. Ensure employee awareness of available resources.	2021 - 2023
	Collectively bargain with CUPE and MPFFA to update the terms and conditions of employment to support employee attraction and retention	Complete collective bargaining and provide training to Performance Managers on changes to collective agreements	2021
	Continue to implement People Plan- Refresh employer branding	Update employment portal, LinkedIn and Indeed with new employer branding, updated photos and stories	2021 - 2023
		Develop employer ambassador program leveraging LinkedIn technology	2021 - 2023
	Continue to implement People Plan- Undertake compensation review	Review and develop strategic compensation framework options; determine next steps; roll out	2021 - 2023

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
	Continue to implement People Plan- Establish a mentoring program	Develop and roll out mentoring program that leverages technology and that provides opportunities for skill building and learning about municipal career paths at all levels of the organization	2022 - 2023
	Continue to implement People Plan- Establish a succession planning strategy	Develop and roll out succession planning framework. Use data and stakeholder feedback to calibrate framework.	2021 - 2022
	Continue to invest in staff training- Continue to align learning program with needs of organization	Advance learning and development program in alignment with organization needs	2021 - 2023
	Continue to invest in staff training- Expand application and functionality of MLC 2.0 and e-Learning	Expand application and functionality of MLC 2.0 and e-Learning in alignment with organization needs	2021 - 2023
	Continue to invest in staff training- Track, evaluate and report on participation rates	Track, evaluate and report on training participation rates	2021 - 2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support and align with strategic objective		2021 - 2023
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Update Diversity and Inclusion Action Plan	Refresh Diversity Action Plan (2010) by reviewing status of recommendations, develop broad engagement process and address gaps within the Plan	2021 - 2023 & beyond
		Identify multi-jurisdictional partnerships to support diversity and inclusion objectives	2021 - 2023 & beyond
		Ensure organization is in compliance with AODA requirements and all required reports are submitted	Ongoing
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support and align with strategic objective		2021 - 2023

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	N/A	N/A	N/A
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	N/A	N/A	N/A
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	N/A	N/A	N/A
3.4 Protect and enhance our natural environment and built form.	N/A	N/A	N/A

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	N/A	N/A	N/A
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	N/A	N/A	N/A
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	N/A	N/A	N/A

LEGAL SERVICES 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
USER FEES & SERVICE CHARGES	\$522	\$347	\$300	\$300	\$0	0.0%	(\$47)	-13.5%
OTHER REVENUE	3	52	0	0	0	0.0%	(52)	-100.0%
Total Revenues	\$525	\$399	\$300	\$300	\$0	0.0%	(\$99)	-24.8%
Expenses								
SALARIES AND BENEFITS	\$1,725	\$1,887	\$1,886	\$2,070	\$184	9.8%	\$183	9.7%
PRINTING & OFFICE SUPPLIES	4	4	6	6	(0)	-7.6%	2	55.6%
OPERATING MATERIALS & SUPPLIES	17	20	22	22	0	0.0%	2	9.7%
COMMUNICATIONS	7	8	9	9	0	3.4%	1	16.8%
TRAVEL EXPENSES	6	8	2	16	14	552.8%	8	96.9%
TRAINING	3	4	8	6	(2)	-25.1%	2	53.3%
CONTRACTS SERVICES AGREEMENT	(58)	(72)	(72)	(93)	(21)	28.6%	(21)	28.6%
RENTAL/LEASE	4	4	5	5	0	0.0%	1	19.1%
PROFESSIONAL SERVICES	186	209	257	242	(15)	-5.9%	33	15.7%
LICENCES, PERMITS, FEES	38	40	51	53	2	4.3%	13	31.4%
MISCELLANEOUS EXPENSES	0	1	0	0	0	0.0%	(1)	-100.0%
Total Expenses	\$1,933	\$2,111	\$2,173	\$2,335	\$162	7.5%	\$223	10.6%
Net Expenditures/(Revenues)	\$1,407	\$1,712	\$1,873	\$2,035	\$162	8.6%	\$323	18.8%
Full Time Complement	11	12	12	13				

Major changes in 2020 Budget from the 2019 Budget:

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), and 1 new position.

LEGAL SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Continuous improvement of internal customer services and business process efficiencies	Undertake a customer satisfaction survey for internal customers.
	Ensure that Council directions are implemented legally and in a manner that protects the City's legal, financial and other interests	Provide strategic legal and business advice in support of development/planning, real property, litigation/Local Planning Appeals Tribunal, municipal finance, enforcement, and licensing and other legal, policy and regulatory matters.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance Digital Markham/"Frictionless City"	Actively participate on Leveraging Technologies Committee.
	Completion and implementation of Development Review Process	Support the implementation of consultant recommendations regarding streamlining the City's development application process.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Empower employees to continue to take risks and pursue innovation	Update delegated authority by-law(s). Update indemnification by-law.
	Continuous improvement of Legal Services staff satisfaction and engagement	Identify and deliver a staff satisfaction improvement project within the department.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Customer service satisfaction survey (City-wide)	n/a	n/a	n/a	n/a	90%	90%	Annual
Legal Services and Real Estate staff satisfaction survey (Internal)	n/a	88.1	n/a	84.7	90%	90%	Annual
Number of continuing professional development hours (Department-wide)	NEW KPI				75	75	Annual

GOAL 2 - Engaged, Diverse and Thriving City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the approval and implementation of various Secondary Plans.	Represent the City before the Local Planning Appeal Tribunal, engage in associated negotiations, and report to Council as required.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure that the City's Real Property needs for acquisition and disposition are met in a timely way – maximizing benefit to the City	Keep current with changing market conditions/intelligence and work with key City departments to identify and capitalize on opportune real estate transactions that create value for the City, with an emphasis on arts, culture, recreation, and sport uses.
	Assist with the launch of Destination Markham	Support the establishment of the Destination Markham Board.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Provide support to investigation into the creation of development corporation to manage development and infrastructure in targeted growth areas	Provide legal advice during investigation stage; implement recommendations through agreements, by-laws, and corporate filings.
	Support the development of the York University Markham campus	Implement site plan recommendations into an agreement. Implement the Memorandum of Agreement with York University.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Number of Real Property Acquisitions/Dispositions completed	n/a	n/a	n/a	n/a	5	5	Annual

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Participate in the establishment of a City-wide parking strategy	Implement recommendations through agreements, By-laws and/or Parking Authority.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Acquisition of strategic parcels for City purposes	Through strategic positioning, acquire land/facilities to meet the current and future needs of the City at fair market value or through partnerships or creative, alternative arrangements.
	Disposition of surplus City assets to generate new revenue opportunities	Identify surplus City assets and develop a strategic disposition plan.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure that the Legal Services Department has sound emergency planning strategies and procedures in place	Participate in Emergency Management Exercise and Training.
		Explore sustainable software solutions to assist with intra-departmental succession planning and file management.
3.4 Protect and enhance natural environment and built form.	Support the establishment of Rouge National Urban Park	Support the implementation of the Rouge Park through legal agreements, conveyances, etc. as required.
	Support effort to increase the City's tree canopy	Assist with review of private tree by-law, making recommendations as required.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Number of Provincial Offences Act prosecutions conducted	n/a	n/a	n/a	n/a	20	20	Annual
Number of Administrative Penalty Hearings Conducted	n/a	n/a	n/a	n/a	20	20	Annual

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide strategic advice and services in support of City initiatives as required including expert advice in support of City's compliance with legislation and applicable laws	Provide advice and support to growth-related initiatives.
		Participate in the City's comprehensive zoning by-law review.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Participate in the development of a comprehensive risk management framework	Provide legal advice (i.e. proactively identifying risks and mitigation measures) during development process.
	Ensure that Markham Enterprise Corporation operates effectively and in compliance with the Legislation	Provide timely and strategic legal advice to MEC.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Ensure efficient use of resources	Collaborate with City departments to clearly identify roles and responsibilities for issues affecting real property, including leases and licences.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Dollar amount of proceeds generated from the sale of surplus real property	n/a	n/a	n/a	n/a	TBD	TBD	Annual

LEGAL SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Continuous improvement of internal customer services and business process efficiencies	Undertake a customer satisfaction survey for internal customers.	Ongoing
	Ensure that Council directions are implemented legally and in a manner that protects the City's legal, financial and other interests	Provide strategic legal and business advice in support of development/planning, real property, litigation/Land Planning Appeals Tribunal, municipal finance, enforcement, and licensing and other legal, policy and regulatory matters.	Ongoing
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Advance Digital Markham/"Frictionless City"	Actively participate on Leveraging Technologies Committee.	Ongoing
	Completion and implementation of Development Review Process	Support the implementation of consultant recommendations regarding streamlining the City's development application process.	2020
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Empower employees to continue to take risks and pursue innovation	Update delegated authority by-law(s).	2020
		Update indemnification by-law.	2020
	Continuous improvement of Legal Services staff satisfaction and engagement	Identify and deliver a staff satisfaction improvement project within the department.	2020

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the approval and implementation of various Secondary Plans.	Represent the City before the Local Planning Appeal Tribunal, engage in associated negotiations, and report to Council as required.	Ongoing
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure that the City's Real Property needs for acquisition and disposition are met in a timely way – maximizing benefit to the City	Keep current with changing market conditions/intelligence and work with key City departments to identify and capitalize on opportune real estate transactions that create value for the City, with an emphasis on arts, culture, recreation, and sport uses.	Ongoing
	Assist with the launch of Destination Markham	Support the establishment of the Destination Markham Board.	Ongoing
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Provide support to investigation into the creation of development corporation to manage development and infrastructure in targeted growth areas	Provide legal advice during investigation stage; implement recommendations through agreements, by-laws, and corporate filings.	Ongoing
	Support the development of the York University Markham campus	Implement site plan recommendations into an agreement.	Ongoing
		Implement the Memorandum of Agreement with York University.	Ongoing

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

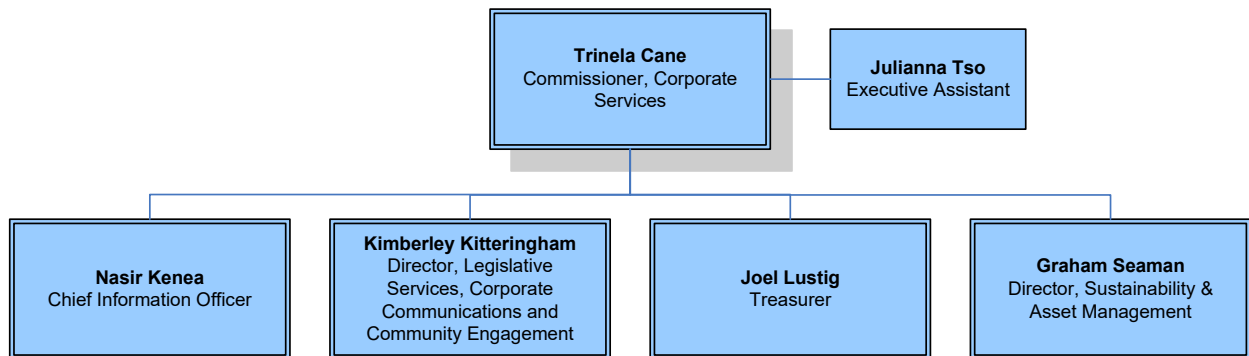
Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Participate in the establishment of a City-wide parking strategy	Implement recommendations through agreements, By-laws and/or Parking Authority.	Ongoing
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Acquisition of strategic parcels for City purposes	Through strategic positioning, acquire land/facilities to meet the current and future needs of the City at fair market value or through partnerships or creative, alternative arrangements.	Ongoing
	Disposition of surplus City assets to generate new revenue opportunities	Identify surplus City assets and develop a strategic disposition plan.	Ongoing
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure that the Legal Services Department has sound emergency planning strategies and procedures in place	Participate in Emergency Management Exercise and Training.	Ongoing
		Explore sustainable software solutions to assist with intra-departmental succession planning and file management.	Ongoing
3.4 Protect and enhance our natural environment and built form.	Support the establishment of Rouge National Urban Park	Support the implementation of the Rouge Park through legal agreements, conveyances, etc. as required.	Ongoing
	Support effort to increase the City's tree canopy	Assist with review of private tree by-law, making recommendations as required.	Ongoing

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide strategic advice and services in support of City initiatives as required including expert advice in support of City's compliance with legislation and applicable laws	Provide advice and support to growth-related initiatives.	Ongoing
		Participate in the City's comprehensive zoning by-law review.	Ongoing
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Participate in the development of a comprehensive risk management framework	Provide legal advice (i.e. proactively identifying risks and mitigation measures) during development process.	Ongoing
	Ensure that Markham Enterprise Corporation operates effectively and in compliance with the Legislation	Provide timely and strategic legal advice to MEC.	Ongoing
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Ensure efficient use of resources	Collaborate City departments to clearly identify roles and responsibilities for issues affecting real property, including leases and licences.	Ongoing

CORPORATE SERVICES



The Corporate Services Commission is responsible for the delivery of financial, administrative, technical and facility services that enhance the performance of our customers and partners. This is accomplished through the fulfillment of fiduciary and legislative responsibilities of the Corporation, timely, accurate, and complete analysis, strategic advice and information, project implementation and support, asset management and front line services to customers.

The Commission has a full time complement of 186 employees across four departments, each with their own areas of expertise and responsibility:

- Information Technology Services
- Financial Services
- Legislative Services and Corporate Communications
- Sustainability and Asset Management

Information Technology Services

Information Technology Services (ITS) supports the Corporation in its objective to provide effective public services and maintain efficient government operations through appropriate and innovative use of information and communication technologies.

The Department is comprised of four divisions:

- Technology Infrastructure (Data Centre, Network, Desktop, Telephony, and Audio Visual support)
- Client Delivery (Service Desk, Project Delivery, and Support)
- Business Applications (Applications, Web, and Support)
- Data Management and GIS (Geographic Information System Services, and Support)



Financial Services

Financial Services is comprised 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 effective financial management and stewardship of City resources.

The Department is comprised of four divisions:

- Financial Planning & Reporting
- Financial Strategy & Investments
(Development Finance, Investments, Payroll, Technology, and Risk Management)
- Procurement & Accounts Payable
- Revenues & Property Tax (Tax Billing and Collection, Assessment Review, Cash Management)



Legislative Services & Corporate Communications

The Legislative Services & Corporate Communications Department plays an important liaison role between Council, staff and the public, and provides a variety of services, including by-law enforcement, corporate customer service (Contact Centre), and municipal election administration. Our team of communication professionals manage the City's public and internal staff communication programs through Markham's website and intranet, printed and digital publications, social media, advertising and media relations.

The Department is comprised of five divisions:

- By-law & Regulatory Services
- Business Licensing & Standards
- Corporate Communications & Community Engagement
- Public Services & Contact Centre
- Secretariat Services



Sustainability & Asset Management

The Sustainability & Asset Management Department is responsible for managing the corporate sustainability agenda through effective facility management and automation, and municipal and community-based initiatives to reduce energy consumption, and greenhouse gas emissions. The department manages the City Asset Management Plan to ensure optimal lifecycle planning, as well as large capital projects for City facilities.

The department is comprised of two divisions:

- Sustainability (corporate and community sustainability initiatives)
- Facility Assets (Facility operations, security, accessibility, life cycle planning and large capital projects)





CORPORATE SERVICES CONSOLIDATED 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
Revenues									
LICENCES & PERMITS	\$1,807	\$1,617	\$1,946	\$1,965	\$19	1.0%	\$348	21.5%	
INCOME FROM INVESTMENTS	26	23	28	28	0	0.0%	5	19.8%	
FINES	3,056	3,493	3,248	3,396	148	4.6%	(97)	-2.8%	
USER FEES & SERVICE CHARGES	1,635	1,962	1,959	1,909	(50)	-2.6%	(52)	-2.7%	
RENTALS	229	224	236	237	1	0.4%	13	5.9%	
SALES	69	53	48	54	6	11.5%	0	0.6%	
RECOVERIES & CONTRIBUTIONS	168	272	599	642	43	7.2%	370	136.3%	
OTHER REVENUE	84	106	42	33	(9)	-21.5%	(73)	-68.8%	
SOLAR REVENUE	309	305	275	281	6	2.0%	(24)	-8.0%	
ELECTRIC VEHICLE CHARGING STATION	0	0	1	0	(1)	-100.0%	(0)	-100.0%	
Total Revenues	\$7,383	\$8,054	\$8,382	\$8,544	\$162	1.9%	\$490	6.1%	
Expenses									
SALARIES AND BENEFITS	\$19,584	\$20,512	\$21,061	\$21,677	\$616	2.9%	\$1,165	5.7%	
PRINTING & OFFICE SUPPLIES	86	143	122	123	1	1.1%	(20)	-14.2%	
PURCHASES FOR RESALE	48	72	79	72	(7)	-9.1%	(0)	-0.4%	
OPERATING MATERIALS & SUPPLIES	138	207	211	211	1	0.4%	4	2.1%	
UTILITIES	654	658	651	676	25	3.8%	18	2.7%	
COMMUNICATIONS	1,062	988	1,020	1,037	17	1.7%	49	5.0%	
TRAVEL EXPENSES	50	53	61	65	4	6.6%	12	21.7%	
TRAINING	72	74	153	147	(6)	-3.9%	74	100.0%	
CONTRACTS SERVICES AGREEMENT	3,112	3,229	3,035	3,181	146	4.8%	(48)	-1.5%	
MAINT. & REPAIR - TIME & MATERIAL	1,364	1,548	1,482	1,564	82	5.5%	16	1.0%	
RENTAL/LEASE	117	95	104	106	1	1.1%	11	11.2%	
PROFESSIONAL SERVICES	366	455	448	440	(8)	-1.8%	(16)	-3.4%	
LICENCES, PERMITS, FEES	128	147	136	140	5	3.3%	(6)	-4.2%	
CREDIT CARD SERVICE CHARGES	45	43	44	39	(5)	-11.5%	(4)	-10.4%	
PROMOTION & ADVERTISING	217	216	207	207	0	0.0%	(9)	-4.2%	
WRITE-OFFS	8	0	0	0	0	0.0%	0	0.0%	
KEY COMMUNICATION PROGRAMS	380	389	429	445	17	3.8%	57	14.6%	
TRANSFERS TO RESERVES	217	220	186	193	7	3.7%	(27)	-12.4%	
OTHER EXPENDITURES	0	0	0	0	0	0.0%	(0)	-100.0%	
Total Expenses	\$27,647	\$29,050	\$29,429	\$30,325	\$896	3.0%	\$1,275	4.4%	
Net Expenditures/(Revenues)	\$20,265	\$20,997	\$21,047	\$21,781	\$734	3.5%	\$784	3.7%	
Full Time Complement	151	163	179	186					

Major changes in 2020 Budget from the 2019 Budget:

Fines: Increase in parking fines offset by an increase in parking enforcement personnel.

User Fees & Service Charges: Decrease due to right-sizing of Finance fees based on historical volumes.

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), and new parking enforcement personnel which are offset with an increase in parking fines.

Contracts & Service Agreements: Increase due to higher software licenses contracts.

Maintenance & Repair – Time & Material: Increase due to higher hardware and software maintenance.

FINANCIAL SERVICES 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
USER FEES & SERVICE CHARGES	\$1,023	\$1,354	\$1,338	\$1,276	(\$62)	-4.6%	(\$77)	-5.7%
OTHER REVENUE	1	6	0	0	0	0.0%	(6)	-100.0%
Total Revenues	\$1,024	\$1,360	\$1,338	\$1,276	(\$62)	-4.6%	(\$84)	-6.1%
Expenses								
SALARIES AND BENEFITS	\$4,941	\$5,022	\$5,362	\$5,252	(\$110)	-2.1%	\$230	4.6%
PRINTING & OFFICE SUPPLIES	65	67	66	66	0	0.0%	(0)	-0.4%
OPERATING MATERIALS & SUPPLIES	(97)	(86)	(119)	(119)	0	0.0%	(33)	38.0%
COMMUNICATIONS	5	3	5	5	0	0.0%	2	58.4%
TRAVEL EXPENSES	4	6	3	3	0	0.0%	(2)	-37.8%
TRAINING	4	7	17	17	0	0.0%	10	140.8%
CONTRACTS SERVICES AGREEMENT	253	248	249	232	(18)	-7.2%	(17)	-6.7%
MAINT. & REPAIR - TIME & MATERIAL	1	0	3	3	0	0.0%	2	483.1%
RENTAL/LEASE	5	4	6	6	0	0.0%	2	39.7%
PROFESSIONAL SERVICES	95	81	119	119	0	0.0%	37	45.8%
LICENCES, PERMITS, FEES	83	87	94	94	0	0.0%	6	7.4%
CREDIT CARD SERVICE CHARGES	15	10	13	13	0	0.0%	3	31.5%
Total Expenses	\$5,373	\$5,450	\$5,818	\$5,690	(\$128)	-2.2%	\$240	4.4%
Net Expenditures/(Revenues)	\$4,349	\$4,090	\$4,479	\$4,414	(\$66)	-1.5%	\$324	7.9%
Full Time Complement	47	45	50	49				

Major changes in 2020 Budget from the 2019 Budget:

User Fee & Service Charges: Decrease due to rightsizing based on historical volumes.

Salaries and Benefits: Decrease due to transfer of 1 position to Corporate. Partially offset with collective agreements and cost of living adjustments (COLA).

FINANCIAL SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	To improve customer service and business process efficiencies through technology	Continue to promote ePropertyTax as the preferred method of Property Tax bill delivery, with the goal to increase enrollment from 14% to 16% in 2020 and to stabilize postage/ printing costs.
		Continue to promote and educate customers on paying property taxes at a bank or online through internet banking. In addition, Staff will investigate marketing tactics utilized by other corporations who promote online payments. 2020 target ≤5.0% Ongoing
		Monitor the results of the Digital Payment Initiative (discontinuation of cash acceptance for property taxes) and report findings to Council in Q3 2020.
		Present and obtain Council’s endorsement to fully transition to exclusive digital payment for property taxes. Q3 2020
		Complete customer service survey for the Capital database. Q1
		Implement an online scoring system for RFPs within the eProcurement system. Q1 Support the Cust. Experience Strategy Ongoing
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies	In partnership with ITS, procure an A/P automation and electronic staff expense reimbursement solution. Implementation 2021 Q2
		After the completion of the Cayenta software upgrade, Finance will pilot the EFT payment component within Cayenta for construction vendors to ensure Bill 142 compliance. 2020 Q2
		Finance and ITS to identify additional improvements to enhance the performance and functionality of the existing capital database. TBD
		Support the implementation of the Digital Markham technology roadmap and the Markham Centre Smart City initiative. Ongoing
1.3 Attract and retain the right talent, and invest in and empower our people to drive innovation and service excellence.	To improve Staff satisfaction	Based on the feedback received through the 2020 Staff Satisfaction Survey, Finance staff will identify the areas of improvement. Ongoing
		Support the recommendations of the City’s People Plan. Ongoing

Departmental Performance Measures in Support of Goal		2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
1	% of Finance applications available (in an HTML format) that are completed and submitted online	50.0%	71.0%	71.0%	71.0%	86.0%	100%	Ongoing
2	% of Finance HTML Applications Submitted online (uptake)	47.6%	46.6%	43.8%	40.5%	85.0%	85.0%	Ongoing
3	% of Integrated Finance Applications	7.1%	7.1%	7.1%	7.1%	21.0%	21.0%	Ongoing
4	% of Property Accounts enrolled in E-Billing	1.0%	3.7%	7.8%	11.3%	16.0%	20.0%	2022
5	% of Property Tax Payments made at Cash Counter	6.6%	6.5%	6.0%	5.6%	≤5.0%	≤5.0%	Ongoing
6	% of Procurement bid documents submitted online	43.3%	44.3%	91.0%	100%	100%	100%	Ongoing
7	% of Procurement bids meeting the established Project Process Workflow timelines	79.9%	75.3%	77.0%	78.0%	85.0%	85.0%	Ongoing
8	Average # A/P transaction processed per A/P FTE	9,660	9,949	9,983	10,773	11,500	14,500	2021
9	% of Invoices paid within 30 days	n/a	n/a	n/a	87.0%	100.0%	100.0%	2021
10	Overall customer satisfaction with Finance (annual divisional surveys)	71.8%	92.6%	95.2%	73.8%	80.0%	80.0%	Ongoing
11	Staff Satisfaction with the City of Markham	n/a	68.5%	n/a	77.1%	80.0%	80.0%	Ongoing
12	Staff Satisfaction (Engagement Drive Average)	n/a	68.8%	n/a	82.1%	80.0%	80.0%	Ongoing
13	Organizational Outcome Index from Staff satisfaction survey	n/a	66.2%	n/a	81.4%	80.0%	80.0%	Ongoing
14	Healthy Work Environment Index from Staff satisfaction survey	n/a	68.2%	n/a	77.2%	75.0%	75.0%	Ongoing
15	Staff Absenteeism (days)	4.2	1.9	2.6	4.0	≤8.4	≤8.4	Ongoing
16	Staff Turnover	6.1%	0.0%	2.0%	6.0%	≤7.5%	≤7.5%	Ongoing
17	Number of learning hours per regular full time employee	2.4	2.6	5.5	5.1	20.0	20.0	Ongoing

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Increasing Community Engagement	Support the City's Community Engagement Plan	
	Support the City's Affordable Housing and Home Ownership Goals	Work with Planning to develop financial incentive programs for affordable housing and purpose-built rentals. Report to Council by Q2
2.2 Ensuring Markham is Welcoming and Inclusive	Support the delivery of the City's arts, culture, recreation services	
2.3 Promoting Markham as the Best Place in Canada to Invest and Locate Knowledge-based Industries	Create an environment to attract new development	Provide support and financial advice on the development of the York University Markham campus. Ongoing
		Participate in the development of a strategy for Destination Markham. Ongoing

Departmental Performance Measures in Support of Goal		2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
18	% point differential between tax rate increase & CPI (December, Toronto All Items) A negative figure reflects a tax rate increase that is less than CPI.	0.23	0.44	1.26	1.00	=CPI	=CPI	Ongoing

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support the development of Sustainable and Integrated Growth Plans	<p>The corporation has implemented Development Charge financial incentives for large office buildings. Finance will partner with Planning to investigate further incentives (taxes, parks cash-in-lieu) with a report scheduled for Q2.</p> <p>Provide support and strategic advice on the Future Growth Area (e.g. North District). New ASDC(S) for the North District will be presented to Council for approval by Q4.</p> <p>Partner with Building Services to automate the development growth forecasting process for assessment revenue projections. Q1</p> <p>Support the implementation of the Rouge National Urban Park utilizing the new financial framework for revenue in lieu of property taxes. Ongoing</p>
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support the Business Continuity and Emergency Management Programs	Participate as required in the Emergency Management Exercise and Training. Ongoing
3.4 Protect and enhance our natural environment and built form.	To Increase Markham's Leadership role in the area of green procurement while promoting environmental leadership	<p>Support the Greenprint Strategy Ongoing</p> <p>Investigate way to transition Financial Services processes from paper based to paperless. Ongoing</p>

Departmental Performance Measures in Support of Goal		2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
19	Number of lost days due to injury	0	0	2	0	0	0	Ongoing

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
<p>4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.</p>	<p>Ensuring the financial integrity of the City</p>	<p>PCI compliance will be achieved with the implementation of the new POS software. Q4 2019</p> <p>Complete the replacement of the Point of Sale (POS) cashing system. Q4 2020</p> <p>Continue to pursue E3 opportunities Ongoing</p> <p>Investigate the potential of expanding the collection of MAT program to include shared economy (airbnb). Q2</p> <p>Finalize the establishment of the new Destination Marketing Organization (DMO) Corporation. Q1</p> <p>Develop a multi-year capital and operating budgets for the 2021 budget year. This action is dependent on the successful implementation of the development growth forecasting project. Q4</p> <p>Finalize the consolidated Financial Strategy to define the City's Financial Vision including key principles that will direct the development of future budgets and ensure the City long-term financial viability. Q3</p>
<p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.</p>	<p>Ensure adequate funding for City Assets</p>	<p>Partner with Environmental Services, Operations and ITS to implement the new Enterprise Asset Management software. Q2</p> <p>In partnership with the Corporate Asset Management Steering Team, ensure compliance with the Ontario regulation 588/17 (Asset Management Planning for Municipal Infrastructure) requirements for core assets by July 1, 2021. Q2</p>
<p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>	<p>Ensure the accountability of the Financial Services processes and polices</p>	<p>Continue to review and update Financial Services policies as required Ongoing</p> <p>Procurement Bylaw will be modernized to include, among other things, CETA/CFTA and Bill 142 requirements, among other things. Q2</p> <p>Implement a Community Benefit Charge and associated strategy as per Bill 108. Q3</p> <p>Indirectly support the Auditor General's audit of the Physical Infrastructure & Assets. Ongoing</p> <p>Support or indirectly support all audits identified by the Auditor General to take place in 2020.</p> <p>Indirectly support the recommendations of the Building and Development Review Process audit. Ongoing</p>

Departmental Performance Measures in Support of Goal		2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
20	Approved vs. prior year forecast of Lifecycle budget	88.4%	81.6%	82.7%	n/a	90.0%	90.0%	Ongoing
21	Average annual budget variance (%) of all closed capital projects to initial approved budget	21.0%	25.0%	20.0%	17%	<10.0%	<10.0%	Ongoing
22	Adequacy of funding in the reserve based on known inflows to sustain future rehabilitation and replacement requirements for the next 25 years	25 yrs.	25 yrs.	25 yrs.	25 yrs.	25 yrs.	25 yrs.	Ongoing
23	Average cost per A/P transaction processed	\$7.40	\$7.59	\$7.55	\$5.78	\$5.50	\$4.50	2022
24	% of invoices paid through P Card	37.0%	43.5%	46.0%	51.7%	60.0%	70.0%	2025
25	Annual P Card Charge Dollar Volume	\$4.1M	\$4.2M	\$7.4M	\$10.1M	\$12.M	\$15.0M	2025
26	Average # of bids per procurement call	5.7	6.1	5.7	5.5	6.0	6.0	Ongoing
27	Total Taxes Receivable less Allowance for Uncollectible as a % of Total Taxes Levied	4.7%	4.3%	3.9%	3.6%	>-5.0%	>-5.0%	Ongoing
28	Operating cost per property tax account	\$10.86	\$10.93	\$10.74	\$10.48	\$10.50	\$10.50	Ongoing
29	Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees	157.0%	136.6%	146.8%	146.6%	>-50.0%	>-50.0%	Ongoing
30	Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	49.6%	45.4%	29.8%	36.8%	>20.0%	>20.0%	Ongoing
31	Total Cash and Cash Equivalents as a % of Current Liabilities	107.0%	103.9%	65.1 %	114.2%	>5.0%	>5.0%	Ongoing
32	Debt Servicing Cost as a % of Total Operating Revenue	0.2%	0.3%	0.2%	0.2%	<5.0%	<5.0%	Ongoing
33	Asset Consumption Ratio	19.4%	19.9%	19.8%	20.2%	<50.0%	<50.0%	Ongoing
34	Operating Surplus Ratio	39.4%	17.6%	71.0%	45.4%	>=0%	>=0%	Ongoing
35	Properties with overdue tax levies as % of total properties	6.2%	6.3%	5.7%	5.8%	<10.0%	<10.0%	Ongoing
36	Net Cost per household to operate municipality	\$1,162	\$1,186	\$1,223	\$1,255	Within the Lowest 25% of GTA Municipalities		Ongoing
37	% of Letters of Credit processed within 5 days	92.1%	96.0%	95.7%	95.4%	95.0%	95.0%	Ongoing

FINANCIAL SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	To improve customer service and business process efficiencies through technology	In partnership with ITS, investigate and implement a replacement for the current operating budget database	2020/21
		Complete customer service survey for A/P Automation and Staff Expense Management.	2021
		Complete customer service survey for the POS Cash Management system.	2022
		Complete customer service survey for Letters of Credit.	2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies	In partnership with ITS, replacement of the current operating and capital databases / Mini ERP.	2021/22
1.3 Attract and retain the right talent, and invest in and empower our people to drive innovation and service excellence.	To improve Staff Satisfaction	Support the recommendation of the People Plan	2020-22

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.			
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.			
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Create an environment to attract new development	Complete the Development Charges Background Study and associated By-laws	2021/22
		Provide support and financial advice on the development of the York University Markham campus.	2021-22
		Participate in the development of a strategy for Destination Markham.	2021-22

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.			
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support the development of Sustainable and Integrated Growth Plans	Provide support and strategic advice on the Future Growth Area (e.g. North District)	2021-22
		Support the implementation of the Rouge National Urban Park utilizing the new financial framework for revenue in lieu of property taxes. Ongoing	2021-22
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support the Business Continuity and Emergency Management Programs	Participate as required in the Emergency Management Exercise and Training	2021-22
3.4 Protect and enhance our natural environment and built forms.	To Increase Markham's Leadership role in the area of green procurement while promoting environmental leadership	Transition all Financial Services processes from paper based to paperless	2022

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensuring the financial integrity of the City	Continue to pursue E3 opportunities Ongoing (All Staff)	2021-2023
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Ensure adequate funding for City Assets	In partnership with the Corporate Asset Management Steering Team, ensure compliance with the Ontario regulation 588/17 (Asset Management Planning for Municipal Infrastructure) requirements for all assets by July 1, 2023. Q2	2021-2023
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Ensure the accountability of the Financial Services processes and polices	Continue to review and update Financial Services policies as required	2021-2023
		Support or indirectly support all audits identified by the Auditor General to take place in 2021-23.	2021-2023

INFORMATION TECHNOLOGY SERVICES 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
Expenses								
SALARIES AND BENEFITS	\$4,401	\$4,461	\$4,758	\$4,920	\$162	3.4%	\$459	10.3%
PRINTING & OFFICE SUPPLIES	3	4	5	5	0	0.0%	2	44.1%
OPERATING MATERIALS & SUPPLIES	16	7	19	17	(2)	-9.1%	10	131.0%
COMMUNICATIONS	605	589	578	597	19	3.4%	9	1.5%
TRAVEL EXPENSES	10	5	10	5	(5)	-51.9%	0	0.0%
TRAINING	32	43	65	65	0	0.0%	22	49.5%
CONTRACTS SERVICES AGREEMENT	1,332	1,374	1,274	1,408	134	10.5%	34	2.5%
MAINT. & REPAIR - TIME & MATERIAL	876	1,006	989	1,052	62	6.3%	46	4.6%
RENTAL/LEASE	1	2	2	2	0	0.0%	1	42.1%
PROFESSIONAL SERVICES	54	146	111	111	0	0.0%	(35)	-24.3%
LICENCES, PERMITS, FEES	2	3	2	2	0	0.0%	(1)	-32.5%
Total Expenses	\$7,333	\$7,640	\$7,814	\$8,185	\$371	4.8%	\$544	7.1%
Net Expenditures/(Revenues)	\$7,333	\$7,640	\$7,814	\$8,185	\$371	4.8%	\$544	7.1%
Full Time Complement	32	34	36	37				

Major changes in 2020 Budget from the 2019 Budget:

Salaries and Benefits: Increase due to collective agreement, cost of living adjustments (COLA), and 1 new positions.

Contracts & Service Agreements: Increase due to higher software licenses contracts.

Maintenance & Repair – Time & Material: Increase due to higher hardware and software maintenance.

INFORMATION TECHNOLOGY SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Corporate Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	To enable the Business Units across the corporation to provide high quality services to their clients through robust and reliable information and communication technology solutions	Complete a formal customer satisfaction survey, identify action areas.
		Continue to implement items from Portal/Mobile App roadmap – to create additional services and forms and to expand and enhance the Portal and Mobile App experience.
		Complete the project to replace the CRM/ACR System - To track, route and manage citizen inquiries and requests to deliver improved service to customers
		Continue the process for replacing the CLASS System (Legends implementation) – To manage recreation programs and facilities registration, including on-line payment and POS
		Support the Customer Experience Strategy. Support the strategic action to leverage technology for direct two-way communication
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Implement optimized and innovative technology solutions that mitigate business risks and are cost effective	Undertake additional system application/hardware upgrade, replacement or implementation as identified. <ul style="list-style-type: none"> ▪ Project Dox upgrade ▪ Parking Ticketing System replacement and expansion ▪ MIMSY upgrade/replacement ▪ Road Occupancy Permit Mapping for Operations ▪ Library Digital Media Lab expansion ▪ Fire Dispatch hardware enhancements ▪ Grant Management System for Small Business Centre ▪ Recycle/Garbage Collection scheduling and information software
		Investigation and implementation of Staff Scheduling Software – To manage scheduling of shift/part time staff in Fire,

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Corporate Objective	Departmental Objective	Departmental Action
		Recreation and By-law Enforcement departments
		Implement upgrade of AMANDA application – To manage property/licensing/compliance
		Continue Enterprise Asset Management system implementation – For Life Cycle, Work Order, Facility and Capital Asset Management, including all underground and aboveground infrastructures.
		Electronic Plan Review System (ePlan) enhancements, including inspection module update and ePlan portal enhancements
		Implement Master Data Management System (MDM) – Master data warehouse to synchronize data from systems such as AMANDA, CRM, Enterprise Asset Management
		Investigate MS Office 365 solution – Implement pilot with selected users to determine feasibility
		Continue Digital Strategy Implementation – Implement recommendations of the digital strategy for the City within the yearly scope as defined in the Digital Strategy technology roadmap, including Mobile strategy.
		Implement the GIS strategic plan with focus on establishing an enterprise Data/GIS team, change management and service review and enhancement/automation
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	To foster an engaging and supportive work environment that enables staff excellence through enhanced collaboration and high performance	Based on the feedback received through the 2020 Staff Satisfaction Survey, ITS staff will identify and implement the areas for improvement
		Employee Intranet (Checkmark) enhancements, including expansion of collaboration tools
		Continue to support the recommendations of the corporate People Plan.

Departmental Performance Measures in support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
# of formal customer satisfaction surveys completed	1	1	0	1	1	1 a year	Ongoing
Overall satisfaction (satisfied and above) for formal survey(s) completed (%)	81% **	95%	n/a	91%	≥ 80%	≥ 80%	Ongoing
Average extremely/very satisfied for formal survey(s) completed (%)	n/a	66%	n/a	60%	≥ 35%	≥ 35%	Ongoing
# of informal satisfaction surveys completed	12	12	12	12	12	12	Ongoing
Average customer satisfaction % (satisfied/very satisfied) – informal surveys	93%	96%	92%	90%	≥ 75%	≥ 75%	Ongoing
Call abandonment at Service Desk	14%	11%	14%	13%	10%	10%	Ongoing
Average number of answered calls by Service Desk/month	850	771	929	820	n/a	n/a	Ongoing
Calls resolved on first contact at Service Desk	46%	47%	44%	40%	50%	50%	Ongoing
Incidents resolved within severity-based set targets	94%	94%	92%	94%	85%	85%	Ongoing
Administrative requests resolved within severity-based set targets	96%	97%	95%	96%	85%	85%	Ongoing
Staff absenteeism	4.2	4.6	4.9	5.9	<8.4	<8.4	Ongoing
Number of learning hours per regular full time employee	2.1	4.5	1.1	3.7	20	20	Ongoing
Staff satisfaction	n/a	83%	n/a	85%	≥ 80%	≥ 80%	Ongoing
Organizational Outcome Index from Staff satisfaction survey	n/a	81.8%	n/a	79.0%	≥ 80%	≥ 80%	Ongoing
Healthy Work Environment Index from Staff Satisfaction survey	n/a	76.6%	n/a	73.9%	≥ 75%	≥ 75%	Ongoing
Staff Turnover	2.9%	5.9%	5.9%	5.9%	≤ 7.5%	≤ 7.5%	Ongoing
Technology Changes implemented successfully (%)	97%	96%	98%	99%	90%	90%	Ongoing

** Results from alternate survey conducted in 2015 and may not be directly compared with standard surveys from previous or subsequent years.

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Corporate Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Enable and support Business Units with information and communication technology solutions that facilitate community engagement and services to diverse population	Continue to implement Corporate Content Management System (CMS) – Implement Meeting Room display/Audience Calendar system
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure City technology is compliant with accessibility standards	Support the update of the Diversity & Inclusion action plan to ensure the City's website remains AODA compliant.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Partner with internal and external parties to promote the economic development objectives through technology	Continue to develop and leverage external partnerships with York University, ventureLAB, Region of York and additional private sector organizations to promote the goals of the Digital Markham strategy

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Corporate Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.		
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Implement and maintain secured, efficient and reliable information technology infrastructure	Continue to enhance, test and refine the IT disaster recovery plan to support business continuity in case of a disaster
3.4 Protect and enhance natural environment and built form.		

Departmental Performance Measures in support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Number of lost days due to injury	0	0	0	0	0	0	Ongoing
Business continuity service achievement (%)	99.91%	99.99%	99.99%	99.99%	99.95%	99.95%	Ongoing

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Pursue responsible financial and resource management practices	Investigate an Accounts Payable Automation solution to deliver required functionality
		Continue to pursue E3 opportunities
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Maintain the life cycle of technology assets in line with corporate objectives and to ensure reliability and sustainability	Complete the replacement of additional Hardware Lifecycle items as identified <ul style="list-style-type: none"> ▪ Printer replacement ▪ 3M equipment replacement ▪ Telecom System replacement ▪ Network Switch replacement ▪ Server Hardware and SAN replacement ▪ Backup SAN replacement ▪ Wireless access point replacement
		Infrastructure System upgrades including: <ul style="list-style-type: none"> ▪ SQL 2008 server upgrade ▪ Windows 2008 server replacement ▪ Active Directory upgrade
		Mobile Device Management (EMM- Enterprise Mobility Management) – replacement or renegotiation of current contract
		Identity Management implementation – Centrally managed single sign-on for multiple systems and services
		C-Cure Replacement - replacement of current City-wide physical security access system
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Develop and implement methods to provide greater public access to government data and information	Continue the Open Data program – To make Selected City owned datasets available to the public; monitor usage; establish/enhance related processes and governance
		Continue to implement required changes to enhance the Cyber Security posture of the Information Technology infrastructure for the City of Markham.

INFORMATION TECHNOLOGY SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	To enable the Business Units across the corporation to provide high quality services to their clients through robust and reliable information and communication technology solutions	Complete a formal customer satisfaction survey, identify action areas.	2022
		Continue to implement items from Portal/Mobile App roadmap – to expand services and enhance the Portal and Mobile App experience.	2021
		Complete the process for replacing the CLASS System (Legends implementation) – To manage recreation programs and facilities registration, including on-line payment and POS	2021
		Support the Customer Experience Strategy.	2021-2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Implement optimized and innovative technology solutions that mitigate business risks and are cost effective.	Undertake additional system application/hardware upgrade, replacement or implementation as identified. <ul style="list-style-type: none"> ▪ Parking Ticketing System replacement and expansion (2021) ▪ Utility Billing Automation System (2021) ▪ Library Digital Media Lab expansion (2021-22) 	2021-2023
		Implementation of Staff Scheduling Software – To manage scheduling of shift/part time staff in Fire, Recreation and By-law Enforcement departments	2021
		Continue upgrade of AMANDA application – To manage property/licensing/compliance	2021
		Continue implementation of Master Data Management System (MDM) – Master data warehouse to	2021

		synchronize data from systems such as AMANDA, CRM, Enterprise Asset Management	
		Continue Digital Strategy Implementation – Implement recommendations of the digital strategy for the City within the yearly scope as defined in the Digital Strategy technology roadmap.	2021-2023
		Continue Enterprise Asset Management system implementation – For Life Cycle, Work Order, Facility and Capital Asset Management, including all underground and aboveground infrastructures.	2021
		Continue Electronic Plan Review System (ePlan) enhancements	2021
		Provide the necessary technology preparation and support for the 2022 municipal election.	2021-2022
		Continue to implement the GIS strategic plan with focus on process automation and data analytics	2021 - 2022
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	To foster an engaging and supportive work environment that enables staff excellence through enhanced collaboration and high performance	Based on the feedback received through the 2020 Staff Satisfaction Survey, ITS staff will implement the areas for improvement	2021
		Based on the feedback received through the 2022 Staff Satisfaction Survey, ITS staff will identify and implement the areas for improvement	2022-2023
		Continue to support the recommendations of the corporate People Plan.	2021-2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Enable and support Business Units with information and communication technology solutions that facilitate community engagement and services to diverse population		
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.			
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Partner with internal and external parties to promote the economic development objectives through technology	Continue to develop and leverage external partnerships with York University, ventureLAB, Region of York and additional private sector organizations to promote the goals of the Digital Markham strategy	2021-2023

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.			
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.			
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Implement and maintain secured, efficient and reliable information technology infrastructure	Continue to enhance, test and refine the IT disaster recovery plan to support business continuity in case of a disaster	2021-2023
3.4 Protect and enhance our natural environment and built form.			

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Pursue responsible financial and resource management practices	Investigate replacement of financial management system	2021
		Implement enhancements to the Capital Budgeting system for Finance Dept.	2021
		Continue to pursue E3 opportunities	2021-2023
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Maintain the life cycle of technology assets in line with corporate objectives and to ensure reliability and sustainability	Complete the replacement of additional Hardware Lifecycle items as identified <ul style="list-style-type: none"> ▪ Printer replacement (2021) ▪ Network Switch replacement (2021) ▪ Backup SAN replacement (2021) ▪ Wireless access point replacement (2021) 	2021-2023
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Develop and implement methods to provide greater public access to government data and information	Continue the Open Data program – To make Selected City owned datasets available to the public; monitor usage; establish/enhance related processes and governance	2021-2023
		Continue to implement required changes to enhance the Cyber Security posture of the Information Technology infrastructure for the City of Markham.	2021

LEGISLATIVE SERVICES AND COMMUNICATIONS 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
LICENCES & PERMITS	\$1,807	\$1,617	\$1,946	\$1,965	\$19	1.0%	\$348	21.5%
INCOME FROM INVESTMENTS	26	23	28	28	0	0.0%	5	19.8%
FINES	3,056	3,493	3,248	3,396	148	4.6%	(97)	-2.8%
USER FEES & SERVICE CHARGES	612	608	621	633	12	1.9%	25	4.1%
RENTALS	85	80	95	96	1	0.9%	16	20.2%
SALES	29	8	28	29	1	1.8%	20	249.5%
RECOVERIES & CONTRIBUTIONS	221	311	599	604	5	0.8%	293	94.1%
OTHER REVENUE	7	7	4	4	0	0.0%	(3)	-41.4%
Total Revenues	\$5,843	\$6,147	\$6,569	\$6,754	\$185	2.8%	\$607	9.9%
Expenses								
SALARIES AND BENEFITS	\$8,309	\$8,922	\$8,613	\$8,901	\$288	3.3%	(\$21)	-0.2%
PRINTING & OFFICE SUPPLIES	15	70	44	45	1	2.9%	(25)	-35.1%
PURCHASES FOR RESALE	48	72	79	72	(7)	-9.1%	(0)	-0.4%
OPERATING MATERIALS & SUPPLIES	124	184	199	216	17	8.3%	32	17.3%
COMMUNICATIONS	438	381	417	418	1	0.4%	37	9.7%
TRAVEL EXPENSES	24	29	24	33	9	39.2%	4	14.5%
TRAINING	29	11	46	40	(6)	-12.9%	30	284.5%
CONTRACTS SERVICES AGREEMENT	697	749	652	647	(5)	-0.7%	(102)	-13.6%
MAINT. & REPAIR - TIME & MATERIAL	36	25	35	35	0	0.0%	9	35.9%
RENTAL/LEASE	110	87	96	96	0	0.0%	9	10.9%
PROFESSIONAL SERVICES	216	223	218	210	(8)	-3.7%	(13)	-6.0%
LICENCES, PERMITS, FEES	34	48	31	33	1	3.8%	(15)	-32.0%
CREDIT CARD SERVICE CHARGES	30	33	30	25	(5)	-16.6%	(8)	-24.1%
PROMOTION & ADVERTISING	217	216	207	207	0	0.0%	(10)	-4.4%
KEY COMMUNICATION PROGRAMS	380	389	429	445	17	3.8%	57	14.6%
WRITE-OFFS	8	0	0	0	0	0.0%	0	0.0%
Total Expenses	\$10,715	\$11,439	\$11,121	\$11,424	\$303	2.7%	(\$15)	-0.1%
Net Expenditures/(Revenues)	\$4,872	\$5,292	\$4,552	\$4,670	\$118	2.6%	(\$622)	-11.8%
Full Time Complement	56	68	73	78				

Major changes in 2020 Budget from the 2019 Budget:

Fines: Increase mainly due to parking fines, offset by an increase in Parking Enforcement personnel.

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), 1 new position (Corporate Privacy & Records Analyst), and additional Parking Enforcement personnel, offset by an increase in parking fine revenue.

LEGISLATIVE SERVICES AND COMMUNICATIONS BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
<p>1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.</p>	<p>Provide excellent resident & business customer service.</p>	<p>Support the Customer Experience Strategy, Digital Strategy and People Plan & participate in the development & implementation of the standard protocol for creating a consistently welcoming environment at all City locations.</p>
		<p>Develop and communicate service delivery standards and Service Level Agreements (SLA) between Corporate Communications and external and internal clients.</p>
		<p>Undertake preliminary research on the development of a Corporate Language Translation Policy. This has been identified as a corporate priority as part of the 2020-2023 Strategic Plan and Corporate Communications will lead this initiative.</p>
		<p>Undertake customer surveys in the following areas; Internal survey of customers who use the print shop, YourVoiceMarkham – conduct a number of surveys on array of issues, Property Standards area (complaints received), Candidate Contribution Rebate Program and a survey of Members of Council and Senior Staff on the effectiveness and efficiencies of the City Council and Standing Committee meetings.</p>
		<p>Support the direct two-way communication for residents, staff and the community through e-News and expanding the scope of Your Voice Markham.</p>
<p>1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.</p>	<p>Leverage technology solutions to improve efficiencies.</p>	<p>Partner with ITS in the implementation of the CRM, facility booking systems, scheduling, and ticketing software implementations.</p>
		<p>Ongoing support of the Digital Markham project implementation including selected pilots and provision of communications support.</p>
		<p>Implement any recommendations resulting from the Auditor General audit of the City's Information Management practices.</p>
		<p>Implement eScribe agenda system for Advisory Committees (as appropriate).</p>

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
		Transition Markham Life magazine and other City publications from print to digital format. Corporate Communications is in Phase 3 of a digitization strategy for Markham Life, which includes surveying readership and advertisers, enhancing our current digital offerings, adding digital advertising opportunities, and enhanced editorial.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve staff satisfaction.	Detailed succession plan for future staffing needs & develop knowledge transfer strategies.
		Identify areas of improvement for implementation based on the feedback received through the 2020 Staff Satisfaction Survey.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Healthy workplace environment index (from staff survey)	N/A	66.2%	N/A	61.4%	75.0%	75.0%	Ongoing
Recognition rating (from staff survey)	N/A	59.5%	N/A	63.8%	N/A	65%	Ongoing
Staff satisfaction rating (from staff survey)	N/A	66.3%	N/A	62.6%	80.0%	80.0%	Ongoing
Average corporate learning hours per employee	4.0	4.4	4.2	2.9	20.0	20.0	Ongoing
Staff turnover rate	0.0%	7.2%	10.1%	7.2%	≤7.5%	≤7.5%	Ongoing
Average sick days (staff absenteeism)	5.0	7.9	9.4	9.7	≤8.4	≤8.4	Ongoing
Average overall customer satisfaction for formal survey(s) completed (%)	N/A	N/A	N/A	N/A	80.0%	80.0%	Ongoing
Percentage of customer call-backs (follow up on cases)	11%	17%	20%	20%	20%	25%	2021
Percentage of calls answered in the Contact Centre within 30 seconds (excluding switchboard)	68%	69%	70%	69%	70%	70%	Ongoing
Percentage of calls resolved on the first call	86%	86%	86%	86%	86%	86%	Ongoing
Number of pet licences issued (includes new licences & renewals)	3,281	4,675	6,627	6,780	10,000	13,000	2022
Number of freedom of information requests received	73	107	149	143	150	157	Ongoing
Number of freedom of information appeals received	2	1	2	0	0	0	Ongoing
Number of marriage licences issued	1,509	1,521	1478	1427	1500	1575	2021
Number of marriage licences returned due to error	N/A	5	N/A	64	0	0	Ongoing

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Expand the Corporate Community Engagement Toolkit.	Provide support & guidance to senior staff on implementation of the Corporate Community Engagement tools (ex. Bang the Table).
		Plan and assist in hosting all Community Recognition Night events as well as the Seniors' Hall of Fame 'gala'.
		Based on a review of the City's Ground Transportation options (UBER, Limos and Taxicabs), incorporate accessible requirements into a new legislative model.
		Provide support on the Neighbourhood Partnership strategy.
		Provide support on the Discover Markham initiative to raise awareness of Markham's past, diverse communities and events.
		Create a Special Events Strategy.
		Provide assistance with the planning of a major civic square with cultural amenities.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support Everyone Welcome Program.	Provide support on the Volunteer Program plans.
		Provide support on updating the diversity and inclusion action plan.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support Markham York University campus.	Support the development of the York University campus.
	Create Destination Markham Strategy.	Promote Markham's brand through research & related promotional strategies in support of the Destination Markham Strategy. Create opportunities to better communicate short messages on EIBs, 407 signs and social media regarding by-law related items.

Departmental Performance Measures in Support of Goal

	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Total number of bookings for the wedding chapel	257	287	258	265	278	292	Ongoing
Total number of bookings for the wedding room	205	211	202	214	224	235	Ongoing
Percentage of new Advisory Committee members that self-identify as being a member of diverse community*	52%	50%	51%	50%	55%	55%	Ongoing

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support the road safety program.	Establish Public Outreach and Awareness Programs
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Improve safety in communities.	Actively participate in the establishment of a Citywide Parking Strategy.
		Provide support on the affordable housing strategy.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Improve safety in communities.	Provide effective communications tools for residents about community emergencies & significant service issues through EOC. Corporate Communications continues to add new templates, EIB videos, social and print content to advise Markham residents on a variety of emergency scenarios.
		Participate in Emergency Management Exercise & Training, as required.
		Participate in the Business Continuity Plan Implementation - to minimize Legislative Services' disruptions in case of an emergency situation.
3.4 Protect and enhance natural environment and built form.	Support the Wildlife and Biodiversity Strategy.	Participate in a Wildlife and Biodiversity Strategy.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Number of lost days due to injury	0	0	0	0	0	0	Ongoing
Number of orders issued (includes zoning standards, by-law standards, & property standards)	1,545*	887	947	722	850**	900**	2021
Number of stationary business inspections	2,317	5,661	2,922	3,868	4,000	4,000	2020
Number of mobile business inspections	4,323	3,453	2,637	2,079	4,000	4,000	2020

*December Ice Storm increased numbers

**Projected numbers due to the introduction of new services fees to 10 additional by-laws.

GOAL 4 - Stewardship of Money & Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure efficient delivery of services.	Support the E3 Strategy Refresh by expanding the Administrative Monetary Penalty System (AMPS) to other Licensing & Animal Services By-Laws.
		Continue to review processes to increase revenues (non-property tax) & maintain or lower operating costs in a growing Markham.
		Continue to implement a Citywide Corporate Sponsorship Strategy. Target Goals (gross total, not increase) – Corporate & Facility Sponsorship (does not include Committee-led Event Sponsorships): <ul style="list-style-type: none"> ▪ 2020 – \$120,000 *2020 target based on securing an additional & new facility sponsorship (estimated at \$40,000) - for a total of three facility sponsorships.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop a Risk Management Strategy.	Assist with developing an Enterprise Risk Management program.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Support corporate objective to increase accountability & transparency.	Continue corporate-wide review & update of existing policies & procedures.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Average dollar per parking penalty notice	\$50.75	\$52.19	\$51.35	\$58.48	\$58.50	\$58.50	Ongoing
Number of parking penalty notices issued	54,382	52,748	45,095	50,976	51,000	53,000	2021
Number of parking penalty notices cancelled	2,704	1,986	1,688	1,450	1,350	1,200	2021
Dollar value of parking penalty notices cancelled	\$205,809	\$151,135	\$106,290	\$98,715	\$95,000	\$90,000	2021
Number of Code of Conduct complaints (requested with the Integrity Commissioner)	1	2	0	1 (still ongoing)	0	0	Ongoing
Number of closed meeting investigations	0	0	0	0	0	0	Ongoing
Target increase in non-tax revenue through facility advertising	N/A	N/A	\$35,000	\$159,750	\$175,725	\$193,000	Ongoing

LEGISLATIVE SERVICES AND COMMUNICATIONS BUSINESS LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Provide excellent Council & Committee administration.	Continue to provide enhanced communications support for Advisory Committees; As a result of the Advisory Board and Committees (ABC) review, continue to review the terms of reference for remaining ABCs and amend as necessary.	2021-2022
		Plan for the successful administration of the 2022 Municipal Election.	2021-2022
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology solutions to improve efficiencies.	Continued support of the development of multi-year technology roadmap by being involved in the Digital Markham project.	2021-2022
		Continued communications support of the multi-year technology roadmap, Digital Markham strategy	2021-2022
		Implement plan for transition of Markham Life magazine from print to digital format	2021-2022
		Continued expansion of Corporate E-Alerts resident & stakeholder database.	2021-2022
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Improve staff satisfaction.	Continue succession planning for future staffing needs.	2021-2022
		Undertake improvement projects arising from 2022 Staff Satisfaction survey.	2022

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Ensure an integrated approach to communications & marketing consistent with BMFT – Phase II & City’s Brand.	Implement the multi-year communications strategy based on BMFT direction & branding research.	2021
		Provide support on the Neighbourhood Partnership.	2021-2022
		Provide support on the Discover Markham with raising awareness.	2021
		Provide assistance with the plan for a major civic square with cultural amenities.	2021-2023
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure all services are fully accessible.	Ensure City website and web content is AODA compliant for Jan 1, 2021. Assist with refreshing the Diversity Action Plan.	2021-2022
		Provide support on the Volunteer Program plans.	2021-2023
		Provide support on updating the diversity and inclusion action plan.	2021-2023
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Support Markham York University campus.	Support the development of the York University campus.	2021-2022
	Create Destination Markham.	Confirm & promote Markham’s current brand through research & related promotional strategies in support of a Destination Markham Strategy.	2021-2022

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support the road safety program.	Establish Public Outreach and Awareness Programs	2021-2023
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Improve safety in communities.	Provide support on the affordable housing strategy.	2021-2023
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Improve safety in communities.	Business Continuity Plan Implementation - To minimize Legislative Services' disruptions in case of an emergency situation.	2021
		Provide effective communications tools for residents about community emergencies & significant service issues.	2021-2022
		Participate in emergency Management Exercise & Training, as required.	2021-2022
3.4 Protect and enhance our natural environment and built form.			

GOAL 4 - Stewardship of Money & Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure efficient delivery of services.	Implement the Corporate Sponsorship Strategy across departments where sponsorship opportunities are present.	2021-2022
		Target increase in non-tax revenue through corporate & facility sponsorship Target Goals (gross total, not increase) - Facility Advertising - 2021 - \$180,000 Note: 2021 target based on incremental revenue growth over the next 24 months. Facility advertising inventory will increase during period helping us keep pace with client demand (additional rinkboard ad kits & new digital signage assets).	2021-2022
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop a Risk Management Strategy.	Assist with developing an Enterprise Risk Management program.	2021-2022
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Support corporate objective to increase accountability & transparency.	Continue corporate-wide review & update of existing policies & procedures.	2021-2022

SUSTAINABILITY AND ASSET MANAGEMENT 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change
Revenues								
RENTALS	\$144	\$144	\$141	\$141	\$0	0.0%	(\$3)	-2.1%
SALES	40	45	20	25	5	25.0%	(20)	-44.5%
OTHER REVENUE	23	53	39	67	28	71.4%	14	26.1%
SOLAR REVENUE	309	305	275	281	6	2.0%	(24)	-8.0%
Total Revenues	\$516	\$547	\$475	\$513	\$38	8.1%	(\$33)	-6.1%
Expenses								
SALARIES AND BENEFITS	\$1,555	\$1,719	\$1,926	\$2,199	\$272	14.1%	\$480	27.9%
PRINTING & OFFICE SUPPLIES	3	3	4	4	0	0.0%	1	28.8%
OPERATING MATERIALS & SUPPLIES	95	102	112	98	(14)	-12.5%	(4)	-4.3%
UTILITIES	654	658	651	676	25	3.8%	18	2.7%
COMMUNICATIONS	13	15	18	15	(4)	-19.9%	0	1.1%
TRAVEL EXPENSES	5	8	8	8	0	0.0%	1	7.0%
TRAINING	5	11	22	22	0	0.0%	11	101.7%
CONTRACTS SERVICES AGREEMENT	839	867	868	903	35	4.1%	37	4.3%
MAINT. & REPAIR - TIME & MATERIAL	452	516	456	475	20	4.3%	(41)	-7.9%
RENTAL/LEASE	1	2	0	1	1	0.0%	(1)	-49.6%
PROFESSIONAL SERVICES	0	1	1	1	0	0.0%	(0)	-16.7%
LICENCES, PERMITS, FEES	9	8	6	9	3	56.6%	1	10.7%
CREDIT CARD SERVICE CHARGES	0	0	0	0	0	0.0%	0	0.0%
TRANSFERS TO/(FROM) RESERVES	217	220	186	193	7	3.7%	(27)	-12.4%
Total Expenses	\$3,847	\$4,131	\$4,260	\$4,606	\$346	8.1%	\$475	11.5%
Net Expenditures/(Revenues)	\$3,331	\$3,584	\$3,785	\$4,092	\$308	8.1%	\$509	14.2%
Full Time Complement	14	14	18	20				

Major changes in 2020 Budget from the 2019 Budget:

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), 1 new full time position, and 1 new contract position.

SUSTAINABILITY AND ASSET MANAGEMENT BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Support the development and implementation of the Customer Experience to improve customer satisfaction with a targeted goal 80+% satisfaction rating by 2020	Analyze results from previous surveys undertaken, and implement changes to improve services to achieve 80+% customer satisfaction. Conduct at least one customer service survey annually.
		Conduct a security survey in 2020.
		Continue to survey Kirkham Allotment Gardeners to improve service, evaluate and transition to a community garden.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support Digital Strategy implementation.	Support the implementation of the multi-year technology roadmap via Digital Strategy Action Item 5.4 – Smart City Buildings.
	Continue to embrace innovation and relevant technologies in delivery of service.	Support the implementation of the Enterprise GIS strategy and advancement of GIS technology to improve customer service, operational efficiency and make better informed business decisions.
		Participate in the Enterprise Asset Management (EAM) system implementation - For Life Cycle, Work Order, Facility and Capital Asset Management, including all underground and aboveground infrastructures.
		Support the Customer Resource Management (CRM) software project as needed. Providing the datasets for Streetlights, present and future capital projects etc
	Leverage “smart city” technologies to enhance and extend infrastructure lifecycle and improve efficiencies.	Support as needed Smart City Initiatives in Markham Centre.
	Continue to implement the recommendations of the Centralized Building Automation Systems Study	Use the Corporate BAS Design Specification to replace/retrofit BAS while continuing to optimize energy use and performance improvements for operators and building occupants with a target of \$72,000 in energy savings for 2020, which leads to achieving excellence through efficiency and effectiveness.

		<p>Pilot continuous commissioning and building analytics Q2. Planned to be implemented in 2020, pending ITS review and internal approvals.</p> <p>Based on the pilot, begin drafting a continuous commissioning and building analytics specification.</p>
<p>1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>Empower employees to continue to take risks to pursue innovation</p> <ul style="list-style-type: none"> ▪ Reduce barriers/bureaucracy ▪ Clarify roles, accountabilities (including for Centres of Expertise) and authorities 	<p>Continue to foster a collaborative and supportive team environment that enables staff to innovate and take risks.</p>
	<p>Implement "Corporate People Plan"</p>	<p>Support implementation of additional People Plan items.</p>
	<p>Increase staff satisfaction and engagement within the department</p>	<p>Based on the feedback received through the 2018 Staff Satisfaction Survey, Sustainability & Asset Management will focus on improving the following areas: [training satisfaction, employee involvement, workload manageability, impact of job on personal life.]</p> <p>Support any Corporate Staff Satisfaction priority improvements.</p>
	<p>Seek efficiencies and effectiveness in City wide maintenance contracts to achieve excellence.</p>	<p>In advance of contract end dates –develop and refine contract terms and requirements to improve and simplify management, user decision making and better manage costs based on current internal best practices.</p> <p>Continue to ensure all users are updated in contract changes and expectations as part of the Life Cycle training session.</p>

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Number of learning hours per regular full time employee	7.8	11.4	7.7	9.5	20.0	20.0	Ongoing
Staff Absenteeism (Average # of days per employee)	7.3	5.7	7.8	12.2	≤ 8.4	≤ 8.4	Ongoing
Staff Turnover	n/a	4.3%	5.3	5.3	≤ 7.5%	≤ 7.5%	Ongoing
Overall Customer Satisfaction	n/a	76%*	n/a	n/a	80%	80%	Ongoing
% of Work Orders (ACRs) Completed within 7 days	85.8%	89.42%	90.80%	91.59%	90 %	85.8%	Ongoing
Third party recognition for excellence	n/a	n/a	1	4**	1 award	1 award	Ongoing
Healthy Work Environment Index*	n/a	n/a	n/a	75.1%	>=75%	>=75%	Ongoing
Organizational Outcome Index from Staff satisfaction survey	n/a	81.3%	n/a	79.3%	90%	90%	2020

*2018 Canada's Greenest Employer, 2018 Energy Star Certified - Markham Civic Centre, Civic Centre: Living City Energy Efficiency Leadership Award (Silver), Energy Manager of the Year – Most Innovative Project

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Support the development and implementation of the Community Activation Framework	Continue to work with Corporate Communications Dept. to develop education and engagement for Greenprint programs, specially the Energy and Climate Priority and the MEP engagement materials for the public – refresh and relaunch a sustained #greenmarkham campaign
	Support inclusivity in our facilities Update the Diversity & Inclusion action Plan – accessibility & facilities	Support refreshment of the Diversity Action Plan (2010) by reviewing status of recommendations, develop broad engagement process and address gaps within the Plan Participate in the development of corporate diversity and inclusion statement.
		Complete construction of the universal change room project at Milliken Mills CC Q2 <ul style="list-style-type: none"> ▪ Complete construction of the Morgan Pool Revitalization Project, which will have a universal change room Q3-4
	Implement neighbourhood partnership strategy	Customize strategy to community neighbourhood action plans Create a “good neighbour” brochure
	Create special events strategy including standardizing requirements and streamline processes	Support Corp Comm strategy for events in the City Conduct Security Risk & Threat assessments
	Plan for a major civic square with cultural amenities	Provide input into determination of use parameters, staffing, logistical requirements
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		Participate in the development of the Destination Markham Strategy.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Investigate the creation of a development corporation to manage development and infrastructure in targeted growth areas	Support the development of the York University campus.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Awareness - We will improve community Greenprint/general sustainability awareness. Aim to increase awareness by 5% annually.	1429	1562	500*	500	1605	1800	2023
Education - We will improve community sustainability education. Measured by event participation, Enviro-Pac sign-outs. Etc. Aim to increase education by 5% annually	1198	1482**	546*	600	1260	1460	2023
Engagement - Number of Sustainability volunteers.	4	7	5	40	575	665	2023
Engagement - Sustainability volunteer accumulated hours	27	56	30	200			
Engagement - Sustainability Program participation	75	n/a	341	300			

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Support Implementation of Active Master Plan	Participate in the implementation of the Master Transportation Plan recommendations.
	Provide incentives for growth within areas where appropriate infrastructure already in place	Evaluate incentives for enhanced sustainability in the growth areas
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Managing Growth Impact on Service Delivery – provide input and review resources requirements to support future growth	Participate in Sustainable and Integrated Growth Management Projects, as required to ensure that best practice climate change adaptations are addressed in all Secondary Plans
		Work with FUA Stakeholders to identify actions to be implemented from the energy modelling exercise, supporting the objectives in the Municipal Energy Plan
	Develop policy / approval process to ensure net zero- ready sustainable development in support of the Municipal Energy Plan	Establish with Development Services the sustainability checklist and a process to develop Community Energy Plans based on the lesson's learned from the FUA pilot and the planning process Lead the collaboration with Mattamy and Enwave to establish a net zero community in Markham, ensure the City's risks are minimized and benefits are maximized Prepare community energy plans for new community areas
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety	Support the development of a comprehensive and integrated enterprise risk management program encompassing Business Continuity and Emergency Management	Support the implementation and promotion of this objective where appropriate and ensure S&AM plan is reviewed once a year and the team is aware of the BCP and our own department needs as well as the Corporation's needs. Review and update our BCP by Q3
		Understand 8100 and Civic Center Business Continuity expectations and develop plans to fulfill

		Participate in Emergency Management Exercise and Training, as required.
	Lead implementation of our Security Improvement Plan	Continue to implement recommendations from the security review and ensure appropriate security programs and resources are in place to provide improved corporate security needs across the City.
		Continue to improve scope and reach requirements of the security systems and ensure that policies continue to comply with the relevant privacy legislation.
		Continue staff training of the security emergency response procedures and response guide.
		Roll out a communication plan that begins to develop a culture of security 'see something, say something' Q4 2020
3.4 Protect and enhance natural environment and built form.	Continue to lead Markham's support for the establishment of Rouge National Urban Park, help leverage RNUP where possible.	Act as liaison with Parks Canada, report to Council on developments and seek decisions where necessary. Facilitate the transfer of the City's lands in the RNUP Study Area to Parks Canada.
	Create the Markham Centre Rouge River trail system	Support Recreation Dept. partnership opportunities for programming in the Rouge National Urban Park
	Increase our tree canopy to mitigate climate change	Support Operations and Development Services as necessary
3.5 Protect and enhance natural environment and built form.	Continue to implement Markham's Corporate Energy Management Plan to reduce energy risk via conservation, efficiency and investment in renewable energy.	<p>Implement operational and capital projects as per 2019 Corporate Energy Management Plan.</p> <p>Lead the Corporate Energy Team to continuously improve corporate energy performance, monitoring and reporting to meet the budgeted annual utility rate and volumes.</p> <p>Enable the new Energy Analyst position to achieve savings of \$40,000/yr starting in 2021</p> <p>Design and implement Angus Glen CHP by Q1 2020 to achieve an estimated \$270,000 per year net cost savings</p> <p>Continue to support the Electric Vehicle Workplace Pilot Project with Alectra and the IESO.</p>
	Continue to implement and report back on the results for the Municipal Energy Plan.	<p>Continue to seek funding to support MEP implementation project</p> <p>Develop an ambitious community retrofit program for Markham homes to help the community contribute to net zero 2050.</p>

		<p>Continue to follow and educate staff about the IESO's 2025 electricity demand shortfall of 150MW to prepare for additional infrastructure and solutions to reduce shortfall</p> <p>Report back to Council on the results of implementing the MEP</p>
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Departmental Performance Measures in Support of Goal 2015 2016 2017 2018 2020 Target Long-term Target LT Target Year

# of days lost due to injury	24	3	0	0	0	0	Ongoing
Municipal Operations GHG Emissions per capita	36.4	34.2	34.0	34.0	33.0	32.3 (5%)	2022

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure efficient delivery of Services	Continually pursue cost reduction and revenue improvement opportunities, develop robust business case with risk assessment as necessary.
	Continue to seek and manage external funding sources to support ongoing projects	Partner with key stakeholders (i.e. local utility companies) to seek funding opportunities and support pilot projects focussed on the objective of net zero emissions by 2050.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop Asset Management Plans for city own assets that considers accountability, risk of ownership, and fiscally prudent	Support the development of Markham's Asset Management Plan as required by AG and Provincial regulation O Reg.588/17 Phase 1 due by July 2021. Provide annual progress reports to Council beginning Q2 2020
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
% capital projects that adheres to Financial Policies	88%	69%	71%	78.%	85%	85%	Ongoing
Energy Savings	\$118,000	\$280,000	\$135,000	\$291,000	\$100,000	\$150,000	2024
Solar Energy Revenues (2016 & 2017 includes Solar lease of \$80,250)	\$238,000	\$300,970	\$294,285	\$290,743	\$275,000	\$275,000	2024

SUSTAINABILITY AND ASSET MANAGEMENT LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Corporate Objective	Departmental	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align to City-wide Customer Experience Strategy and provide satisfied customer service for internal and external clients	Complete customer surveys, ensure follow up and improvements are made. Targeting Civic Centre, 8100 and Miller Occupants and complete by Q2.	2021
		Support Customer Experience Strategy actions, as required.	2021-2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Continue to implement the recommendations of the Centralized Building Automation Systems Study	Implement the Building Automation System Strategy while continuing to optimize energy use and performance improvements for operators and building occupants.	2021-2023
		Adhere to the Corporate BAS Design Specification with native BACnet web-based BAS, and 1 of the 2 approved BAS vendors when replacing or retrofitting BAS.	
	Support Digital Markham roadmap	Implement Asset Management Software.	2021-2023
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Continue to champion the development of a culture of sustainability for City Staff	Develop new initiatives that promote and celebrate Staff Sustainability achievements.	Ongoing
	Implement "Corporate People Plan"	Support actions required under the People Plan.	2020-2022
	Increase staff satisfaction and engagement within the department	Participate in corporate staff satisfaction survey and identify and implement improvement opportunities.	2021 - 2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.		Support the development of the York University campus.	2021-2023
1.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.			
1.3 Build Markham as the best place to live, invest, work, and experience rich diversity.			

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Managing Growth Impact on Service Delivery – provide input and review resources requirements to support future growth	Participate in Sustainable and Integrated Growth Management Projects, as required	2021-2023
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Lead development mitigation plans for our corporate infrastructure to respond to climate change and other risks	Continue working with Planning and Engineering to ensure best practice climate change adaptations are addressed in the Future Urban Area and in other Secondary Plans across Markham.	2021-2023
		Obtain LEED or BOMA certification - for Civic Centre.	
		Research and development of long term facility resilience plan.	
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Support development of mitigation plans for our corporate infrastructure to respond to climate change and other risks	Work to include climate change adaptations and mitigation in major corporate strategies and plans	2021
	Develop and maintain a Business Continuity Plan that identifies essential services and resources	Participate in Emergency Management Exercise and Training, as required	2021-2023
3.4 Protect and enhance our natural environment and built form.	Continue to lead Markham's support for the establishment of Rouge National Urban Park, help leverage RNUP where possible.	Act as liaison with Parks Canada, report to Council on developments and seek decisions where necessary	2021-2023
	Continue to implement Markham's Corporate Energy Management Plan to reduce energy risk via conservation, efficiency and investment in renewable energy.	Implement operational and capital projects as per the Corporate Energy Management Plan.	2021-2023
		Develop Net Zero Plan for the City facilities Support Fleet Net Zero Plan	
		Lead the Corporate Energy Team to continuously improve	2021-2023

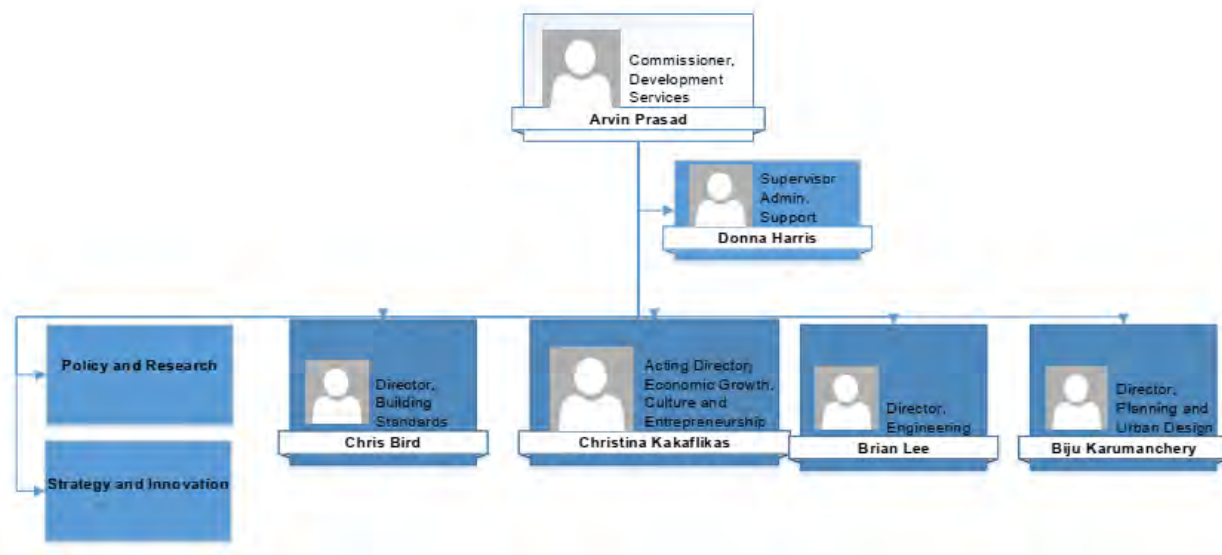
	Implement the Municipal Energy Plan to achieve net zero 2050	corporate energy performance, monitoring and reporting to meet the budgeted annual utility rate and volumes.	
		Support the development of the Community Energy Plan for the Future Urban Area	2021-2023
		Coordinate Markham's role in addressing the 2023 forecasted 150MW electricity demand shortfall.	2021-2023
	Develop a sustainable community retrofit program to launch in 2021	As part of the Municipal Energy Plan begin our next holistic community retrofit project, ensure adequate funding is secured.	2021-2023
	Support the partnership with Operations, Parks Development and Planning & Policy to establish Markham as the leading pollinator friendly City in North America	Work with partners to ensure implementation of recommended actions from the Pollinator Strategy.	2021-2023
	Support existing and new community gardens as needed	Support fundraising efforts for the Legacy Organic Garden.	2021-2023
	Participate in the Corporate Energy Team and support Energy reduction programs throughout the City	Implement the updated Corporate Energy Management Plan.	2021-2023
	Develop a sustainable community retrofit program to launch in 2021	Continue to find synergies and build on the TRCA's SNAP initiative across Markham in collaboration with internal departments	

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Complete multi-year budget and identify E3 opportunities	Support E3 Strategy.	2021-2023
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop Asset Management Plans for city own assets that considers accountability, risk of ownership, and fiscally prudent	Continue implementation of Corporate Asset Management Strategy and ensure alignment by departments corporately.	2021-2023
		Support implementation of facility-related, recommendations from audits conducted by the Auditor General.	2021-2023
		2021 AMP Council Approval	2021 Q2
		Performance Monitoring and Reporting Matrix Developed	2021 Q2
		2023 AMP Council Approval – All Assets	2023 Q2
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			

DEVELOPMENT SERVICES



Commission Mission Statement and Overview

To create a vibrant and healthy city that enables our diverse communities to thrive.

The Commission works with our partners to create and deliver livable and healthy communities in the City of Markham. The Commission is responsible for making significant contributions to city-building in Markham by promoting and facilitating economic growth, managing cultural assets, educating and assisting entrepreneurs, creating and implementing policies, regulations, and guidelines, and managing the development process to ensure that the City is healthy, aesthetically pleasing, safe and environmentally sensitive in its urban form. Our goal is to continue managing growth in a manner that will promote an attractive, ecologically sustainable community in which to live, work, invest and play. Our Commission is responsible for continuing to place Markham as a prosperous urban centre in a global context, and ensuring that great development, excellent cultural facilities and a vibrant business community are recognized as strengths of the City.

Our work aligns to and supports the four goals of the City's Strategic Plan, Building Markham's Future Together four goals (Exceptional Services by Exceptional People; Engaged, Diverse, Thriving and Vibrant City; Safe, Sustainable and Complete Community; and Stewardship of Money and Resources).

The following Business Units are included under Development Services Commission:

- Building Standards
- Engineering
- Planning & Urban Design
- Economic Growth, Culture and Entrepreneurship
- Strategy & Innovation

Currently, there are 204 full-time employees who are responsible for the day-to-day operations of the five departments.

Building Standards

The mission of the Building Standards Department 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 building failures and effect reasonable compliance with building regulations. To that end, Building Standards has fully implemented a digital permitting system called ePlan that provides complete end to end processing, payment and issuance of building permits including the scheduling and administration of inspections.

The Building Standards Department issues building permits and conducts building inspections for all new or renovated buildings within Markham's borders and is responsible for the administration and enforcement of all aspects of the Ontario Building Code including fire and life safety systems, accessibility structural systems, mechanical, plumbing and electrical systems, energy efficiency and fire protection systems. Through Department process they also ensure buildings and land use complies with other applicable laws including the City's zoning by-laws.

Engineering

The Engineering Department ensures development and community infrastructure are planned and built to high standards with an emphasis on safety and long term sustainability. This department carries out its major functions through the following sections:

- Development & Environmental Engineering
- Municipal Inspections, Capital Contract Administration & Quality Control
- Infrastructure and Capital Works
- Transportation

Development & Environmental Engineering

The Development and Environmental Engineering section is responsible for review and approval of a variety of development applications from an engineering perspective, and also for managing environmental cleanup, and water resources engineering studies related to land development. These projects include:

- Planning Act applications: Official Plan Amendments, Secondary Plan, Plan of Subdivision, Site Plan Control, Minor Variance, etc.
- Subwatershed studies, Stormwater management and water resources studies
- Municipal servicing design review and approval

Municipal Inspections

This section ensures that all municipal infrastructure related to land development are constructed in accordance with the City's standards and best practices. They also administer the Planning Act agreements between the City and landowners to ensure the various obligations are fulfilled as part of land development.

This section also manages a number of infill development, reviews grading design and manages contracts for the installation of service connections to redevelopment of existing lots.

Infrastructure and Capital Works

This section is responsible for major infrastructure and capital works undertaken by the City. Most of these projects consist of roads construction, bridge structures, sidewalks and trails, streetlights, intersection improvements, erosion control, and installation of certain municipal services. The section plans and project manages consultants for the detailed design for these projects. The construction is usually undertaken by a general contractor which is hired through the City's procurement process.

This section also coordinates a number of environmental assessment studies and capital projects that are undertaken by other levels of government, e.g. Regional Environmental Assessment, Metrolinx network improvements.

This section also provides a contract administration function for the Infrastructure and Capital Works section and provide services to implement capital projects such as preparation of tenders, tender evaluation, monitoring of construction progress, inspection, payment, and acceptance.

Transportation

The Transportation section is made up of two groups: Traffic Engineering and Transportation Planning. Traffic Engineering is responsible for the day to day issues with operating the City's road network, such as operations and maintenance of traffic signals, investigating traffic complaints, speed issues, conducting traffic survey and safety studies as well as traffic engineering capital improvement such as new signalized intersections. The Transportation Planning section reviews and approves transportation studies, reviews and recommends policies, and is also involved in review of planning applications.

Planning & Urban Design

The Planning & Urban Design Department works to create the built form in the community and sustain its quality of life. We plan for future generations and guide and direct the implementation of the community's vision and values on a day to day basis. This Department's primary focus is contributing to city building through managing growth and ensuring the development of safe and sustainable communities. The Department creates civic pride through excellence in community planning and sustainable development. The Department participates in community outreach including liaison with the public and external agencies and organizations. The Department carries out its major functions through three primary sections:

- Policy & Research
- Development Control
- Urban Design

Policy & Research

Policy & Research activities relate to long range planning primarily associated with developing and updating the City's Official Plan and secondary plans. Other areas of focus include planning for affordable housing, protection of the natural environment and implementing provincial and regional land use policy. The section is also responsible for data analysis including population and employment forecasts.

Development Control

The Development Control section's activities relate to development review through evaluation and processing of development applications including Official Plan and Zoning Amendments, site plans, subdivision and condominium proposals and applications to the Committee of Adjustment. As part of application processing, this Division carries out extensive liaison with both internal and external departments and agencies, stakeholder groups and the general public, the development community, and City politicians. This division is also responsible for the preservation of the City's heritage resources.

Urban Design

The Urban Design section is divided into two separate groups: the Design group and the Parks Development group. The Design group's activities relate to working in coordination with the Development Control division and other City departments to achieve excellence in urban design, public realm and built form. This group also champions the City's sustainability goals in the development context.

The Parks Development group within Urban Design is responsible for the design, consultation, and construction of all new City parks and also takes the lead in major park renovations. The division's goal is excellence in parks design and timely construction having regard for assigned budgets.

Economic Growth, Culture and Entrepreneurship

The Economic Growth, Culture and Entrepreneurship Department provides vision and leadership for the City's economic strategy and investment attraction programs, and its cultural institutions, strategies and activities to address the growing requirements of a diverse, multi-cultural municipality.

The department fosters economic prosperity for the City and its residents by aggressively marketing Markham to attract, retain, and grow innovative companies and skilled talent.

Markham's resilient economy and business success is accomplished through the motivated staff, timely and insightful research, strategic partnerships, 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
- Innovation and commercialization services
- Industrial and office real estate research
- Start-up assistance programs
- Funding and training programs

The department is responsible for the programming and operation of the Flato Markham Theatre, the Markham Museum and the Varley Art Gallery. The department advances Markham's rich and diverse cultural capacity through the implementation of the Markham Culture Plan and Public Art Master Plan.

Strategy and Innovation

This Division is within the Commissioner's office and is responsible for developing and implementing strategies resulting in innovative and effective approaches for the Commission. The Division manages implementation of the Commission's Strategic Plan, facilitates commission-wide issues to build consensus and complete projects, and coordinates and improves internal business processes such as budgeting, business planning, as well as process improvements and project management.

DEVELOPMENT SERVICES CONSOLIDATED (EXCLUDING BUILDING, PLANNING & DESIGN AND ENGINEERING) 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
GRANTS AND SUBSIDIES	\$618	\$523	\$367	\$367	\$0	0.0%	(\$156)	-29.8%
LICENCES & PERMITS	6	5	6	6	0	0.0%	1	18.9%
USER FEES & SERVICE CHARGES	3,011	3,187	3,311	3,378	67	2.0%	192	6.0%
RENTALS	436	399	429	429	0	0.0%	30	7.5%
SALES	162	183	144	144	0	0.0%	(39)	-21.5%
RECOVERIES & CONTRIBUTIONS	71	68	85	85	0	0.0%	17	25.5%
OTHER REVENUE	92	98	94	94	0	0.0%	(4)	-4.5%
Total Revenues	\$4,395	\$4,463	\$4,437	\$4,504	\$67	1.5%	\$41	0.9%
Expenses								
SALARIES AND BENEFITS	\$6,470	\$6,772	\$6,529	\$6,665	\$135	2.1%	(\$107)	-1.6%
PRINTING & OFFICE SUPPLIES	71	74	90	90	0	0.0%	16	21.5%
PURCHASES FOR RESALE	64	62	56	55	(1)	-1.8%	(7)	-10.9%
OPERATING MATERIALS & SUPPLIES	191	224	239	237	(2)	-0.8%	14	6.2%
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	(0)	-100.0%
SMALL EQUIPMENT SUPPLIES	0	1	2	0	(1)	-80.0%	(1)	-73.2%
UTILITIES	299	370	300	382	81	27.0%	11	3.1%
COMMUNICATIONS	29	23	39	39	0	1.0%	16	67.8%
TRAVEL EXPENSES	84	102	97	97	0	0.0%	(5)	-4.4%
TRAINING	13	14	26	25	(2)	-5.8%	10	69.8%
CONTRACTS SERVICES AGREEMENT	831	797	835	800	(34)	-4.1%	4	0.5%
MAINT. & REPAIR - TIME & MATERIAL	156	174	150	162	12	7.9%	(12)	-7.2%
RENTAL/LEASE	43	41	48	48	0	0.0%	6	15.4%
PROFESSIONAL SERVICES	1,769	1,769	1,673	1,663	(10)	-0.6%	(106)	-6.0%
LICENCES, PERMITS, FEES	114	93	74	74	1	0.9%	(18)	-19.7%
CREDIT CARD SERVICE CHARGES	10	16	8	8	0	0.0%	(9)	-53.3%
PROMOTION & ADVERTISING	923	897	781	776	(5)	-0.6%	(121)	-13.5%
OTHER PURCHASED SERVICES	12	9	10	10	0	0.0%	2	19.0%
TRANSFERS TO RESERVES	48	47	35	35	0	0.0%	(12)	-25.4%
OTHER EXPENDITURES	0	0	0	0	0	0.0%	(0)	-100.0%
Total Expenses	\$11,127	\$11,487	\$10,992	\$11,167	\$175	1.6%	(\$320)	-2.8%
Net Expenditures/(Revenues)	\$6,732	\$7,023	\$6,555	\$6,663	\$108	1.6%	(\$360)	-5.1%
Full Time Complement	37	39	43	44				

Major changes in 2020 Budget from the 2019 Budget:

User Fees & Service Charges: Increase due to annual CPI increase to user fees.

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), and 1 new position in Culture and Economic Development.

BUILDING STANDARDS 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./Decr.	% Change	\$ Incr./Decr.	% Change
Revenues								
LICENCES & PERMITS	\$11,791	\$6,185	\$7,920	\$7,070	(\$850)	-10.7%	\$886	14.3%
USER FEES & SERVICE CHARGES	108	97	30	70	40	132.3%	(27)	-27.6%
OTHER REVENUE	(9)	0	0	0	0	0.0%	0	0.0%
Total Revenues	\$11,891	\$6,282	\$7,950	\$7,140	(\$810)	-10.2%	\$859	13.7%
Expenses								
SALARIES AND BENEFITS	\$5,560	\$5,777	\$6,229	\$6,285	\$56	0.9%	\$508	8.8%
PRINTING & OFFICE SUPPLIES	48	30	51	51	0	0.0%	21	68.7%
OPERATING MATERIALS & SUPPLIES	15	9	20	20	0	0.0%	11	120.0%
COMMUNICATIONS	11	7	31	31	0	0.0%	24	352.5%
TRAVEL EXPENSES	9	6	6	6	0	0.0%	(0)	-6.1%
TRAINING	22	25	34	34	0	0.0%	9	35.5%
CONTRACTS SERVICES AGREEMENT	2,743	2,862	2,862	3,008	147	5.1%	147	5.1%
PROFESSIONAL SERVICES	3	0	9	9	0	0.0%	9	0.0%
LICENCES, PERMITS, FEES	26	29	28	28	0	0.0%	(1)	-5.1%
CREDIT CARD SERVICE CHARGES	52	43	58	58	0	0.0%	14	33.1%
PROMOTION & ADVERTISING	0	1	6	6	0	0.0%	5	508.8%
Total Expenses	\$8,488	\$8,790	\$9,332	\$9,535	\$203	2.2%	\$745	8.5%
Net Expenditures/(Revenues)	(\$3,403)	\$2,508	\$1,382	\$2,394	\$1,013	73.3%	(\$114)	-4.5%
TRANSFERS TO/(DRAW FROM) RESERVES	\$3,403	(\$2,508)	(\$1,382)	(\$2,394)	(\$1,013)	73.3%	\$114	-4.5%
Full Time Complement	49	51	54	54				

Major changes in 2020 Budget from the 2019 Budget:

Licences & Permits: Decrease due to projected reduction in permit activities.

Salaries and Benefits: Increase due to collective agreements and cost of living adjustments (COLA).

Contracts Services Agreement: Increase due to the annual adjustment of support costs charged from the City to the department.

Transfers to/(draw from) Reserves: Represents a draw from the Reserve to balance the budget shortfall.

BUILDING STANDARDS BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholder's value and need to inform municipal leadership and continuously improve our services.	ePlan implementation review & evaluation	Undertake customer satisfaction survey and evaluate results. Improve and update processes & procedures accordingly Create dashboard of metrics to report and track overall impact of ePlan and electronic services offered by the department
	Address issues and concerns from Council, residents and businesses in particular relating to infill development	Improve efficiencies in the review, administration and enforcement of infill developments and engage other departments where necessary
	Support & implement process improvements recommended by KPMG	Engage in process improvements throughout Commission to support efficiencies in all development applications
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	AMANDA 7 upgrade implementation	Support the migration & testing of AMANDA 7 in Building Standards. Update merge documents and reports required to migrate our current services to the AMANDA 7 platform
	Inspection Module	Research viable solutions to accommodate a complete paperless inspections process, including submission of General Review Reports from consultants
	CRM & POS replacement	SME with the Building Standards portion services to be migrated to the new CRM and POS systems
	Web site update	Manage and improve website content and seek to improve navigation and user experience, in particular raising the prominence of 'on-line services' option
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support HR's THRIVE@theCITY, new employee onboard training, succession planning and Leadership training	Identify staff knowledge and experience gaps, technical qualifications and training needs. Increase technical training related to building code amendments and in particular Alternative Solutions
		Attend OBOA & LMCBO conferences and network with our municipal partners with the goal of consistency
		Provide Project Management training for Directors, Senior Managers and Managers as identified in the Development Services Strategic Plan

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Services provided within timeframe	95%	65%	59%	70%	75%	>80%	2021
Median processing time in working days for housing (MPMP)	13	11	15	13	10	10	2020
Median processing time in working days for small buildings (MPMP)	19	16	15	13	15	15	2020
Median processing time in working days for large buildings (MPMP)	19	16	15	15	20	20	2020
Median processing time in working days for complex buildings (MPMP)	22	18	18	13	30	30	2020
Percentage of applications filed as complete (MPMP)	80%	74%	89%	70%	>80%	>80%	2020
Permits applied for in calendar year that are issued in six month or less	76%	51%	73%	86%	>80%	>80%	2020
Annual job specific and technical training hours per full-time employee	23	57.9	20	24	28	35	2021
Lost days due to workplace injury	0	0	0	0	0	0	2020
Annual hours of health and safety training per inspector	23	29	8	19	>6	>6	2020
Average corporate training hours per full-time employee	2.5	1.2	2.1	1.8	3	4	2022
Average number of sick days per full-time employee	7.6	7.7	11.7	4.9	5	5	2021
% Staff turnover rate	7.4%	1.9%	1.9%	11.1%	4	4	2021

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.		
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Public Education (including internal departments) regarding corporate construction projects, temporary event structures and the requirements for permits	Assist internal city departments in understanding the requirements of permits for temporary events structures.
		Standardize internal process and guides for Temporary Event Structures.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Implement consolidated Zoning By-law	Support the public in understanding and navigating the new zoning by-laws.
		Assess the needs of the public in understanding the new by-law, and adapt the zoning search process to address those needs.
	Review of the Conditional Permit Program	Review current conditional permit process. Update Standard Practice and assess risk associated with the issuance of conditional permits.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Conditional permit agreement compliance rates	0%	0%	0%	0%	40%	60%	2023
Conditional permits issued as a percentage of permits requiring site plan approval	100%	100%	100%	100%	<40%	<40%	2023
Average days to determination for ICI alteration permits	28	17	19	13	10	10	2020

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Develop consistent policy & procedure for the processing of applications for transit stations	Meet with City of Vaughan Building Standards to develop points of consistency for transit stations
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Second suite process and encourage second suites and purpose built	Finalize internal Standard Practice detailing code provisions for second suite conversions of existing dwelling units including a public facing guide for conversions and purpose built
	Infill Housing Strategy	Investigate with other commenting departments, By-laws, Development Engineering, etc. and develop a corporate infill housing strategy to address current issues related to infill including plumbing, demolition & dedicated inspectors.
	Building Code Amendments	Implement new building code amendments and provide public education on changes where required.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Maintain a current Business Continuity Plan (BCP)	Update Business Continuity Plan (BCP) and implement as required. Continue staff awareness and training.
	Maintain 24/7 access to ePlan and Portal building services	Develop metrics demonstrating the global availability of the building permit application process and peak use periods for ePlan.
3.4 Protect and enhance natural environment and built form.	Expand use of renewable energy sources in communities and promote retrofits to existing buildings and homes in order to achieve our Net Zero plan	Provide support for development of CEP (Community Energy Plan) for FUA (Future Urban Area) and MEP (Municipal Energy Plan).
	Enforce the Ontario Building Code and the Building By-Law	Update and create standard practices and public information documents related to building code enforcement. Review combustible cladding inquest documents from Grenfell Tower Fire (London)

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Code inspections conducted within timeframes	42,657	32,925	34,088	35,131	>40,000	>40,000	2020
Dormant / open building permits inspected and closed	281	427	596	287	300	300	2020
Illegal building orders issued annually	160	294	410	577	100	100	2020
Unsafe buildings – Response % within target time frame of <24 hrs	100%	100%	100%	100%	100%	100%	2020
Average processing time in days for non housing photovoltaic permits	0	46	30	37	10	10	2020
Percentage of permit applications filed online	<1%	1%	3%	27%	>80%	>80%	2020
Percentage of compliance letters filed online	23%	66%	81%	88%	>90%	>90%	2020

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Maintain a cost recovery business model	Review Building By-law and make recommendations for revenue opportunities. Update metrics used to project revenue to account for all sources of revenue.
	Reporting building code related data	Continue to provide occupancy data and support Finance in Supplementary Assessment and Multi-Year Growth Projections.
	Review of staffing and service levels	Review and update job descriptions. Review staffing levels and types to ensure all aspects of Building is adequately resourced.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Research proposed Ministry of Municipal housing and Affairs changes to building code enforcement	Stay up to date on proposed changes and how they may affect Building Standards at Markham
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Increase the transparency of services where appropriate	Document the transparency of services provide through the ePlan process to applicants and the general public Support and implement the audits conducted by the Auditor General
	Formalize FOI requests for permit documents	In conjunction with Clerks and Legal develop a written policy for reproducing permit documents where requested by members of the public

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Year end reserve balance as a % of current years' total operating cost	121%	128%	106%	140%	100%	100%	2020
Revenue average over 3 years, compared to total operating cost	97	104	85	107	100	100	2020
Annual user fee increases	3.8%	5%	7%	5%	5%	<5%	2020
Number of new staff positions	0	0	1	0	<2	<2	2020
Department operating cost \$ per \$1000 of construction value averaged over three years (MPMP)	9.39	9.26	11.5	11.8	<9	<9	2020

BUILDING STANDARDS LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services	ePlan implementation review & evaluation	Undertake customer satisfaction survey and evaluate results. Improve and update processes & procedures accordingly	2021
	Support & implement process improvements recommended by KPMG	Engage in process improvements throughout Commission to support efficiencies in all development applications	2021
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	AMANDA 7 upgrade implementation	Implement AMANDA 7 in Building Standards.	2021
	Web site update	Manage and improve website content and seek to improve navigation and user experience, in particular raising the prominence of 'on-line services' option	2021
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support HR's THRIVE@theCITY, new employee onboard training, succession planning and Leadership training	Identify staff knowledge and experience gaps, technical qualifications and training needs. Increase technical training related to building code amendments and in particular prepare for stair amendments effective 2022.	2023
		Attend OBOA & LMCBO conferences and network with our municipal partners with the goal of consistency	2023
		Provide Project Management training for Directors, Senior Managers and Managers as identified in the Development Services Strategic Plan (2021)	2021

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.			
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.			
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Implement consolidated Zoning By-law	Support the public in understanding and navigating the new zoning by-laws.	2021
		Assess the needs of the public in understanding the new by-law, and adapt the zoning search process to address those needs.	2022

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Develop consistent policy & procedure for the processing of applications for transit stations	Communicate with City of Vaughan Building Standards to develop points of consistency for transit stations	2021 - 2022
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Infill Housing Strategy	Implement infill housing strategy and enforcement mechanisms to address issues including plumbing, demolition & dedicated inspectors.	
	Building Code Amendments	Implement new building code amendments and provide public education on changes to stair design requirements	2021
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Maintain a current Business Continuity Plan (BCP)	Update Business Continuity Plan (BCP) and implement as required. Continue staff awareness and training.	
	Maintain 24/7 access to ePlan and Portal building services	Develop metrics demonstrating the global availability of the building permit application process and peak use periods for ePlan.	
3.4 Protect and enhance our natural environment and built form.	Expand use of renewable energy sources in communities and promote retrofits to existing buildings and homes in order to achieve our Net Zero plan Enforce the Ontario Building Code and the Building By-Law	Provide support for development of CEP (Community Energy Plan) for FUA (Future Urban Area) and MEP (Municipal Energy Plan). Update and create standard practices and public information documents related to building code enforcement. Review combustible cladding inquest documents from Grenfell Tower Fire (London)	2021

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Maintain a cost recovery business model	Review Building By-law and make recommendations for revenue opportunities.	2021
		Update metrics used to project revenue to account for all sources of revenue.	2023
	Reporting building code related data	Continue to provide occupancy data and support Finance in Supplementary Assessment and Multi-Year Growth Projections.	2023
	Review of staffing and service levels	Review and update job descriptions. Review staffing levels and types to ensure all aspects of Building is adequately resourced.	2021
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Research proposed Ministry of Municipal housing and Affairs changes to building code enforcement	Stay up to date on proposed changes and how they may affect Building Standards at Markham	2021
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Increase the transparency of services where appropriate	Document the transparency of services provide through the ePlan process to applicants and the general public	2021
		Support and implement the audits conducted by the Auditor General	
	Formalize FOI requests for permit documents	Implement policy for reproducing permit documents where requested by members of the public	2021

CULTURE AND ECONOMIC DEVELOPMENT 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.		
					\$ Incr./Decr.	% Change	\$ Incr./Decr.	% Change	
Revenues									
PROVINCIAL GRANTS & SUBSIDIES	\$440	\$348	\$277	\$277	\$0	0.0%	(\$71)	-20.4%	
FEDERAL GRANTS & SUBSIDIES	178	175	90	90	0	0.0%	(85)	-48.5%	
LICENCES & PERMITS	6	5	6	6	0	0.0%	1	18.9%	
USER FEES & SERVICE CHARGES	3,011	3,187	3,311	3,378	67	2.0%	192	6.0%	
RENTALS	436	399	429	429	0	0.0%	30	7.5%	
SALES	162	183	144	144	0	0.0%	(39)	-21.5%	
RECOVERIES & CONTRIBUTIONS	71	68	85	85	0	0.0%	17	25.5%	
OTHER REVENUE	92	98	93	93	0	0.0%	(5)	-5.5%	
Total Revenues	\$4,395	\$4,463	\$4,436	\$4,503	\$67	1.5%	\$40	0.9%	
Expenses									
SALARIES AND BENEFITS	\$4,903	\$5,182	\$4,777	\$4,879	\$102	2.1%	(\$303)	-5.8%	
PRINTING & OFFICE SUPPLIES	69	73	90	90	0	0.0%	17	23.0%	
PURCHASES FOR RESALE	64	62	56	55	(1)	-1.8%	(7)	-10.9%	
OPERATING MATERIALS & SUPPLIES	189	222	237	235	(2)	-0.8%	13	6.0%	
VEHICLE SUPPLIES	0	0	0	0	0	0.0%	(0)	-100.0%	
SMALL EQUIPMENT SUPPLIES	0	1	2	0	(1)	-80.0%	(1)	-73.2%	
UTILITIES	299	370	300	382	81	27.0%	11	3.1%	
COMMUNICATIONS	29	23	38	38	0	1.1%	15	63.3%	
TRAVEL EXPENSES	71	74	80	80	0	0.0%	6	8.0%	
TRAINING	11	11	14	12	(2)	-10.8%	1	10.3%	
CONTRACTS SERVICES AGREEMENT	474	418	432	439	8	1.8%	22	5.1%	
MAINT. & REPAIR - TIME & MATERIAL	153	172	145	157	12	8.2%	(15)	-8.8%	
RENTAL/LEASE	23	27	24	24	0	0.0%	(2)	-9.3%	
PROFESSIONAL SERVICES	1,109	1,108	953	943	(10)	-1.0%	(165)	-14.9%	
LICENCES, PERMITS, FEES	100	86	69	70	1	1.0%	(16)	-18.4%	
CREDIT CARD SERVICE CHARGES	10	16	8	8	0	0.0%	(9)	-53.3%	
PROMOTION & ADVERTISING	923	897	781	776	(5)	-0.6%	(121)	-13.5%	
OTHER PURCHASED SERVICES	12	9	10	10	0	0.0%	2	19.0%	
WRITE-OFFS	0	0	0	0	0	0.0%	(0)	-100.0%	
TRANSFERS TO OWN FUNDS	48	47	35	35	0	0.0%	(12)	-25.4%	
Total Expenses	\$8,487	\$8,798	\$8,051	\$8,234	\$184	2.3%	(\$564)	-6.4%	
Net Expenditures/(Revenues)	\$4,092	\$4,335	\$3,615	\$3,732	\$116	3.2%	(\$603)	-13.9%	
Full Time Complement	26	26	29	30					

Major changes in 2020 Budget from the 2019 Budget:

User Fees & Service Charges: Increase due annual CPI increase to user fees.

Salaries and Benefits: Increase due to collection agreements, cost of living adjustments (COLA), and 1 new position.

CULTURE AND ECONOMIC DEVELOPMENT BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Conduct surveys to respond to our customers' needs	Develop and conduct customer surveys that will provide information for planning and development of services. Seek feedback via tech enabled community engagement tools such as Bang the Table.
	Maintain a high level of program participation and customer satisfaction	Conduct focus groups as part of Economic Development Strategy process. Expand partnerships with community groups, schools and businesses.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Embrace Digital Markham as a Frictionless City and use technology to support and enhance business practices	Support implementation of a new CRM/ACR system.
		Acquire and install new Celebrate Markham software.
		Support implementation of Legend.
		Partner with ventureLab to implement Markham Smart City innovation fund.
		Create new video content to add to website and marketing.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Implement a Corporate People Plan	Undertake a 2020 improvement project arising from staff satisfaction survey
		Update organization plans and position descriptions.
	Continue to invest in staff training	Encourage staff to develop a learning plan and take one course through Markham Learn Centre.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
ED: Overall customer satisfaction rate (%very or extremely satisfied)	90%	86.6%	n/a	n/a	>35%	40%	2022
Culture: Number of formal customer surveys conducted	2	3	1	1	1	2	2023
Culture: Summer camps satisfaction rate (%very or extremely satisfied)	37.8%	38.7%	27.9%	23.8%	30%	35%	2023
ED: Average corporate training hours per full-time employee	2.0	5.4	3.5	7.0	4	5	2023
C: Average corporate training hours per full-time employee	2.9	1.6	1.7	4.7	4	5	2023
MSBC: Number of webpage views	32,572	36,642	26,303	29,490	>21,000	>30,000	2022
Average number of sick days per full-time employee (Culture & Ec Dev combined as of 2016)	N/A	3.2	11.1	5.1	3	3	2023
% Staff turnover rate (Culture & Ec Dev combined as of 2016)	N/A	12.5	10	6.7	5	5	2023
ED: Average number of sick days per full-time employee	2.9	N/A	N/A	N/A	N/A	N/A	N/A
C: Average number of sick days per full-time employee	1.2	N/A	N/A	N/A	N/A	N/A	N/A
ED: % Staff turnover rate	0	N/A	N/A	N/A	N/A	N/A	N/A
C: % Staff turnover rate	12	N/A	N/A	N/A	N/A	N/A	N/A

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Engage business associations in the delivery of economic development strategies and programs	Involve business associations and educational institutions in the delivery and implementation of economic development strategies and programs
	Celebrate diversity in Markham	Plan and promote 2020 Ontario Heritage convention Plan and promote 2021 World Hakka convention
	Explore new avenues of community engagement	Develop a plan to activate the gallery courtyard during summer weekends to increase visits and engagement of community Support community art projects.
2.2 Support arts, culture, recreation, and sport to enrich the fabric of our communities	Support the launch of the Destination Markham Corp.	Support the establishment of the DMC Board Support the DMC in developing a business plan that's inclusive of arts, culture, sport and recreation
	Implement the Public Art Master Plan	Support the unveiling of new sculptures: Top Garden and Living Light. Install Living Light sculpture in downtown Markham. Advance work on Pan Am project.
	Develop a 10 year culture strategy	Seek funding for a culture strategy and write the RFP.
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Adopt new Economic Development strategy	Develop a new multi-year Economic Development strategy that includes targeted sector attraction and expansion; business expansion and retention; entrepreneurship and training; and innovation and start-ups
	Assess the need and feasibility for a new theatre	Complete the feasibility study for a new theatre/cultural complex.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Permanent outdoor works in the Public Art collections	2	3	5	5	7	9	2023
Number of small business seminars/workshops delivered	50	49	49	95	95	95	2022
Number of performances at the Flato Markham Theatre	n/a	n/a	301	298	300	300	2022
% of works in the Varley Art Gallery permanent collection on display	n/a	n/a	8.6%	5.37%	5%	7%	2022
% of the Markham Museum collections on display (all means/locations)	n/a	n/a	10.16%	10.14%	10%	12%	2022

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Support Planning and Urban Development	Participate in the Affordable Housing Summit Committee
		Participate in Secondary plans for employment nodes
	Implement the Integrated Leisure Masterplan	Promote development of The MiX innovation district
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		Support activities of the Markham Foundation for the Performing Arts.
		Support the activities of the Varley Art Gallery Foundation.
		Support activities of the Markham Museum Foundation
3.4 Protect and enhance natural environment and built form.	Act as a role model to fulfil the City's environmental and sustainability plan through partnerships and education	Support Markham's net zero plan
		Adopt best practices in staging events and programs
	Support city wide initiatives	As a program partner or as a host for events/sessions.
	Support planning for the Rouge National Park	Participate in planning and provide input.

Departmental Performance Measures in Support of Goal

	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Total employment	162,229	167,678	173,214	179,053	180,000	185,000	2022
High tech employment (f-t jobs)	29,464	29,976	30,374	30,080	32,000	33,000	2022
Professional, scientific, technical employment (f-t jobs)	26,224	26,521	27,542	26,939	28,000	29,000	2022
Finance and insurance employment (f-t jobs)	10,931	11,067	12,985	13,401	13,000	14,000	2022
Life sciences employment (f-t jobs)	6,821	6,646	6,563	6,006	7,000	7,000	2022

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Ensure services are delivered efficiently	Monitor competitiveness of fees and charges.
	Small Business – evaluate and report on provincial financial audit	Report on contract performance
	Align capital and operational plans with the BMFT strategies	Use city wide planning documents with our venue strategic plans for capital planning. Advocate to other levels of government for enhanced revenue opportunities.
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Optimize partnership with ventureLAB	Annual contract review and performance report. Upon approval, activate capital projects.
	Partner with Asset Management develop a prudent and affordable capital program	Continue to evaluate and report asset deficiencies that threaten safety and/or asset viability.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Deliver transparent and accountable programs, services and project management.	Support the audits conducted by the Auditor General.
	Support City reporting initiatives	Work with financial advisor to provide accurate and relevant information.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
ED: Annual non-tax revenue generated as % total annual operating cost	13	11	11	17	12	12	2023
Th: Ann. non-tax revenue generated as % total annual operating cost	81	82	79	80	81	83	2023
Mu: Ann. non-tax revenue generated as % total annual operating cost	49	45	47	42	43	45	2023
Ga: Ann. non-tax revenue generated as % total annual operating cost	47	45	46	44	45	47	2023

CULTURE AND ECONOMIC DEVELOPMENT LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	N/A	N/A	
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	N/A	N/A	
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	N/A	N/A	

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.			
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Develop a 10 year culture strategy	Hire a consultant to work with staff to develop the strategy.	2021
		Implement the strategy.	2022
		Examine the integration of cultural endeavours in public spaces, community centres and parks.	2022
	Create a Marketing Strategy for the department	Form a working group to identify needs and highlight opportunities.	2021
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Strengthen the City's brand strategy with a strong value proposition	Provide input to development of a new corporate brand strategy	2022

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	N/A	N/A	
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Prepare an employment strategy for appropriate major transit station areas and promote locally, regionally and provincially significant employment zones (e.g. along 400 series highways)	Evaluate short & long term employment land demand	2021
		Develop site specific employment attraction strategies	2021
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	N/A	N/A	
3.4 Protect and enhance our natural environment and built form.	N/A	N/A	

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	N/A	N/A	
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	N/A	N/A	
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	N/A	N/A	

Engineering 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./Decr.)	% Change	\$ Incr./Decr.)	% Change
Revenues								
USER FEES & SERVICE CHARGES	\$10,230	\$7,386	\$8,748	\$8,603	(\$145)	-1.7%	\$1,217	16.5%
RENTALS	0	0	0	0	0	0.0%	0	0.0%
RECOVERIES & CONTRIBUTIONS	325	221	184	184	0	0.0%	(37)	-16.7%
Total Revenues	\$10,555	\$7,607	\$8,933	\$8,787	(\$145)	-1.6%	\$1,180	15.5%
Expenses								
SALARIES AND BENEFITS	\$5,334	\$4,909	\$5,514	\$5,705	\$191	3.5%	\$796	16.2%
PRINTING & OFFICE SUPPLIES	7	5	22	22	0	0.0%	17	375.2%
OPERATING MATERIALS & SUPPLIES	10	11	12	12	0	0.0%	1	7.7%
COMMUNICATIONS	18	15	22	22	0	0.0%	7	48.4%
TRAVEL EXPENSES	8	12	15	15	0	0.0%	3	23.3%
TRAINING	6	6	16	16	0	0.0%	10	189.4%
CONTRACTS SERVICES AGREEMENT	2,505	2,584	2,584	2,796	212	8.2%	212	8.2%
MAINT. & REPAIR - TIME & MATERIAL	0	0	1	1	0	0.0%	1	0.0%
RENTAL/LEASE	4	5	5	5	0	0.0%	0	4.6%
PROFESSIONAL SERVICES	10	6	19	19	0	0.0%	12	199.7%
LICENCES, PERMITS, FEES	28	27	32	32	0	0.0%	5	19.6%
CREDIT CARD SERVICE CHARGES	0	0	15	15	0	0.0%	15	6656.8%
PROMOTION & ADVERTISING	1	0	2	2	0	0.0%	2	0.0%
OFFICE FURNISHING & EQUIPMENT	3	2	2	2	0	0.0%	(0)	-14.2%
OTHER EXPENDITURES	1	0	0	0	0	0.0%	0	0.0%
Total Expenses	\$7,935	\$7,581	\$8,259	\$8,662	\$403	4.9%	\$1,081	14.3%
Net Expenditures/(Revenues)	(\$2,620)	(\$26)	(\$674)	(\$126)	\$548	-81.4%	(\$99)	379.2%
TRANSFERS TO RESERVE	\$2,620	\$26	\$674	\$126	(\$548)	-81.4%	\$99	379.2%
Full Time Complement	38	39	44	47				

Major changes in 2020 Budget from the 2019 Budget:

User Fees & Service Charges: Decrease due to lower development activity forecasted for 2020.

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), and 3 new positions.

Contracts & Service Agreements: Increase due to the annual adjustment of support costs charged from the City to the department.

Transfers to Reserves: Represents a transfer of the budgeted surplus to Reserve in order to present a balanced budget.

ENGINEERING BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Address issues and concerns from Council, residents and businesses in a timely manner especially regarding road safety and in-fill development.	Develop new traffic calming measures to combat speeding in residential areas, investigate the use automated speed enforcement.
		Clarify roles and responsibilities for review and administration of residential in-fill development and enforcement requirements of in-fill development nuisance in partnership with other departments.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Continue to automate processes and use various corporate software: e.g. AMANDA, ePLAN, eScribe, Customer Relationship Management (CRM), Eclipse.	Encourage and monitor the use of automated processes and document success and lessons learnt.
	Support Digital Markham and work with the development industries to build a frictionless city.	Continue to work with the development industry to remove impediments to build a smart city, i.e. Task 5.1 of Digital Markham.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support HR's THRIVE@theCITY, New employee onboarding, succession planning and leadership training.	Continue to work with HR on Mission Critical succession planning, attracting and retaining talents.
	Explore opportunities for cross-training within the Department and outside of the Department.	Provide leadership training to senior staff through formal training and mentoring programs. Identify staff knowledge and experience gaps and provide opportunities for cross-training.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Average corporate training hours per full-time employee	3.7	3.5	10.2	11.6	10	10	2020
Average number of sick days per full-time employee	7.3	3.9	4.3	6.4	< 8	< 8	2025
% Staff turnover rate	2.5%	11.4%	4.1%	6.4%	< 8%	< 8%	2022
Staff Satisfaction in Organizational Engagement	n/a	73.5%	n/a	76.5%	78%	80%	2026
Staff Satisfaction in Job Engagement	n/a	77.0%	n/a	78.8%	78%	82%	2026

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Raise community awareness and increase engagement in the work of the Department.	Reach out and communicate with the community through Your Voice Markham (yourvoicemarkham.ca), City web page, and social media, to raise awareness of Department's initiatives and receive feedback, e.g. Municipal Class Environmental Assessment of Markham projects, Active Transportation Master Plan, Arterial and Collector Sidewalk Completion Program, whistle cessation.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Prioritize the provision of municipal infrastructure to open up lands for development.	Facilitate early delivery of municipal services to key development areas, e.g. The MIX – Markham Innovation Exchange, Markham Centre, Langstaff, Yonge Street corridor.
	Reduce noise pollution to the residential community.	Complete the whistle cessation project to reduce noise from train horns at crossings.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Number of webpage views (Active Transportation Master Plan)			888	11,641			
Number of webpage views (Markham Whistle Cessation)			611	6,807			
Number of rail crossings with whistle cessation on the Stouffville Line				7	16	n/a	n/a
Number of EA initiated	1	1	2	0	3		
Number of capital project detailed design initiated	2	5	3	4	7		

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
<p>3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.</p>	<p>Advocate and influence other transportation service providers and agencies to deliver the transportation network to meet the growth in the Greater Toronto and Hamilton Area.</p>	<p>Work with the Province and Metrolinx on the early delivery of Yonge Subway Extension, including the Royal Orchard Station.</p> <p>Work with York Region on the delivery of the arterial road system including the Frequent Transit Network and Highway 404 Midblock Crossings.</p> <p>Work with Metrolinx to provide enhanced GO rail and GO bus services to businesses and residents of Markham.</p>
	<p>Support multi-modal transportation through programs and development review.</p>	<p>Complete the Active Transportation Master Plan in 2020/2021.</p> <p>Identify and carry out a pilot project for First and Last Mile travel in 2020/2021.</p> <p>Continue to identify and complete pedestrians and cyclist gaps in the road network through the Arterial and Collector Sidewalk Completion Program.</p>
	<p>Encourage compact, mixed use development which allows different modes of transportation to be viable.</p>	<p>Continue to influence land use planning and site plan development with transit-oriented development (TOD) in Centres and Corridors, and required transportation demand management (TDM) measures for all high density development.</p>
	<p>Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.</p>	
<p>3.4 Protect and enhance our natural environment and built form.</p>	<p>Create the Markham Centre Rouge River trail system</p>	<p>Carry out the trail system class environmental study and start phased design of different sections.</p>

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
No. of applications in centres and corridors approved	5	10	10	5			
No. of EA completed for Markham Centre Rouge River trail system					1	1	2021
No. of design completed for different sections of the Rouge River trail system					1	10+	2030

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.		
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.		
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Increase the quality of the review and enhance effectiveness and efficiencies in the approval cycle.	Continue to review current processes and practices to determine areas where they can be streamlined and improved to reduce redundancies and delays to the approvals of applications.
	Ensure that costs associated to all development-related review activities are fully recovered.	Forecast development review activity and fees for input to the fee model. Support the review of the development fee by-law and make recommendations to streamline the process.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Average time to process and review each complete draft plan submission for a typical subdivision.					30 working days		
Average time to process and review each complete detailed design engineering submission for a typical subdivision.					30 working days		
Average time to process and review each complete submission for a typical site plan.					25 working days		
Average time to prepare conditions for a subdivision agreement (for a typical subdivision) upon request for conditions from Legal department					15 working days		
Average time to prepare conditions for a site plan agreement (for a typical site plan) upon request for conditions from Legal department.0					10 working days		

ENGINEERING LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Address issues and concerns from Council, residents and businesses in a timely manner especially regarding road safety and in-fill development.	Develop new traffic calming measures to combat speeding in residential areas, investigate the use automated speed enforcement.	
		Clarify roles and responsibilities for review and administration of residential in-fill development and enforcement requirements of in-fill development nuisance in partnership with other departments.	
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Continue to automate processes and use various corporate software: e.g. AMANDA, ePLAN, eScribe, Customer Relationship Management (CRM), Eclipse.	Encourage and monitor the use of automated processes and document success and lessons learnt.	
	Support Digital Markham and work with the development industries to build a frictionless city.	Continue to work with the development industry to remove impediments to build a smart city, i.e. Task 5.1 of Digital Markham.	
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Support HR's THRIVE@theCITY, New employee onboarding, succession planning and leadership training.	Continue to work with HR on Mission Critical succession planning, attracting and retaining talents.	
		Provide leadership training to senior staff through formal training and mentoring programs.	
	Explore opportunities for cross-training within the Department and outside of the Department.	Identify staff knowledge and experience gaps and provide opportunities for cross-training.	

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Raise community awareness and increase engagement in the work of the Department.	Reach out and communicate with the community through Your Voice Markham (yourvoicemarkham.ca), City web page, and social media, to raise awareness of Department's initiatives and receive feedback, e.g. Municipal Class Environmental Assessment of Markham projects, Active Transportation Master Plan, Arterial and Collector Sidewalk Completion Program, whistle cessation.	
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.			
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Prioritize the provision of municipal infrastructure to open up lands for development.	Facilitate early delivery of municipal services to key development areas, e.g. The MIX – Markham Innovation Exchange, Markham Centre, Langstaff, Yonge Street corridor.	
	Reduce noise pollution to the residential community.	Complete the whistle cessation project to reduce noise from train horns at crossings.	

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Advocate and influence other transportation service providers and agencies to deliver the transportation network to meet the growth in the Greater Toronto and Hamilton Area.	Work with the Province and Metrolinx on the early delivery of Yonge Subway Extension, including the Royal Orchard Station.	
		Work with York Region on the delivery of the arterial road system including the Frequent Transit Network and Highway 404 Midblock Crossings.	
		Work with Metrolinx to provide enhanced GO rail and GO bus services to businesses and residents of Markham.	
		Support multi-modal transportation through programs and development review.	
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Development a city-wide parking strategy	Set up a task force, complete the Terms of Reference, seek council approval of the T of R.	2021 - 2023
		Encourage compact, mixed use development which allows different modes of transportation to be viable.	
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.			
3.4 Protect and enhance our natural environment and built form.	Create the Markham Centre Rouge River trail system	Carry out the trail system class environmental study and start phased design of different sections.	

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.			
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.			
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Increase the quality of the review and enhance effectiveness and efficiencies in the approval cycle.	Continue to review current processes and practices to determine areas where they can be streamlined and improved to reduce redundancies and delays to the approvals of applications.	
	Ensure that costs associated to all development-related review activities are fully recovered.	Forecast development review activity and fees for input to the fee model.	

PLANNING AND URBAN DESIGN 2020 OPERATING BUDGET

<u>Description (in \$000's)</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2020 Bud. vs. 2019 Bud.</u>		<u>2020 Bud. vs. 2019 Act.</u>		
					<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	<u>\$ Incr./ (Decr.)</u>	<u>% Change</u>	
Revenues									
USER FEES & SERVICE CHARGES	\$13,719	\$7,502	\$11,863	\$10,569	(\$1,295)	-10.9%	\$3,066	40.9%	
Total Revenues	\$13,719	\$7,502	\$11,863	\$10,569	(\$1,295)	-10.9%	\$3,066	40.9%	
Expenses									
SALARIES AND BENEFITS	\$5,499	\$5,438	\$7,074	\$7,073	(\$1)	0.0%	\$1,635	30.1%	
PRINTING & OFFICE SUPPLIES	33	36	35	35	0	0.0%	(0)	-1.1%	
OPERATING MATERIALS & SUPPLIES	2	1	6	6	0	0.0%	4	284.6%	
COMMUNICATIONS	7	7	12	12	0	0.0%	5	66.1%	
TRAVEL EXPENSES	41	38	36	36	0	0.0%	(2)	-5.6%	
TRAINING	22	2	15	15	0	0.0%	13	788.6%	
CONTRACTS SERVICES AGREEMENT	2,369	2,527	2,527	2,690	163	6.4%	163	6.4%	
RENTAL/LEASE	0	0	1	1	0	0.0%	1	0.0%	
PROFESSIONAL SERVICES	1	0	17	17	0	0.0%	16	3274.6%	
LICENCES, PERMITS, FEES	46	48	41	41	0	0.0%	(7)	-14.4%	
CREDIT CARD SERVICE CHARGES	4	12	20	20	0	0.0%	8	60.3%	
PROMOTION & ADVERTISING	8	5	6	6	0	0.0%	1	25.8%	
OTHER EXPENDITURES	0	8	4	4	0	0.0%	(4)	-52.2%	
Total Expenses	\$8,031	\$8,122	\$9,793	\$9,954	\$161	1.6%	\$1,832	22.5%	
Net Expenditures/(Revenues)	(\$5,688)	\$620	(\$2,071)	(\$615)	\$1,456	-70.3%	(\$1,235)	-199.1%	
TRANSFERS TO RESERVE	\$5,688	(\$620)	\$2,071	\$615	(\$1,456)	-70.3%	\$1,235	-199.1%	
Full Time Complement	47	44	58	59					

Major changes in the 2020 Budget from the 2019 Budget:

User Fees & Service Charges: Decrease due to lower development activity forecasted for 2020.

Contracts & Service Agreements: Increase due to the annual adjustment of support costs charged from the City to the department.

Transfers to/(draw from) Reserves: Represents a transfer of the budgeted surplus to the Reserve in order to present a balanced budget.

PLANNING AND DESIGN BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Implement the recommendations of the 2019 Development Review process assessment	Identify recommendations for implementation and Implement as many recommendations as possible in 2020.
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Complete implementation of E-Plan and streamline the development process.	Q1 2020 mandatory ePLAN applications for site plan, minor variance, and consent applications. Q4 2020 mandatory ePLAN applications for plans of subdivision, official plan amendment, zoning by-law amendment, and technical review.
	Improve assessment forecasting	Expand development of assessment forecasting model in AMANDA system to include and improve fee projection, and allocation models.
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Undertake succession planning and talent management strategy	Provide management training to managers as appropriate and develop potential leaders
	Improve staff satisfaction	Implement departmental improvement plans based on the results from the 2018 Staff Satisfaction Survey: 1. Work from home policy 2. Compressed work week
		Improve workload management

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
ePLAN % site plan approvals completed within targeted timeframes				N/A	85	85	2020
ePLAN % minor variance approvals completed within targeted timeframes				N/A	85	85	2020
ePLAN consent application approvals completed within targeted timeframes				N/A	85	85	2020
% of recommendations to be implemented from Development Review Process assessment				N/A	50%	100%	2021
Average corporate training hours per full-time employee	3.5	6.2	4	7.8	10	20	2022
Average number of sick days per full-time employee	3.7	4.5	5.2	5.7	4	4	2021
% Staff turnover rate	5.5%	6.2%	4%	7.8%	4%	4%	2021
Staff Survey Average Satisfaction Rating		66%		58%	65%	80%	2024

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Plan for a major Civic Square	Q1 Identify location of civic square
		Q2 Include design budget in the 2021 budget request.
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure an excellent Urban experience in Markham	Support the Corporate Public Art Program and continue to collect Public Art funds through the development process.
	Host Ontario Heritage Conference	Plan and implement the conference in Q2 (May)
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Improve public engagement.	Update and improve public notification signs for development applications.
	Ensure that from a built form perspective Markham is accessible and inclusive	Substantially complete Age Friendly Design Guidelines project to ensure that Markham is accessible, inclusive, functional, safe and adaptable to people of all ages with varying needs and abilities.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Increase in amount of Public Art funds collected through the development process		\$813,625	\$702,363	\$1,371,366	\$900,000	\$1.2M	2023

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Pursue the integration of transit-oriented design in development	Make TDM measures a priority when reviewing site plan applications in centers and corridors.
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Finalize and implement affordable housing strategy	<p>Hold Mayor’s Housing Summit</p> <p>Partner with private organizations to build affordable rental housing</p> <p>Council approval of Housing Strategy</p> <p>Promote purpose built second suites and seniors accommodation through the development review process</p> <p>Implement Housing Strategy including inclusionary zoning</p>
	Initiate/Update Secondary Plans.	Markham Center, Cornell Center, Milliken Mills, Mount Joy, Markville, Unionville Heritage Center and Markham village Heritage Center Secondary Plans.
	Develop a comprehensive Zoning By-law.	Finalize comprehensive zoning by-law.
	Develop cultural heritage resource strategy for employment lands.	Undertake independent third party study to formulate recommendations for Council.
	Improve Unionville Streetscape.	Assist Engineering Department in detailed design of streetscape infrastructure.
	Review department organization.	Identify potential areas for improvement within department and adjust the department structure to align with strategic direction of Council, business function and available resources.
	Support York Region’s Official Plan Review including Municipal Comprehensive Review.	Participate in several study components of York Region’s Official Plan Review including Municipal Comprehensive Review.
		Prepare community energy plans for Markham

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental	Departmental Action
	Develop policy / approval process to ensure net zero-ready sustainable development in support of the Municipal Energy Plan	Centre and other Secondary Plan areas Work with Developers to pilot and implement energy plans
	Deliver parks on time and on budget.	Establish a five (5) year rolling parks development plan. Create a “developer build” parks program to support parks completion at time of community occupancy.
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.		
3.4 Protect and enhance natural environment and built form.	Develop a wildlife and biodiversity strategy	Initiate scope of work for budget request in 2020
	Update City’s Natural Heritage Inventory	Initiate Natural Heritage Study
	Complete the Future Urban Area Greenway Restoration Framework.	Complete the work in consultation with the TRCA by Q2, 2020.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
% annual residential development within the built-up area	72%	48%	63%	58%	> 60%	> 60%	2031
# and % of residential units within 800 metres on priority transit lines				11,700 & 11%	12%	15%	2025
% Tree Canopy Cover		19.8%	18%	18%	18%	30%	2041

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.		
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop an urban parks strategy to support the Official Plan's intensification strategy.	Prepare RFP and retain consultants to review appropriate park design in intensification areas.
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Work towards achieving a cost recovery business model.	Prepare a model to anticipate and monitor applications and fees for input to the Fee model.
		Review Development Fee By-law and make recommendations to streamline.

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
% of parks construction projects completed in agreed upon timeframes					85%	90%	2021
% of capital parks design program approved in a particular year and is initiated in that year					95%	95%	2021
% of capital parks construction program approved in a particular year and is initiated in that year					95%	95%	2021
% of parks construction projects approved for 2020 that is completed in agreed upon timeframes.					80%	95%	2022

PLANNING AND DESIGN LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Corporate Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.			
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Continue to improve the E-Plan process and streamline the development process.	Continue to improve the ePlan review process to obtain maximum output.	2021
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.			

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: *1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Corporate Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Plan for a major civic square.	Commence construction of the civic square.	2022
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Support the Implementation of the Public Arts Master Plan.	Support the Corporate Public Art Program and continue to collect Public Art funds through the development process.	2021, 2023
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.			

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Corporate Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.			
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Implement affordable housing strategy	Partner with private organizations to build affordable rental housing.	2021 - 2023
		Promote purpose built second suites and seniors accommodation through the development review process.	2021 - 2023
	Initiate Secondary Plans	Yonge Steeles, Highway 404 Employment, FUA Employment.	2021
		Thornhill Heritage Center	2022
Buttonville Heritage Center	2023		
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.			
3.4 Protect and enhance our natural environment and built form.	Develop a wildlife and biodiversity strategy	Initiate study	2021
		Complete wildlife and biodiversity strategy	2022
	Update City's Natural Heritage Inventory (Phases 1 & 2)	Complete Natural Heritage Study (Phase 1)	Q1 2021
		Initiate Natural Heritage Management Strategy (Phase 2)	Q1 2021

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Corporate Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.			
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Develop an urban parks strategy to support the Official Plan's intensification strategy.	Complete a parks development strategy for intensification areas.	Q2 2021
		In consultation with the Manager of Real Property, Finance and Operations establish a policy to acquire and finance parks construction in intensification areas.	Q4 2021
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			

TRAFFIC OPERATIONS 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.		
					\$ Incr./ (Decr.)	% Change	\$ Incr./ (Decr.)	% Change	
Revenues									
OTHER REVENUE	\$0	\$0	\$1	\$1	\$0	0.0%	\$1	0.0%	
Total Revenues	\$0	\$0	\$1	\$1	\$0	0.0%	\$1	0.0%	
Expenses									
SALARIES AND BENEFITS	\$471	\$493	\$588	\$608	\$20	3.5%	\$115	23.4%	
TRAVEL EXPENSES	0	0	1	1	0	0.0%	1	0.0%	
TRAINING	0	0	2	2	0	0.0%	2	792.9%	
CONTRACTS SERVICES AGREEMENT	357	375	403	361	(42)	-10.4%	(14)	-3.8%	
MAINT. & REPAIR - TIME & MATERIAL	3	2	5	5	0	0.0%	3	112.9%	
PROFESSIONAL SERVICES	654	661	719	719	0	0.0%	57	8.7%	
LICENCES, PERMITS, FEES	1	1	2	2	0	0.0%	1	130.5%	
Total Expenses	\$1,486	\$1,533	\$1,719	\$1,697	(\$22)	-1.3%	\$165	10.7%	
Net Expenditures/(Revenues)	\$1,486	\$1,533	\$1,718	\$1,696	(\$22)	-1.3%	\$164	10.7%	
Full Time Complement	4	4	4	4					

Major changes in the 2020 Budget from the 2019 Budget:

No significant changes.

Community and Fire Services Commission

The following summary provides an overview of the Commission, including a brief introduction, alignment to organizational direction, community impact, and an overview of each department that makes up the Community & Fire Services Commission.

Introduction

“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. It is the largest in the organization in terms of budget, staffing complement, and the number of public-facing services and facilities operated. Services to the public are delivered by the following five departments, as coordinated by the Commissioner’s Office.

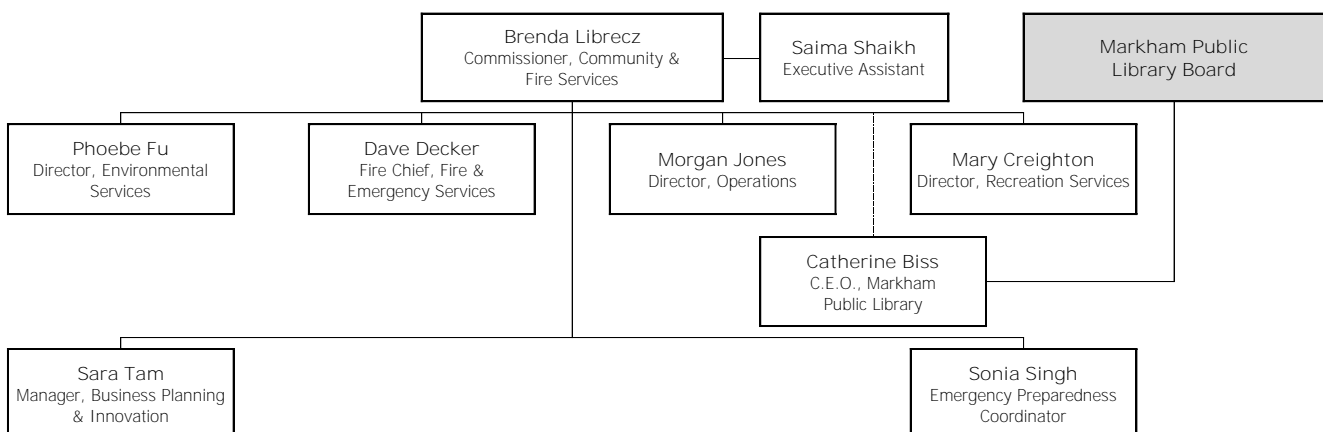
These departments include:

1. Environmental Services
2. Fire & Emergency Services
3. Markham Public Library
4. Operations
5. Recreation Services

Examples of services delivered to the public include drinking water, emergency preparedness, fire prevention and suppression, parks and forestry, public libraries, recreation programs and facilities, right-of-way assets management (e.g. bridges, culverts, and streetlights), roads and sidewalk maintenance, and waste and recycling collection.

The Commissioner’s Office is responsible for the overall coordination of business operations and strategic activities at the Commission level, emergency preparedness for the overall organization, special initiatives, and coordination with other Commissions.





The current organizational structure of the Commission is shown below.



In 2020, this Commission, which includes Waterworks, has an approved full-time complement of 698 positions, a gross operating expenditures budget of \$281.5 million, revenues budgeted at \$170.5 million, and a capital budget of \$64.0 million.

Alignment to Organizational Direction

Our Commission takes on and participates in various initiatives across the organization. Below is a chart highlighting the corporate Strategic Plan goals and objectives for the 2020 to 2023 period.

Goal & Goal Statement	<p>Exceptional Services by Exceptional People</p> 	<p>Engaged, Diverse, Thriving and Vibrant City</p> 	<p>Safe, Sustainable and Complete Community</p> 	<p>Stewardship of Money and Resources</p> 
	<p>We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.</p>	<p>We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past.</p> <p>We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.</p>	<p>We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.</p>	<p>We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.</p>
<p>Objectives</p>	<p>1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuous improvement of our services.</p> <p>1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.</p> <p>1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.</p>	<p>2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.</p> <p>2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.</p> <p>2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.</p>	<p>3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.</p> <p>3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.</p> <p>3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.</p> <p>3.4 Protect and enhance our natural environment and built form.</p>	<p>4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.</p> <p>4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.</p> <p>4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.</p>

Community Impact

The table below illustrates the amount of positive impact our work has on the community we serve.

2019 Commission Facts



Latest major leisure facility: Aaniin Community Centre, Library, and Park

- 9.1 million visits at **recreation facilities**
- 90,569 direct **recreation program registrations**
- 54,023 **sportsfield hours** permitted
- 28 provincial and above **sporting events** held
- 5.6 million physical and digital **library items** borrowed
- 2.7 million in-person **library visits**

- 41,965 **volunteer hours** generated by Recreation and Library programs, accounting for 76% of all hours logged on the corporate volunteer database
- 73,000 calls answered by **Fire dispatch**
- 7,411 responses to **Fire emergency incidents**
- 1,450 **school visits** to promote fire safety
- 3,822 **fire inspections** and **site visits**
- 306 **parks and green spaces**, 263 **playgrounds**, and 201 km of **trails** maintained
- 105,237 **street trees**
- 2,217 lane km of **city roads** maintained
- 1,120 km of **sidewalk** maintained
- 900 city **fleet vehicles** maintained
- 110 **culverts** and **vehicular and pedestrian bridges** inspected and 12 rehabilitated
- 29.80 million cubic metres of **water consumed** (*business and residential accounts*)
- 84,132 tonnes of **waste, recycling, organics**, and **yard waste collected** through residential curbside programs and only 15,574 tonnes (19%) was sent to landfill
- 82% curbside and depot **waste diversion rate**

We aim to continuously improve our services and programs to benefit the public, users, customers, and visitors while bringing distinction and prestige to the City of Markham. Our pursuit of excellence resulted in **13 awards obtained by our Commission in 2019**, an external measure of the effectiveness of our programs and management practices.

Departmental Overview

Environmental Services

The Environmental Services Department was realigned in 2017, bringing together **Infrastructure**, **Waste & Environmental Management**, and **Waterworks**, as supported by the **Business Compliance** function.

Infrastructure is responsible for managing 81% of the City's right-of-way assets that includes water, wastewater, stormwater, bridges, culverts, and streetlights. These assets are valued at \$7.11 billion. Other responsibilities include conducting studies, such as Environmental Assessments (EA), and setting infrastructure programs, such as condition audits, replacements, and rehabilitations, to maximize the life of assets to minimize operating costs and risks while achieving service levels.



Infrastructure is made up of the following sections:

- Capital Planning Group is responsible for the planning of the City's capital works rehabilitation programs, including bridges, culverts, streetlights, water, wastewater, and storm sewer/ponds. It works closely with the Engineering and Operations Departments.
- Stormwater Group is responsible for the management of the City's Stormwater infrastructure, such as the rehabilitation and upgrades of existing storm sewers and the maintenance of storm management ponds.
- Water & Wastewater Group is responsible for the replacement, rehabilitation, and upgrade of the water and wastewater systems, as well as the water meters located inside private properties.

Waste & Environmental Management is responsible for the collection of household recyclables, garbage, organic waste, and yard waste. Other services include the operation of four recycling depots, large appliances and metal pickup, special assisted collection service, diversion policy development, and public education and outreach. Markham is one of a handful of forward-looking municipalities in Canada and around the world to move beyond recycling and adopt a sustainable Zero Waste approach to the elimination of waste. In 2019, 82% of curbside and depot waste was diverted from landfill.

Waterworks is responsible for the maintenance and operations of water, wastewater, and stormwater pipe system. This includes the provision of safe drinking water for consumers, including regular sampling to ensure the quality of the drinking water meets Provincial Standards, and the use of other programs to ensure the integrity of the wastewater and stormwater collection system, including system modelling, data and water billing management, development review, by-law compliance, leak detection, etc.

Business Compliance is responsible for ensuring the department is compliant with corporate financial procedures, legislative requirements for technical and health and safety training, and the Ministry of Environment, Conservation and Parks regulations for the Drinking Water Quality Management Standard.

Fire & Emergency Services

Markham's Fire & Emergency Services (MFES) Department has a mission to *"provide the highest level of life safety and property protection to those who live, work, or play in our community."* MFES core functions are to provide high-quality and effective fire prevention education, emergency response, and fire safety services in a professional, sensitive and caring manner, supported by Training, Mechanical, Communications, and Administration divisions. Services are delivered from nine fire stations, a training centre, and an administrative office.



Fire Prevention is a key component in fire protection. Existing buildings in Markham are inspected on receipt of a request or complaint. Vulnerable sector occupancies are inspected annually to ensure they comply with provincial legislation. Fire Prevention Officers work with property owners to achieve compliance with fire regulations. Plans for new buildings are reviewed prior to construction to ensure they meet the most current fire regulations.

Approximately 73,000 incoming and outgoing emergency and non-emergency service requests were handled in the past year. MFES responded to 7,411 emergencies and fires throughout Markham in 2019, which translated into 20 incidents per day. Although there are many dangers associated with firefighting, MFES takes great pride in providing this vital service. In addition to fires, other emergencies include medical, motor vehicle collisions, remote alarms, hazardous materials, and technical rescue emergencies.

Along with Fire Prevention, Public Education is one of the most cost-effective and successful means of providing fire protection to Markham residents and businesses. MFES delivers its public education programs to Markham's ethnically diverse community by offering materials in various languages and partnering with local media to get the messages out. On average, we provide close to 1,500 school visits each year and attend in excess of 400 community events. Additionally, MFES actively supports the corporate Emergency Preparedness program.

Markham Public Library

Markham Public Library (MPL) is responsible for the delivery of library services through eight branches and its website. Administratively, it reports to the Markham Public Library Board, and the Commissioner of Community & Fire Services. The Library's Vision is to be "*the place where Markham comes together to imagine, create, learn and grow.*"



- ***Innovative Business Models*** – MPL provides exceptional library services through innovative business models that respond to resident needs and priorities, use resources efficiently, and maximize return on investment (ROI) for tax dollars. Through over 60 partnerships, the Library is able to deliver a broad range of educational programs to Markham residents. MPL is also a library sector leader in RFID-based self-service technology to improve customer service while enhancing efficient material flow.
- ***Welcoming Community Hubs*** – Markham's library branches serve as welcoming community hubs, places of interaction, and social inclusion, designed to strengthen neighbourhoods, foster social connections, engage newcomers in community life, celebrate diversity, support local innovation and creativity, and advance Markham's competitive position as an engaged, literate, and livable city.
- ***Education and Literacy Focus*** – MPL services, collections, and programs are focused on lifelong self-directed education and the development of critical 21st century literacies - early literacy, digital literacy, scientific and numerical literacy, civic literacy, health literacy, environmental literacy, and financial and economic literacy – as the basis of every individual's ability to participate fully in the economy, their community, and wider society.
- ***Digital Literacy Mandate*** – Pursuant to the Digital Markham Strategy and the library's mandate to serve as "Markham's centre for excellence in digital literacy, MPL is strengthening its focus on digital literacy and STEAM (Science, Technology, Engineering, Arts, Mathematics) education. Delivering on this mandate includes an expanding curriculum of digital and STEAM educational programs for all ages, inclusive public access to current technology (internet, wifi, scanners and computers), and emerging technologies (such as 3D printing, graphic design hardware and software), along with the training services needed to develop digital skills.

- **Award-Winning Library System** – As one of the most innovative and most efficiently operated public libraries in Canada, MPL’s award-winning innovations include the C3™ - Customer Centred Classification system, the Learning Place business model for library programs, and the Customer Service Revolution initiative which won the 2014 Gold Award for Innovative Management from the Institute of Public Administration of Canada (IPAC) and the Minister of Culture’s Award for Innovation in 2015. In 2018, Library CEO Catherine Biss won the W.J. Robertson Medallion Award, which recognized her outstanding leadership in advancing MPL as a role model for excellence in public library service and innovation in Ontario.

Operations

The Operations Department is responsible for municipal roads, parks, and forestry services in the City of Markham, supported by Business, Fleet & Public Realm.



- **Roads, Survey & Utility Division** is responsible for the maintenance of the City’s municipal road and sidewalk network. Activities include winter maintenance, complete road rehabilitation, localized asphalt and concrete repairs, and maintenance of traffic safety devices, such as signs and guide rails. Other services include supporting special events through road closures, temporary traffic control, road occupancy permitting, street sweeping, catch basin cleaning, and maintenance of the stormwater ditches within the City’s road right-of-way.

Survey & Utility administers and coordinates utility approvals within the City’s right-of-ways, providing survey services to various internal departments, and maintaining the street lighting system.

- **Parks, Horticulture and Forestry Division** is responsible for turf maintenance of parks and boulevards, urban forestry, and maintenance of park amenities such as play structures, sports field structures, irrigation systems, baseball diamonds, soccer fields, cricket and rugby pitches, and tennis courts. Other services include horticulture (flower and plant barrels, hanging baskets, park gardens and entrance features to the municipality), special events support, winter maintenance of parking lots, multi-use pathways, walkways of city-owned facilities, and monitoring of natural areas and valley lands.
- **Business, Fleet & Public Realm Division** is responsible for the coordination and management of Operations’ administration and accounting, including budget management and accounting activities, and asset and life-cycle analysis. Business & Technical Services is also responsible for the Public Realm portfolio, which includes management of the City’s public space, the Parks Renaissance program, and the Tree Preservation program.

Fleet & Supplies is responsible for the maintenance, repair, acquisition, parts inventory management, and safe operation of the diverse municipal fleet and equipment assets, including Fire & Emergency vehicles and apparatus. City fleet is maintained and operated in

a safe and cost effective manner through the development of equipment specifications, operator training programs, and repair and maintenance procedures and schedules that allow the user departments to safely and efficiently provide their various services.

Recreation Services

The Recreation Services Department advocates for health, wellness, as well as creating a sense of community, belonging, and enjoyment.

The department is committed to improving the quality of life for Markham residents through the provision of quality leisure programming in well-maintained and welcoming municipal recreation facilities. We deliver programs and services through the following avenues:



- **Community Centres** – Through its six major community centres and 17 satellite facilities, Recreation Services is the proud provider of sport and leisure amenities to our community. Our state-of-the-art fitness centres, ice rinks, gymnasiums, and pools provide spaces for residence of all ages to develop important life skills. All of which aims to nurture a healthier and engaged active community for now and into the future.
- **Leisure Programming** – In 2019, Recreation Services exceeded 10,000 program offerings for the community. Program offerings include, but are not limited to, leisure activities for all age groups, summer camps for children, swimming lessons, and drop-in opportunities. Recreation Services also partnered with five local senior clubs, which deliver programming for 4,524 registered members. The department enhances its programming through creative partnerships with schools, parks, and other stakeholders.
- **Community Partnerships** – Recreation Services has established partnerships with over 100 minor sports organizations, community groups, and not-for-profit organizations. We work with our partners to provide indoor and outdoor facility rentals, thus enabling our community organizations to deliver sports programming that benefits our Markham residents.

The Recreation Services Department extends beyond the walls of city-owned and operated facilities. The Community Hub at the Aaniin Community Centre and Library was established to help make the programs of local and regional community and social services organizations more accessible to our residents. While the Hub continues to grow, it has partnered with over 25 organizations, such as the Markham Stouffville Hospital, Canadian Mental Health Association, Heartfulness Meditation, Senior Services Centre, YMCA Employment Services, and The Housing Help Centre.

- **Sports Development** – The Markham Pan Am Centre is a multi-purpose sports facility for training, competition, and hosting of local, provincial, national, and international sports competitions. The Markham Pan Am Centre has been identified as the 10th best sport facility hosting location in Canada. Approved by Markham Council in 2017, A Vision for Sport Development Strategy guides the development of our community sports network and aims to raise the profile of the city through sports tourism. Sports tourism is the fastest growing tourism sector and Markham has the capacity to host local, regional, provincial, national, and international events.
- **Volunteers** – Volunteers provide energy, new ideas, and talent and are a valuable resource in the delivery of our programs and events. It is a fundamental act of good citizenship, offering people of all ages a sense of community, confidence, and skills development. In 2019, volunteers contributed over 54,000 hours to the City of Markham.



COMMUNITY AND FIRE SERVICES CONSOLIDATED (EXCLUDING WATERWORKS) 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
GRANTS AND SUBSIDIES	\$1,614	\$1,665	\$1,589	\$1,568	(\$21)	-1.3%	(\$97)	-5.8%
LICENCES & PERMITS	156	257	295	216	(79)	-26.7%	(41)	-15.8%
FINES	12	8	3	4	1	28.1%	(4)	-53.7%
USER FEES & SERVICE CHARGES	14,231	15,085	14,970	15,746	776	5.2%	661	4.4%
RENTALS	8,580	8,854	9,185	9,448	263	2.9%	594	6.7%
SALES	452	466	443	448	5	1.0%	(19)	-4.0%
RECOVERIES & CONTRIBUTIONS	1,109	1,044	988	1,020	32	3.2%	(24)	-2.3%
OTHER REVENUE	517	509	446	474	29	6.4%	(35)	-6.8%
INTER-DEPARTMENTAL RECOVERIES	889	913	889	889	0	0.0%	(24)	-2.6%
Total Revenues	\$27,559	\$28,802	\$28,808	\$29,813	\$1,005	3.5%	\$1,012	3.5%
Expenses								
SALARIES AND BENEFITS	\$88,457	\$92,387	\$91,721	\$93,210	\$1,489	1.6%	\$824	0.9%
PRINTING & OFFICE SUPPLIES	186	201	170	174	4	2.4%	(27)	-13.4%
PURCHASES FOR RESALE	236	241	262	272	11	4.0%	32	13.2%
OPERATING MATERIALS & SUPPLIES	2,086	2,177	2,169	2,197	27	1.3%	19	0.9%
VEHICLE SUPPLIES	1,908	1,914	1,774	1,814	40	2.3%	(100)	-5.2%
BOTANICAL SUPPLIES	256	281	277	280	3	1.1%	(1)	-0.3%
CONSTRUCTION MATERIALS	1,827	2,625	1,942	2,245	303	15.6%	(380)	-14.5%
UTILITIES	6,931	6,737	6,957	6,715	(242)	-3.5%	(22)	-0.3%
COMMUNICATIONS	237	233	284	304	19	6.8%	71	30.6%
TRAVEL EXPENSES	115	106	118	118	0	0.2%	12	11.3%
TRAINING	283	294	316	317	1	0.3%	23	7.9%
CONTRACTS SERVICES AGREEMENT	10,615	12,893	11,973	12,583	610	5.1%	(309)	-2.4%
MAINT. & REPAIR - TIME & MATERIAL	4,776	5,305	5,588	5,518	(70)	-1.3%	212	4.0%
RENTAL/LEASE	509	555	559	605	46	8.3%	50	9.0%
INSURANCE	12	12	13	12	(1)	-9.8%	0	0.0%
PROFESSIONAL SERVICES	182	172	172	174	1	0.8%	2	1.2%
LICENCES, PERMITS, FEES	479	459	530	573	42	8.0%	114	24.9%
CREDIT CARD SERVICE CHARGES	353	366	343	355	12	3.5%	(11)	-2.9%
PROMOTION & ADVERTISING	137	144	129	127	(2)	-1.7%	(18)	-12.1%
CONTRACTED MUNICIPAL SERVICES	10,744	11,588	11,725	11,714	(11)	-0.1%	126	1.1%
OTHER PURCHASED SERVICES	856	963	963	971	8	0.8%	8	0.8%
WRITE-OFFS	1	0	0	0	0	0.0%	0	0.0%
PMTS. TO CITIZENS/LOCAL GROUPS	61	50	45	45	0	0.0%	(5)	-9.5%
TRANSFERS TO RESERVES	601	687	437	449	11	2.6%	(238)	-34.7%
OTHER EXPENDITURES	68	31	11	10	(1)	-9.1%	(22)	-68.4%
Total Expenses	\$131,914	\$140,422	\$138,481	\$140,782	\$2,301	1.7%	\$360	0.3%
Net Expenditures/(Revenues)	\$104,355	\$111,621	\$109,673	\$110,969	\$1,296	1.2%	(\$652)	-0.6%
Full Time Complement	587	598	626	631				

Major changes in the 2020 Budget from the 2019 Budget:

Licenses & Permits: Decrease due to rightsizing Road Occupancy fees based on historical actuals.

User Fees & Service Charges and Rentals: Increase due to CPI and higher activity at Aaniin Community Centre (partially offset in Salaries and Benefits).

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), additional Fire Services and Operations positions due to growth, and additional aquatic part time personnel at Aaniin Community Centre (offset in higher revenue).

Construction Materials: Increase due to additional winter maintenance salt requirements.

Utilities: Decrease due to historical usage and energy efficient initiatives.

Contracts & Service Agreements: Increase due to an increase in catch basin cleaning and Aaniin moving from preventative maintenance to all inclusive.

Maintenance & Repair – Time & Material: Decrease due to rightsizing maintenance budgets.

ENVIRONMENTAL ASSETS 2020 OPERATING BUDGET

<u>Description (in \$000's)</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2020 Bud. vs. 2019 Bud.</u>		<u>2020 Bud. vs. 2019 Act.</u>	
					<u>\$ Incr./Decr.</u>	<u>% Change</u>	<u>\$ Incr./Decr.</u>	<u>% Change</u>
Revenues								
FEDERAL GRANTS & SUBSIDIES	\$2	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Total Revenues	\$2	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Expenses								
SALARIES AND BENEFITS	\$790	\$803	\$898	\$865	(\$34)	-3.7%	\$61	7.6%
PRINTING & OFFICE SUPPLIES	2	6	4	4	0	0.0%	(2)	-32.5%
OPERATING MATERIALS & SUPPLIES	22	24	25	25	0	0.0%	1	3.5%
COMMUNICATIONS	3	3	4	4	0	0.0%	2	74.6%
TRAVEL EXPENSES	7	4	5	5	0	0.0%	1	16.7%
TRAINING	7	4	4	4	0	0.0%	0	7.8%
RENTAL/LEASE	0	0	2	2	0	0.0%	2	0.0%
LICENCES, PERMITS, FEES	4	8	5	5	0	0.0%	(2)	-31.0%
CREDIT CARD SERVICE CHARGES	1	1	0	0	0	0.0%	(1)	-100.0%
OTHER PURCHASED SERVICES	0	25	25	29	4	15.1%	4	15.1%
Total Expenses	\$836	\$878	\$973	\$944	(\$30)	-3.1%	\$66	7.5%
Net Expenditures/(Revenues)	\$834	\$878	\$973	\$944	(\$30)	-3.1%	\$66	7.5%
Full Time Complement	10	8	10	10				

Major changes in the 2020 Budget from the 2019 Budget:

No significant changes.

ENVIRONMENTAL SERVICES - WASTE 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
Revenues									
PROVINCIAL GRANTS & SUBSIDIES	\$1,251	\$1,297	\$1,297	\$1,297	\$0	0.0%	\$0	0.0%	
USER FEES & SERVICE CHARGES	35	40	36	37	1	2.0%	(3)	-8.3%	
SALES	116	126	103	108	5	4.7%	(18)	-14.2%	
RECOVERIES & CONTRIBUTIONS	38	63	85	85	0	0.0%	22	35.2%	
OTHER REVENUE	133	119	108	106	(2)	-2.1%	(13)	-10.9%	
Total Revenues	\$1,573	\$1,645	\$1,630	\$1,633	\$3	0.2%	(\$12)	-0.7%	
Expenses									
SALARIES AND BENEFITS	\$676	\$603	\$620	\$574	(\$47)	-7.5%	(\$29)	-4.9%	
PRINTING & OFFICE SUPPLIES	9	8	6	6	0	0.0%	(3)	-33.6%	
PURCHASES FOR RESALE	141	131	173	176	3	1.8%	45	34.3%	
OPERATING MATERIALS & SUPPLIES	120	105	120	109	(11)	-9.1%	4	4.0%	
UTILITIES	2	2	4	2	(2)	-49.2%	0	1.9%	
COMMUNICATIONS	4	3	7	8	1	9.6%	4	134.9%	
TRAVEL EXPENSES	9	4	9	9	0	0.0%	4	101.8%	
TRAINING	0	0	0	0	0	0.0%	(0)	-100.0%	
CONTRACTS SERVICES AGREEMENT	113	302	268	304	35	13.2%	2	0.5%	
MAINT. & REPAIR - TIME & MATERIAL	8	14	12	12	0	0.1%	(2)	-13.6%	
RENTAL/LEASE	0	1	0	0	0	0.0%	(1)	-100.0%	
PROFESSIONAL SERVICES	10	14	22	22	0	0.0%	8	57.4%	
LICENCES, PERMITS, FEES	1	2	2	2	0	0.0%	0	27.5%	
CREDIT CARD SERVICE CHARGES	5	5	4	4	0	0.0%	(1)	-24.0%	
CONTRACTED MUNICIPAL SERVICES	8,452	9,224	9,356	9,596	240	2.6%	372	4.0%	
OTHER PURCHASED SERVICES	42	25	25	29	4	15.1%	4	15.1%	
Total Expenses	\$9,594	\$10,444	\$10,629	\$10,852	\$223	2.1%	\$408	3.9%	
Net Expenditures/(Revenues)	\$8,021	\$8,799	\$8,999	\$9,219	\$220	2.4%	\$420	4.8%	
Full Time Complement	3	4	5	5					

Major changes in the 2020 Budget from the 2019 Budget:

Contracted Municipal Services: Increase due to higher waste collection contract price.

ENVIRONMENTAL SERVICES - WATERWORKS 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
Sales & Purchase of Water Revenue									
FINES/BILLINGS	\$121,383	\$130,470	\$130,507	\$139,257	\$8,749	6.7%	\$8,787	6.7%	
CONTRACTED MUNICIPAL SERVICES	(92,696)	(\$99,588)	(101,045)	(109,352)	(8,307)	8.2%	(9,764)	9.8%	
Total Sales & Purchase of Water Revenue	\$28,688	\$30,881	\$29,463	\$29,905	\$442	1.5%	(\$977)	-3.2%	
Other Revenues									
PROVINCIAL GRANTS & SUBSIDIES	\$8	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%	
USER FEES & SERVICE CHARGES	354	529	533	533	0	0.0%	4	0.8%	
SALES	467	428	567	567	0	0.0%	139	32.4%	
RECOVERIES & CONTRIBUTIONS	292	99	300	300	0	0.0%	201	203.1%	
OTHER REVENUE	17	120	14	14	0	0.0%	(106)	-88.4%	
Total Other Revenues	\$1,138	\$1,176	\$1,413	\$1,413	\$0	0.0%	\$238	20.2%	
Other Expenses									
SALARIES AND BENEFITS	\$7,397	\$7,826	\$7,856	\$8,020	\$164	2.1%	\$194	2.5%	
PRINTING & OFFICE SUPPLIES	24	28	34	34	0	0.0%	6	19.9%	
OPERATING MATERIALS & SUPPLIES	96	133	248	122	(126)	-50.8%	(11)	-8.2%	
CONSTRUCTION MATERIALS	399	455	587	594	7	1.2%	139	30.6%	
UTILITIES	33	23	56	56	0	0.0%	33	139.7%	
COMMUNICATIONS	57	53	74	74	0	0.0%	21	40.4%	
TRAVEL EXPENSES	28	23	47	47	0	0.0%	23	98.5%	
TRAINING	70	81	60	60	0	0.0%	(21)	-25.5%	
CONTRACTS SERVICES AGREEMENT	2,862	2,708	3,248	3,272	24	0.7%	565	20.8%	
MAINT. & REPAIR - TIME & MATERIAL	393	520	487	487	0	0.0%	(33)	-6.3%	
RENTAL/LEASE	7	7	6	6	0	0.0%	(1)	-16.2%	
PROFESSIONAL SERVICES	79	152	117	117	0	0.0%	(35)	-23.3%	
LICENCES, PERMITS, FEES	63	61	50	50	0	0.0%	(11)	-17.6%	
CREDIT CARD SERVICE CHARGES	2	3	1	1	0	0.0%	(2)	-61.4%	
OTHER PURCHASED SERVICES	2,517	2,720	2,720	2,755	34	1.3%	34	1.3%	
WRITE-OFFS	5	0	5	5	0	0.0%	5	0.0%	
Total Other Expenses	\$14,032	\$14,794	\$15,595	\$15,699	\$104	0.7%	\$905	6.1%	
Net Expenditures/(Revenues)	(\$15,794)	(\$17,263)	(\$15,281)	(\$15,619)	(\$338)	2.2%	\$1,644	-9.5%	
TRANSFERS TO RESERVE	\$15,794	\$17,263	\$15,281	\$15,619	\$338	2.2%	(\$1,644)	-9.5%	
Full Time Complement	63	64	67	67					

Major changes in the 2020 Budget from the 2019 Budget:

Fines/Billings: Increase due to higher water rate.

Contracted Municipal Services: Increase due to contract escalation from Region of York.

Salaries & Benefits: Increase for collective agreements and cost of living adjustment (COLA).

Operating Materials & Supplies: Decrease due to efficiencies and historical lower spend.

Transfers to/(draw from) Reserves: Represents a transfer of the budgeted surplus to Reserve in order to fund capital projects required to maintain the water and wastewater infrastructure.

ENVIRONMENTAL SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Ensure: 1. Timely response to customer inquiries 2. Appointments are on-time 3. Customers are treated with fairness and respect 4. Minimize the number and duration of service interruptions	Conduct one formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes (<i>BMFT Action 1.1.1</i>)
		Undertake a RFP for long term waste collection contract as per Council direction
		Determine Alectra Billing Services Contract strategy by Q2 2020
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology, where necessary and feasible, to improve work flow, data capture, and decision-making	Support implementation of cross departmental IT projects (CRM, EAM) (<i>BMFT Action 1.2.1</i>)
		Support <i>the advancement of Digital Markham / "Frictionless City"</i> (<i>BMFT Action 1.2.3</i>)
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Develop a supportive work environment that provides opportunities for employees to grow and contribute to the overall direction and directives of the Department	Continue to undertake succession management, implementation of protocol/procedure for knowledge transfer and to support staff retention

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
# of Formal Customer Satisfaction Surveys Completed	1	1	1	1	1	1 per year	Ongoing
Overall rating on specific services surveys (informal door hangers, phone call follow-ups)	91%	90%	97%	98%	98%	98%	Ongoing
Recognition Rating ¹	N/A	59%	N/A	51%	>=65%	>=65%	Ongoing
Staff Satisfaction Rating ¹	N/A	73%	N/A	69%	>=70%	>=70%	Ongoing
Healthy Work Environment Index from Staff Sat Survey ¹	N/A	66%	N/A	57%	70%	70%	Ongoing
Organizational Engagement Index from Staff Sat Survey ¹	-	70%	N/A	60%	70%	70%	Ongoing
# of Hours of Training per employee – HR data	5.9	3.6	4.0	3.6	5.0	8.0	2023
# of Hours of Training per employee (Waterworks)	83.81	85.71	80.94	52.63	75.00	75.00	Current
Staff Absenteeism (average # of days per employee)	N/A	9.6	7.6	9.0	<=8.4	<=8.4	Ongoing
# of days lost due to injury	N/A	1	11	0	0	0	0

Note: ¹ - Data is generated every even year

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	To support community engagement initiatives	Roll out education campaign on water and single-use plastic by Q3 2020
		Participate in Neighbourhood Partnership Strategy, as required (<i>BMFT Action 2.1.1</i>)
		Advocate for Zero Waste events in the city and provide advice to the development of Special Events Strategy (<i>BMFT Action 2.1.4</i>)
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.		
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.		

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
# of community events attended	37	30	46	38	1	30	2022
# of presentations conducted for children and adult students	50	109	84	48	170	190	2022
# of residents enrolled in Assisted Recycling Collection	54	67	83	100	103	130	2024
# of multi-res buildings receiving 3 stream collection	78	83	91	97	100	121	2024

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Manage Growth Impact on Service Delivery – provide input and review resources requirements to support future growth	Continue to support Development applications review and approvals
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Involve in emergency preparedness corporately, as well as ensuring Business Continuity	Participate in Emergency Management Program Committee, ensure training of staff and participate in exercises Ensure departmental Business Continuity Plan (BCP) is executable and current staff are trained in its implementation <ul style="list-style-type: none"> • Undertake exercise of BCP with Community Emergency Management Coordinators (CEMC)
	Provide quality drinking water and wastewater services to the residents and businesses in Markham that meet, if not exceed, legislative requirements	Ensure water and wastewater systems operate efficiently and are maintained in compliance with DWQMS regulatory requirements Continue development of Waste Water Quality Management System Continue downspout disconnection program and backflow prevention program
	Adopt Asset Management practices to manage City assets and protect City infrastructure	Ensure implementation of Asset Management practices in managing City’s water, wastewater, stormwater, structures, and streetlight network.

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
	to address impacts of extreme weather	Continue to implement Flood Control Program (<i>BMFT Action 3.3.2</i>): 1) Complete West Thornhill Phase 4 design by Q4, 2020 2) Initiate West Thornhill Phase 3A Implementation Q1, 2020
3.4 Protect and enhance natural environment and built form.	Provide opportunities for our residents to divert as much waste resources from landfill as possible	Implement multi-residential driving diversion through technology pilot study by Q4 2020 Initiate implementation of multi-year “Best of the Best” Diversion Strategy (<i>BMFT Action 3.4.4</i>)

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
# of days Markham is under a partial or full Boil Water Advisory	0	0	0	0	0	0	Ongoing
MOECC Inspection Rating	100%	100%	93.5%	93.5%	100%	100%	Ongoing
# of water quality customer complaints / 1000 people served	0.14	0.18	0.05	0.24	0.20	0.18	2022
# of Water main break per 100km of water main	4.14	2.71	1.86	2.95	<5.00	<5.00	Ongoing
% of drinking water samples tested that met the Ontario Drinking Water Standard	99.9%	99.8%	99.7%	99.9%	100%	100%	Ongoing
Waste diversion rate (Curbside and Depots)	81%	80%	81%	82%	82%	85%	2023
# of waste depot visits ('000)	126	133	148	160	130	170	2022
Reduction in Waste Generation (kg/capita)	66	64	64	59	60	60	2020

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Complete multi-year budget per City's financial policies/practices	Complete approved capital projects accordingly to policy – annual projects within the budget year, minor projects within 1 year of initiation and major projects per project schedule
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Efficiently manage life cycle reserve, condition assessment, capital budget requests and databases	Complete life cycle reserve study by Q2 2020 Complete capital budget requests by Q3 2020 Continue Service Planning (<i>BMFT Goal 4.2.2</i>) to improve services and programs by Q4 2020
	Develop Asset Management Plans for city- owned assets that considers accountability, risk of ownership, and fiscal stewardship	Continue to participate in the update to Corporate Asset Management Plan (<i>BMFT Goal 4.2.3</i>) per legislative requirements
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		Complete Auditor General Audit recommendations on Asset Management Practices by Q4 2020

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Residential water consumption (litres/capita/day)	188	195	185	186	184	150	2040
Gross non-revenue water (% of volume)	12.0%	11.0%	10.3%	11.0%	<11.0%	<11.0%	Ongoing
Net Operating Cost to Provide Water & Wastewater Services/Population Served	\$36.49	\$36.48	\$34.07	\$36.96	<\$40.00	<\$40.00	Ongoing
Project Completion Rate – Right of Way	N/A	93%	91%	100%	>=85%	>=85%	Ongoing
Project Completion Rate – Waste and Waterworks	N/A	60%	100%	74%	>=85%	>=85%	Ongoing

ENVIRONMENTAL SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Ensure: 1. Timely response to customer inquiries 2. Appointments are on-time 3. Customers are treated with fairness and respect 4. Minimize the number and duration of service interruptions	Conduct one formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes <i>(BMFT Action 1.1.1)</i>	2021-2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Leverage technology, where necessary and feasible, to improve work flow, data capture, and decision-making	Continue implementation of EAM <i>(BMFT Action 1.2.1)</i>	2021
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Develop a supportive work environment that provides opportunities for employees to grow and contribute to the overall direction and directives of the Department	Continue succession planning for department	2021-2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	To support community engagement initiatives	Continue to provide water, waste and infrastructure education and public engagement through WOW trailer, school out reach and special events	2021-2023
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.			
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.			

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.			
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Manage Growth Impact on Service Delivery – provide input and review resources requirements to support future growth	Continue to provide support for development review and approval	2021-2023
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Involve in emergency preparedness corporately, as well as ensuring Business Continuity	Continue to conduct mock exercises to test department’s DOC (Department Operation Centres) and business continuity plan	2021-2023
	Provide quality drinking water and wastewater services to the residents and businesses in Markham that meet, if not exceed, legislative requirements	Continue to ensure all legislative requirements are met to provide safe drinking water	2021-2023
	Develop adaptation plans for our infrastructure to respond to climate change and other risks	Continue with the implementation of Flood Control Program (<i>BMFT Action 3.3.2</i>)	2021-2023
3.4 Protect and enhance our natural environment and built form.	Provide opportunities for our residents to divert as much waste resources from landfill as possible	Continue with the implementation of “Best of Best” waste diversion plan (<i>BMFT Action 3.4.4</i>)	2021-2022

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Complete multi-year budget per City's financial policies/practices	Complete approved capital projects accordingly to policy – annual projects within the budget year, minor projects within 1 year of initiation and major projects per project schedule	2021-2023
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Efficiently manage life cycle reserve, condition assessment, capital budget requests and databases	Continue to complete annual review of life cycle reserves and request for capital project accordingly	2021-2023
	Develop Asset Management Plans for city- owned assets that considers accountability, risk of ownership, and fiscal stewardship	Continue Service Planning (<i>BMFT Goal 4.2.2</i>) to improve services and programs by Q4 2020	2021-2023
		Continue to participate in the update to Corporate Asset Management Plan (<i>BMFT Goal 4.2.3</i>) per legislative requirements	2021-2023
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.			

FIRE AND EMERGENCY SERVICES 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
LICENCES & PERMITS	\$2	\$4	\$5	\$4	(\$1)	-17.4%	(\$0)	-11.1%
FINES	12	8	3	4	1	28.1%	(4)	-53.7%
USER FEES & SERVICE CHARGES	15	19	28	25	(3)	-12.0%	6	32.3%
RECOVERIES & CONTRIBUTIONS	314	333	315	318	3	1.1%	(14)	-4.2%
OTHER REVENUE	23	20	36	36	0	0.0%	16	81.5%
Total Revenues	\$365	\$384	\$387	\$387	\$0	0.0%	\$3	0.8%
Expenses								
SALARIES AND BENEFITS	\$36,824	\$39,495	\$38,308	\$38,620	\$312	0.8%	(\$875)	-2.2%
PRINTING & OFFICE SUPPLIES	15	16	16	16	0	0.0%	0	1.5%
PURCHASES FOR RESALE	0	12	2	0	(2)	-100.0%	(12)	-100.0%
OPERATING MATERIALS & SUPPLIES	386	405	397	404	7	1.6%	(1)	-0.2%
VEHICLE SUPPLIES	6	6	3	3	0	0.0%	(3)	-51.2%
UTILITIES	238	254	274	265	(9)	-3.3%	11	4.3%
COMMUNICATIONS	30	28	30	30	0	0.0%	3	9.4%
TRAVEL EXPENSES	22	16	25	25	0	0.0%	9	57.9%
TRAINING	19	34	31	31	0	0.0%	(3)	-9.9%
CONTRACTS SERVICES AGREEMENT	68	69	71	80	8	11.9%	11	15.6%
MAINT. & REPAIR - TIME & MATERIAL	102	155	92	98	6	6.5%	(57)	-37.0%
RENTAL/LEASE	5	6	3	3	0	0.0%	(3)	-46.6%
PROFESSIONAL SERVICES	20	27	15	12	(3)	-19.6%	(15)	-54.9%
LICENCES, PERMITS, FEES	5	7	5	5	0	0.0%	(2)	-27.3%
CREDIT CARD SERVICE CHARGES	1	1	0	0	0	0.0%	(1)	-100.0%
TRANSFERS TO OWN FUNDS	41	41	41	41	0	0.0%	0	0.0%
Total Expenses	\$37,781	\$40,572	\$39,314	\$39,633	\$319	0.8%	(\$939)	-2.3%
Net Expenditures/(Revenues)	\$37,416	\$40,188	\$38,926	\$39,245	\$319	0.8%	(\$942)	-2.3%
Full Time Complement	268	272	278	280				

Major changes in the 2020 Budget from the 2019 Budget:

Salaries and Benefits: Increase due to collective agreements, cost of living adjustments (COLA), and 2 new positions.

FIRE AND EMERGENCY SERVICES BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services	Provide exceptional customer service for internal and external clients and align with the Customer Experience Strategy	Develop opportunities to reach out and inform the public and other departments on levels of service, including response times, and obtain input on the public expectations
		Educate the public on how growth of the City impacts fire service resource levels
		Review KPI's to determine suitability
		Conduct one formal customer satisfaction survey to measure and inform on the effectiveness of our services and processes (<i>BMFT Action 1.1.1</i>)
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services	Use technology in a manner that will increase productivity, meet customer requirements, generate performance data, and provide efficiencies in the duties we carry out on a daily basis	Support implementation of new technology to enhance business operations (<i>BMFT Action 1.2.1</i>)
		Research, plan and seek technological solutions to support improvements in radio communications, emergency response, data collection and training
		Plan and budget for Next Generation 911
		Increase on-line forms for public access for fire permits, event requests, fireworks and other requests for services
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence	Improve staff engagement within the department to provide a healthy, safe workplace that reflects corporate initiatives/ policies and applicable legislations	Focus on mental health and wellness in a manner that builds on and maintains the resilience for all of our staff
		Demonstrate commitment to provide safe working conditions in a profession that is inherently dangerous
		Provide succession planning opportunities through secondments, conferences, seminars and educational assistance
		Deliver recruitment information sessions to ensure prospective candidates are inform and promote career in the Fire Department in the community



Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Overall customer satisfaction rating received for survey completed in the calendar year	100%	96%	-	92%	>90%	>90%	2023
Benchmark against National Fire Protection Association (NFPA) 1221 for Dispatch Processing Time (60 sec)	85%	85%	87%	87%	90%	90%	2020
Benchmark against National Fire Protection Association (NFPA) 1710 for firefighter turn out time (80 seconds)	16%	16%	21%	24%	30%	90%	2020
Benchmark against National Fire Protection Association (NFPA) 1710 for 1 st Truck Travel Time (4 min)	58%	59%	58%	61%	65%	90%	2025
% of Fire Prevention & Public Education CARE requests meet established timelines of ≤5 days	100%	100%	100%	100%	100%	100%	2015
% of vulnerable occupancies inspections completed	100%	100%	100%	100%	100%	100%	2015

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community	Deliver programs that promote fire safety and healthy living to those that live, work and play in our community	Promote community-based fire programs that are designed to meet the needs of effective fire prevention and education
		Expand public education programs delivered by on-duty fire suppression crews
		Participate in the development and implementation of a Neighbourhood Partnership Strategy (<i>BMFT Action 2.1.1</i>)
	Deliver public education and prevention programs that are inclusive, accessible and provide enjoyable learning	Participate in the creation of a Special Event strategy (<i>BMFT Action 2.1.4</i>)
Complete annual assessment to identify risk and target groups for fire prevention education programs		
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities	Corporate presence in the Community	Develop Public Education Program Feedback process to support continuous improvement
		Attend, support and be visible during public events and activities
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity	Ensure that Fire and Emergency Services remains a Corporate partner in all initiatives	Work with the Markham Fire Heritage Committee to restore the 1936 Chevrolet fire truck and plan for the Heritage and Public Education Centre
		Clearly define the mandate associated with the Council approved levels of service within the Establishing and Regulating Bylaw

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Annual Pre-Recruitment Information Sessions (community outreach)	-	1	2	3	3	3	2018
School Program Survey Response Rate	-	-	51%	50%	60%	75%	2022
School Program Satisfaction Effectiveness Rating	-	-	75%	80%	85%	90%	2020

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector	Involved in existing and future road network planning and decisions that may affect fire traveling time and access	Identify impediments to emergency response that increase travel time including new and existing road networks, traffic congestion and access.
		Ensure Transportation Engineering understand emergency response considerations
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities	Ensure facilities, programs, services, equipment and staff training are appropriate to the new urban form and keep pace with growth	Address resource requirements with Council and senior administration to deliver minimum service levels for emergency response and to provide equitable level of service to the public, including completion of Fire Response Task Force
		Participate in the Shared Services Committee with Fire Chief from the cities of Vaughan and Richmond Hill and undertake implementation of recommendations related to: <ul style="list-style-type: none"> • Shared communications • Training • Automatic aid Procurement opportunities
		Plan for future fire stations and programming to keep pace with growth and deliver on complete and safe communities, e.g., Markham Centre, Langstaff, FUA, other intensification centres
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety	Support community emergency preparedness and response efforts	Review of Departmental Business Continuity Plan including “testing” and “exercises” to determine the effectiveness
		Lead the development of a city-wide alert system for residents to provide direct communication to residents during emergency (<i>BMFT Action 3.3.1</i>)
		As CEMC Lead, undertake the implementation of strategies to address the impacts of extreme weather and the systems needed to provide enhanced monitoring (<i>BMFT Action 3.3.3</i>)

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.4 Protect and enhance natural environment and built form	Ensure continuity of operations while following Greenprint recommendations for fire stations, apparatus and equipment	Take environmental considerations and opportunities into account in the planning of additional fire stations, equipment, apparatus and training

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
% Policy review completed every 4 years or less	-	20%	20%	20%	25%	25%	2020
# of CEMC positions provided by Fire for EOC	3	2	2	3	3	3	2018
# of cumulative recommendations implemented/considered from the approved Master Fire Plan	18	32	32	32	34	42	2025
# of Designated Business Continuity Leads	-	-	-	1	2	3	2021
% of Master Fire Plan completed	42%	76%	76%	76%	80%	100%	2025
Community Risk Assessment Completed (Every 5 years commencing July 1, 2024)	-	-	-	-	100%	100%	2024
Internal MFES Business Continuity Exercise	-	-	-	-	1	2	2020

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City	Manage cost per capita of the Fire Service to maintain service levels	Provide to Council the operational and financial data, strategies, and gaps, if any, in meeting approved service levels and response time
		Generate cost per capita and resource inventory comparisons with other fire services
		Evaluate supernumerary firefighters to offset overtime and support staff training and staffing gaps arising from retirements, resignations and leaves
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment	Monitor and evaluate departmental assets to ensure proactive management of asset condition and life cycle	Review the fleet replacement process and formalize the annual maintenance requirements for apparatus and equipment
		Formalize annual testing requirements of equipment to support lifecycle planning and budgeting
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources	Comply with all financial policies and Auditor General recommendations	Implement applicable Auditor General recommendations

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Project Completion Rate (*newly approved by Directors Forum in 2017)	67%	96%	89%	80%	90%	90%	2022
Average Annual Budget Variance (%) of all closed capital projects (actual vs. initial approved budget)	-	-	-	-	+5%	+5%	2022
Annual Cost per Capita (Operating)	\$96	\$93	\$96	\$102	\$112	\$147	2025

FIRE AND EMERGENCY SERVICES LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services	Provide exceptional customer service for internal and external clients and align with the Customer Experience Strategy	Develop opportunities to reach out and inform the public on levels of service, including response times, and obtain input on the public expectations	2021-2023
		Conduct one formal customer satisfaction survey annually to measure and inform on the effectiveness of our services and processes (<i>BMFT Action 1.1.1</i>)	2021-2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services	Use technology in a manner that will increase productivity, meet customer requirements, generate performance data, and provide efficiencies in the duties we carry out on a daily basis	Support implementation of new technology to enhance business operations (<i>BMFT Action 1.2.1</i>)	2021
		Increase on-line forms for public access for fire permits, event requests, fireworks and other requests for services	2021-2023
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence	Improve staff engagement within the department to provide a healthy, safe workplace that reflects corporate initiatives/ policies and applicable legislations	Demonstrate commitment to provide safe working conditions in a profession that is inherently dangerous	2021-2023
		Provide succession planning opportunities through secondments, conferences, seminars and educational assistance	2021-2023
		Deliver recruitment information sessions to ensure prospective candidates are inform and promote career in the Fire Department in the community	2021-2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community	Deliver programs that promote fire safety and healthy living to those that live, work and play in our community	Participate in the development and implementation of a Neighbourhood Partnership Strategy (<i>BMFT Action 2.1.1</i>)	2021-2022
	Deliver public education and prevention programs that are inclusive, accessible and provide enjoyable learning	Continue to improve on the translation of programs into multi languages	2021-2022
		Optimize the deployment of on-duty suppression staff to provide public education programs	2021-2022
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities	Continue to promote fire and emergency services heritage and education across the City	Work with internal and private partnerships to provide a Fire Heritage and Education Centre	2021-2023
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity	The Fire and Emergency Services will continue to be a partner with all Corporate partners	Assist internal partners with site plan review and fire protection requirements	2021

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector	Involved in existing and future road network planning and decisions that may affect fire traveling time and access	Monitor response travel times and actively comment on proposals to ensure that response times are not compromised	2021-2023
		Continue to work with the appropriate agencies regarding any impacts to fire and rescue response and operations related to the future subway	2021-2023
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities	Ensure facilities, programs, services, equipment and staff training are appropriate to the new urban form and keep pace with growth	Address resource requirements with Council and senior administration to deliver minimum service levels for emergency response and to provide equitable level of service to the public, including completion of Fire Response Task Force	2021
		Participate in Shared Services Committee with Fire Chief from the cities of Vaughan and Richmond Hill	2021-2023
		Plan for future fire stations and programming to keep pace with growth and deliver on complete and safe communities by identifying and acquiring land	2021-2023
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety	Support community emergency preparedness and response efforts	Lead the development of a city-wide alert system to provide direct communication to residents during emergency (<i>BMFT Action 3.3.1</i>)	2021-2022
		Lead the implementation of strategies to address impacts of extreme weather (<i>BMFT Action 3.3.3</i>)	2021
3.4 Protect and enhance our natural environment and built form	Ensure continuity of operations while following Greenprint recommendations for fire stations, apparatus and equipment	Take environmental considerations and opportunities into account in the planning of additional fire stations, equipment, apparatus and training	2021-2023

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City	Manage the increase in cost per capita of the Fire Service while maintaining the service levels	Complete research to include the cost for fire and emergency services for Large Urban Fire Departments in Ontario	2021
		Continue to utilize strategies such as supernumerary staffing to offset unanticipated absences such as sick leave, WSIB, LTD, retirement, and resignations	2021
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment	Monitor and evaluate departmental assets to ensure proactive management of asset condition and life cycle	Complete review of the replacement and life cycle process for apparatus and equipment	2022
		Continue to solicit recommendations from staff to ensure that the users provide valid input which may affect procurement of various vehicles and equipment	2021
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources	Comply with all financial policies and Auditor General recommendations	Implement applicable Auditor General recommendations	2021-2023

MARKHAM PUBLIC LIBRARY 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
PROVINCIAL GRANTS & SUBSIDIES	\$266	\$229	\$229	\$229	\$0	0.0%	\$0	0.0%
FEDERAL GRANTS & SUBSIDIES	42	53	0	0	0	0.0%	(53)	-100.0%
USER FEES & SERVICE CHARGES	704	712	748	756	8	1.1%	44	6.2%
RENTALS	50	57	53	54	1	2.0%	(3)	-4.6%
SALES	105	113	103	103	0	0.0%	(10)	-9.1%
RECOVERIES & CONTRIBUTIONS	7	6	0	0	0	0.0%	(6)	-100.0%
OTHER REVENUE	0	0	0	0	0	0.0%	(0)	-100.0%
Total Revenues	\$1,174	\$1,170	\$1,132	\$1,142	\$9	0.8%	(\$28)	-2.4%
Expenses								
SALARIES AND BENEFITS	\$12,006	\$12,181	\$12,452	\$12,621	\$169	1.4%	\$441	3.6%
PRINTING & OFFICE SUPPLIES	35	38	39	36	(3)	-7.7%	(3)	-6.6%
OPERATING MATERIALS & SUPPLIES	160	123	112	112	0	0.0%	(11)	-9.0%
UTILITIES	171	161	168	166	(2)	-1.1%	5	3.0%
COMMUNICATIONS	103	106	121	121	0	0.0%	15	14.5%
TRAVEL EXPENSES	45	46	44	44	0	0.0%	(2)	-4.4%
TRAINING	65	56	56	56	0	0.0%	0	0.1%
CONTRACTS SERVICES AGREEMENT	287	219	240	237	(3)	-1.2%	18	8.2%
MAINT. & REPAIR - TIME & MATERIAL	225	218	221	218	(3)	-1.4%	0	0.1%
RENTAL/LEASE	18	20	19	19	0	0.0%	(1)	-6.6%
INSURANCE	12	12	12	12	0	0.0%	0	0.0%
PROFESSIONAL SERVICES	116	60	52	57	4	8.5%	(3)	-5.3%
LICENCES, PERMITS, FEES	12	17	14	22	8	57.6%	5	30.7%
CREDIT CARD SERVICE CHARGES	6	6	7	7	0	0.0%	0	3.5%
PROMOTION & ADVERTISING	28	33	33	31	(2)	-6.5%	(2)	-5.3%
OTHER PURCHASED SERVICES	814	913	913	913	0	0.0%	0	0.0%
OTHER EXPENDITURES	13	13	9	8	(1)	-11.2%	(5)	-40.9%
Total Expenses	\$14,117	\$14,223	\$14,513	\$14,680	\$168	1.2%	\$457	3.2%
Net Expenditures/(Revenues)	\$12,943	\$13,053	\$13,380	\$13,539	\$158	1.2%	\$485	3.7%
Full Time Complement	68	67	78	78				

Major changes in the 2020 Budget from the 2019 Budget:

Salaries and Benefits: Increase due to collective agreements and cost of living adjustments (COLA).

MARKHAM PUBLIC LIBRARY BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)	Support Customer Experience Strategy Project through participation on the Customer Experience Team, including development of annual Customer Experience Report (<i>BMFT Action 1.1.1</i>) Support development, implementation and analysis of Citizen Satisfaction Survey for this Council term (<i>BMFT Action 1.1.1</i>) Undertake a corporate annual Customer Satisfaction Survey for library services (<i>BMFT Action 1.1.1</i>)
	1.1.2 Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders	Participate in projects to leverage technology for resident engagement and communication (<i>BMFT Action 1.1.2</i>), including: <ul style="list-style-type: none"> • Support e-Blast Program • Support Your Voice Markham Support new technologies to achieve outcomes
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services	1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software)	Continue to participate on project teams advancing implementation of CRM, Program Registration, Facility Booking systems, and staff scheduling software (<i>BMFT Action 1.2.1</i>)
	1.2.3 Advance Digital Markham / “Frictionless City” <ul style="list-style-type: none"> • Expand digital access and literacy programs 	Develop and strengthen digital service/programming element of Digital Markham Plan through departmental strategic planning and annual work plans (<i>BMFT Action 1.2.3</i>) Launch Digital Media Labs at Cornell and Markham Village and expand digital literacy programs through new library Digital Media Labs (<i>BMFT Action 1.2.3</i>)
	<ul style="list-style-type: none"> • Continue to embrace innovation and relevant technologies in delivery of service 	Launch library ecards to improve access to virtual/digital library by facilitating online self-registration by residents (<i>BMFT Action 1.2.3</i>) Launch mobile printing solution to enable residents to send print jobs to library printers from home or from their mobile

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
		devices while within the library (<i>BMFT Action 1.2.3</i>)
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence		Continue to implement succession planning, knowledge transfer and other people-related practices to strengthen departmental operations and service delivery
	1.3.3 Provide staff access to technologies to improve service delivery	Support ITS Department in providing workplace technologies to improve service delivery (<i>BMFT Action 1.3.3</i>)
	1.3.4 Continue to invest in staff training	Support Human Resources project to expand application and functionality of MLC 2.0 and e-learning (<i>BMFT Action 1.3.4</i>)

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
# of formal customer satisfaction surveys completed	0	0	0	0	1	1 per year	2020
Overall customer satisfaction ¹	8.1	8.7	8.7	8.7	8.8	9.0	2022
% of material borrowing through self-service	84%	84%	84%	84%	85%	90%	2023
Email notifications sent ('000)	250	270	562 ³	693	700	800	2022
Healthy Work Environment Index from Staff Satisfaction Survey	N/A	66%	N/A	67%	70%	75%	2022
# of learning hours per staff FTE (includes part-time)	5.7	N/A	7.1	7.0	7.5	8.0	2022
Staff Satisfaction: Training	N/A	72%	N/A	71%	72%	75%	2022
Staff Satisfaction: Individual Recognition & Reward	N/A	58%	N/A	59%	60%	65%	2022
Staff Satisfaction: Organizational Engagement	N/A	68%	N/A	66%	68%	70%	2022

Notes:

¹ Customer satisfaction surveys are run continuously by the department through Counting Opinions, an online survey tool that provides a continuous real-time stream of customer satisfaction data regarding all aspects of library services. However, it is not considered to be a formal customer satisfaction survey as defined corporately.

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community	2.1.1 Implement neighbourhood partnership strategy <ul style="list-style-type: none"> • Customized to the community; neighbourhood action plans • “Good neighbour” brochure 	Participate in the development and implementation of a Neighbourhood Partnership Strategy (<i>BMFT Action 2.1.1</i>), including <ul style="list-style-type: none"> • Work on partnerships with York University and community partners
	2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities	2.2.3 Enhance the Volunteer program and opportunities across the City
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity	2.2.4 Update the Diversity & Inclusion action plan	Participate on project team refreshing the current Diversity Action Plan (<i>BMFT Action 2.2.4</i>)
	2.3.2 Adopt and implement the Economic Development Strategy	Implement Corporate Program Fee Assistance Policy (subsidy program)
	2.3.4 Launch Destination Markham	Participate on Economic Development Strategy project team (<i>BMFT Action 2.3.2</i>), with departmental focus on supporting: <ul style="list-style-type: none"> • Implementation of workplace skills and digital training and programs Provision of public space and equipment to support entry-level entrepreneurship, innovation and start-ups
		Support launch of Destination Markham (<i>BMFT Action 2.3.4</i>)

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
# of volunteer Hours	14,000	13,000	11,090	11,482	11,500	15,000	2022
# of program attendance	157,930	131,915	140,723	150,356	160,000	175,000	2022
# Library materials borrowed (physical and digital) ('000s)	4,829	4,949	4,860	5,460	5,600	6,000	2022
# Library materials borrowed (physical and digital) per capita	14.31	14.50	14.13	15.66	16.00	16.50	2022

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector		
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities		Continue to participate in all Growth Management projects Develop a MPL Library Board approved strategic plan for the department that is aligned to the 2020-2023 BMFT Strategic Plan
	3.2.4 Implement Integrated Leisure Master Plan	Lead the implementation of the 2019 Integrated Leisure Master Plan (<i>BMFT Action 3.2.4</i>), including key governance tasks: <ul style="list-style-type: none"> • Develop and launch a communications plan • Develop a multi-year plan for priorities and alignment to business planning and budgeting processes • Develop process for annual reporting on progress • Advance systemic projects that will enable better outcomes and resource planning, such as the rolling 5-year new parks plan and Neighbourhood Centres for intensification centres • Undertake Markham Centre Community Consultation, with consultant support • Develop innovative urban library service models (including co-locations) and advance project-readiness for opportunities in Intensification Areas • Undertake Milliken Library Renovation Project, subject to grant funding
3.3 Ensure business continuity of our services and infrastructure, and		Maintain departmental Business Continuity Plan, provide staff will applicable training, and participate in

enable community resiliency and community safety		emergency planning program and responses, as required
3.4 Protect and enhance natural environment and built form	3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our Net Zero Emissions by 2050 target	Support Net Zero Plan from the Sustainability and Asset Management department (<i>BMFT Action 3.4.3</i>)

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Sq.ft. of library space per capita	0.44	0.43	0.43	0.46	Council to specify	0.60	Council to specify
Resident visits to library branches (000s)	2,370	2,389	2,405	2,771	2,800	3,000	2022
Resident visits to library branches per capita	7.02	7.00	6.99	7.95	8.00	8.50	2022

GOAL 4 – Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City	4.1.1 Funding strategy	Support development of funding strategy through Directors Forum (<i>BMFT Action 4.1.1</i>)
	4.1.2 Revenue strategy	Support development of revenue strategy through Directors Forum (<i>BMFT Action 4.1.2</i>)
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment	4.2.2 Advance detailed service planning for continuous improvement	Support Knowledge Transfer and service planning, including the use of simple process maps for the review of library hours (<i>BMFT Action 4.2.2</i>)
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources	4.3.1 Establish public reporting aligned to BMFT, including key metrics\	Support implementation of annual BMFT public reporting (<i>BMFT Action 4.3.1</i>)

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
% completion of capital projects (Finance data)	100%	100%	100%	100%	100%	100%	Achieved
Library Operating Budget per Capita*	N/A	31.61	31.80	36.71	N/A	N/A	N/A

* Note: MPL Board has not set these targets

MARKHAM PUBLIC LIBRARY LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services	1.1.1. Implement effective mechanisms for ongoing stakeholder feedback and engagement (i.e. regular customer surveys, focus groups)	Support Customer Experience Strategy Project through participation on the Customer Experience Team, including development of annual Customer Experience Report (<i>BMFT Action 1.1.1</i>)	2021-2023
		Undertake a corporate annual Customer Satisfaction Survey for library services (<i>BMFT Action 1.1.1</i>)	2021-2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services	1.1.2 Leverage technology for direct two-way communication to effectively gather feedback on services and push information out to stakeholders	Support implementation of leveraging technology for resident engagement and communication (<i>BMFT Action 1.1.2</i>), including: <ul style="list-style-type: none"> • E-Blast Program • Your Voice Markham 	2021-2023
	1.1.3 Develop a corporate-wide language translation policy to ensure consistency in translation services across the Corporation	Implement corporate language translation policy (<i>BMFT Action 1.1.3</i>)	2021-2022
	1.2.1 Implement new technology to enhance business operations (CRM, EAM, Program Registration, Facility Booking systems, and staff scheduling software)	Continue to participate on project teams advancing implementation of CRM, Program Registration, Facility Booking systems, and staff scheduling software, including staff training (<i>BMFT Action 1.2.1</i>)	2021
	1.2.3 Advance Digital Markham / “Frictionless City”* <ul style="list-style-type: none"> • Expand digital access and literacy programs 	Continue to develop and strengthen digital service/ programming element of Digital Markham Plan through departmental strategic planning and annual work plans (<i>BMFT Action 1.2.3</i>)	2021-2023

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence		Continue to implement succession planning, knowledge transfer and other people-related practices to strengthen departmental operations and service delivery	2021-2023
	1.3.3 Provide staff access to technologies to improve service delivery	Support ITS Department in providing workplace technologies to improve service delivery (<i>BMFT Action 1.3.3</i>)	2021-2023
	1.3.4 Continue to invest in staff training	Support Human Resources project to expand application and functionality of MLC 2.0 and e-learning (<i>BMFT Action 1.3.4</i>)	2021-2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community	2.1.1 Implement neighbourhood partnership strategy <ul style="list-style-type: none"> • Customized to the community; neighbourhood action plans • “Good neighbour” handbook 	Participate in the implementation of a Neighbourhood Partnership Strategy (<i>BMFT Action 2.1.1</i>)	2021-2022
	2.1.2. Expand community hub concept (currently at Aaniin CC) across the City	Participate on community hub team <i>BMFT Action 2.1.2</i>) to: <ul style="list-style-type: none"> • Support evaluation of HUB at Aaniin working with York University. Support development of HUB plan with implementation strategies, in alignment with Neighbourhood Partnership Strategy	2021-2023
	2.1.3 “Discover Markham”: bring Markham’s rich history to life, and continue to celebrate the diverse achievements and events	Participate on Discover Markham team (<i>BMFT Action 2.1.3</i>) to: <ul style="list-style-type: none"> • Support identification/inventory of list of historic events and distinctions Support development of events program and communication strategy to celebrate Markham	2021
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities	2.2.3 Enhance the Volunteer program and opportunities across the City	Support the enhancement of volunteer program and opportunities in the department (<i>BMFT Action 2.2.3</i>)	2021 - 2023
	2.2.4 Update the Diversity & Inclusion action plan	Participate on project team refreshing the current Diversity Action Plan (<i>BMFT Action 2.2.4</i>)	2021-2023
	2.2.5 Evaluate the advancement of arts and culture opportunities for Markham	Participate on project team to create a Culture Strategic Plan to replace the current Culture Master Plan (<i>BMFT Action 2.2.5</i>)	2021

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity	2.3.4 Launch Destination Markham	Support launch of Destination Markham (<i>BMFT Action 2.3.4</i>)	2021-2023

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector			
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities		Continue to participate in all Growth Management projects	2021 – 2023
		Implement the MPL Library Board approved strategic plan for the department that is aligned to the 2020-2023 BMFT Strategic Plan	2021-2023
	3.2.4 Implement Integrated Leisure Master Plan	Continue to lead the implementation of the 2019 Integrated Leisure Master Plan (<i>BMFT Action 3.2.4</i>), including key governance tasks: <ul style="list-style-type: none"> Multi-year plan for priorities and alignment to business plans and budget process. Annual reporting on progress Advance systemic projects that will enable better outcomes and resource planning such as the rolling 5-year new parks plan and Neighbourhood Centres for intensification centres Undertake a Markham Centre library within a 'Neighbourhood Centre' in a colocation with developer(s) 	2021 – 2023
3.3 Ensure business continuity of our services and		Maintain departmental Business Continuity Plan, provide staff will applicable training, and participate	2021 - 2023

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
infrastructure, and enable community resiliency and community safety		in emergency planning program and responses, as required	
3.4 Protect and enhance our natural environment and built form	3.4.3 Promote retrofits to existing buildings and homes to reduce energy consumption and expand the use of renewable energy sources in order to achieve our Net Zero Emissions by 2050 target	Support Net Zero Plan from the Sustainability and Asset Management department (<i>BMFT Action 3.4.3</i>)	2021 - 2023
	3.4.7 Pursue partnership opportunities for programming in the Rouge National Urban Park	Support project to work with RNUP to develop a community programming collaboration approach (<i>BMFT Action 3.4.7</i>)	2021-2023

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City	4.1.1 Funding strategy	Support implementation of Funding Strategy (<i>BMFT Action 4.1.1</i>)	2021-2023
	4.1.2 Revenue strategy	Support implementation of Revenue Strategy (<i>BMFT Action 4.1.2</i>)	2021-2023
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment	4.2.1 Establish process for evaluating public and private sector partnerships and business opportunities	Participate on project team developing evaluation process for partnership and business opportunities (<i>BMFT Action 4.2.1</i>)	2021
	4.2.2 Advance detailed service planning for continuous improvement	Implement Knowledge Transfer service planning and implement process mapping tool to support departmental review of processes/policies to modernize and find efficiencies and improve customer experiences (<i>BMFT Action 4.2.2</i>)	2021-2023
	4.2.4 Develop a comprehensive risk management framework	Support development of Enterprise Risk Management program as part of Directors Forum (<i>BMFT Action 4.2.4</i>)	2021
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources	4.3.1 Establish public reporting aligned to BMFT, including key metrics	Support implementation of annual BMFT public reporting as part of Directors Forum (<i>BMFT Action 4.3.1</i>)	2021-2023

Operations

2020 Operating Budget



Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.		
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change	
Revenues									
FEDERAL GRANTS & SUBSIDIES	\$0	\$19	\$0	\$0	\$0	0.0%	(\$19)	-100.0%	
LICENCES & PERMITS	154	252	290	212	(78)	-26.9%	(40)	-15.9%	
USER FEES & SERVICE CHARGES	231	413	216	216	0	0.0%	(197)	-47.7%	
RENTALS	582	536	557	573	16	2.8%	37	6.9%	
SALES	90	94	86	86	0	0.0%	(8)	-8.7%	
RECOVERIES & CONTRIBUTIONS	529	526	523	527	5	0.9%	2	0.3%	
Total Revenues	\$1,586	\$1,840	\$1,672	\$1,614	(\$58)	-3.5%	(\$226)	-12.3%	
Expenses									
SALARIES AND BENEFITS	\$14,786	\$15,460	\$15,816	\$16,437	\$621	3.9%	\$977	6.3%	
PRINTING & OFFICE SUPPLIES	27	27	26	23	(2)	-9.0%	(3)	-13.0%	
OPERATING MATERIALS & SUPPLIES	233	219	209	205	(4)	-2.1%	(14)	-6.5%	
VEHICLE SUPPLIES	1,873	1,874	1,738	1,779	41	2.4%	(95)	-5.1%	
BOTANICAL SUPPLIES	256	281	277	280	3	1.1%	(1)	-0.3%	
CONSTRUCTION MATERIALS	1,827	2,625	1,942	2,245	303	15.6%	(380)	-14.5%	
UTILITIES	306	290	256	299	43	16.8%	9	3.1%	
COMMUNICATIONS	47	46	61	81	20	32.8%	35	77.6%	
TRAVEL EXPENSES	16	15	16	16	0	0.0%	0	2.3%	
TRAINING	50	47	53	53	0	0.0%	6	12.5%	
CONTRACTS SERVICES AGREEMENT	8,825	10,807	9,868	10,220	352	3.6%	(586)	-5.4%	
MAINT. & REPAIR - TIME & MATERIAL	2,813	2,877	3,625	3,364	(261)	-7.2%	487	16.9%	
RENTAL/LEASE	345	380	370	418	48	12.9%	38	9.9%	
PROFESSIONAL SERVICES	9	35	16	16	0	0.0%	(20)	-55.5%	
LICENCES, PERMITS, FEES	384	360	442	480	38	8.5%	120	33.2%	
CREDIT CARD SERVICE CHARGES	3	5	0	2	2	4651.2%	(2)	-54.7%	
PROMOTION & ADVERTISING	4	5	6	6	0	0.0%	1	10.4%	
CONTRACTED MUNICIPAL SERVICES	2,278	2,346	2,354	2,096	(258)	-11.0%	(251)	-10.7%	
TRANSFERS TO OWN FUNDS	27	38	27	38	11	41.4%	0	0.0%	
OTHER EXPENSES	4	0	0	0	0	0.0%	0	0.0%	
Total Expenses	\$34,115	\$37,738	\$37,102	\$38,058	\$956	2.6%	\$320	0.8%	
Net Expenditures/(Revenues)	\$32,529	\$35,898	\$35,430	\$36,444	\$1,014	2.9%	\$546	1.5%	
Full Time Complement	109	116	119	122					

Major changes in the 2020 Budget from the 2019 Budget:

Licenses and Permits: Increase due to rightsizing the Road Occupancy Fees based on historical actuals.

Salaries and Benefits: Increase for collective agreements, cost of living adjustment (COLA), and additional staff for growth & East Yard.

Construction Materials: Increase for additional winter maintenance salt requirements.

Contracts and Service Agreements: Increase due to increase in catch basin cleaning.

Maintenance & Repair – Time & Material: Decrease for rightsizing of streetlight and sports field maintenance based on historical actuals.

Contract Municipal Services: Decrease due to reallocation of budget to Corporate.

OPERATIONS BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align with the corporate Customer Experience Strategy to ensure exceptional service delivery, including effective mechanisms for ongoing feedback	Undertake resident/user-group customer satisfaction survey for the departmental service monitoring and improvement (<i>BMFT Action 1.1.1</i>)
		Develop a process and protocol for utilizing social media tools to broadcast Operations' messages to stakeholders (<i>BMFT Action 1.1.2</i>)
		Create a Your Voice Markham page for collecting resident input and ideas for the Park Renaissance program (<i>BMFT Action 1.1.2</i>)
		Conduct community consultation regarding entrance feature rehabilitation program
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support multi-year roll-out of corporate technology roadmap and maximize benefits for department	Expand the use of AVL data to achieve continuous improvements and expand analytics capabilities of AVL data
		Pilot project replacement of AVLs in preparation of contract expiration
		Support centralization of GIS within IT and ensure detailed process mapping provides cross-department SLA's
		Support implementation of a new Learning Management System (LMS) to replace the Markham Learn Centre
		Support implementation of the Enterprise Asset Management (EAM) system, in order to optimize work management and job costing (<i>BMFT Action 1.2.1</i>)
		Support implementation of a new customer response management (CRM) system to replace ACR (<i>BMFT Action 1.2.1</i>)
		Support advancement of Digital Markham / Frictionless City (<i>BMFT Action 1.2.3</i>)
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Increase staff satisfaction and engagement and program effectiveness within the department	Further refine the succession plan through identification and mentoring of emerging leaders and skilled individuals within the Department (<i>BMFT Action 1.3.2</i>)
		Continue to enhance and implement knowledge transfer strategies (<i>BMFT Action 1.3.2</i>)
		Undertake improvement projects arising from 2020 staff satisfaction survey

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
# of formal customer surveys completed	1	1	3	1	1	2	2021
# of ACR work orders/requests (Parks, Roads)	27,690	16,120	12,741	13,982	<14,000	<12,000	2022
# of utility permits issued and inspected	1,371	918	1,174	1,705	3,642	3,500	2022
Average # of health & safety training hours per full-time employee	5.5	50.3	47.2	5.2	5	8	2021
# of work related injuries resulting in lost time (HR)	3	4	2	2	0	0	2020
Healthy workplace environment index (from staff satisfaction survey)*	N/A	74%	N/A	57%	75%	75%	2020
Recognition Rating (from staff satisfaction survey) *	N/A	50%	N/A	53%	65%	65%	2020
Staff Satisfaction rating (from staff survey) *	N/A	58%	N/A	64%	80%	80%	2020
Completion rate for performance management	100%	100%	100%	100%	100%	100%	2020
Staff absenteeism (average # of days per full-time employee) (HR)	9.8	10.0	9.6	10.2	<10	<10	2020
Employee turn-over rate (HR)	7.2%	9.3%	13.8%	9.3%	10%	10%	2020

Note: * - Data is generated every even year

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Ensure services are inclusive, accessible and engaging for the Markham population	Implement subsequent Parks Renaissance program phases
		Participate in the development and implementation of a Neighbourhood Partnership Strategy (<i>BMFT Action 2.1.1</i>)
		Support the creation of a Good Neighbour Brochure led by Recreation Services
		Support development of Special Events Strategy by Corporate Services (<i>BMFT Action 2.1.4</i>)
		Support development of a major civic square (<i>BMFT Action 2.1.5</i>)
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Promote the identity of our community through the celebration, beautification, and enhancement of our public spaces	Support Public Arts Master Plan (<i>BMFT Action 2.2.1</i>)
		Implement subsequent Public Realm program phases (<i>BMFT Action 2.2.2</i>)
		Implement a sustainable entrance feature strategy
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Facilitate improved partnerships with other departments to assist with the promotion of the City	Support implementation of the Older Adult Strategy
		Implement the Markham Gateway Master Plan
		Continue partnership between Parks Operations and Parks Planning (Development Services) to optimize cost effectiveness and create engaging parks for our community, in alignment with targets identified in the ILMP

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
# of parks maintained	219	237	248	254	266	See Note*	2021
# of community volunteer initiatives supported (TFT, volunteer ice-rinks, etc.)	38	44	44	38	21	42	2022
Number of parks revitalized through Parks Renaissance	N/A	1	11	1	1	8	2022

Note: * The Long-term Target continues to be the maintenance of 100% of all parks assumed. Markham is a growing municipality and the number of parks maintained is expected to increase over time.

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Promote a safe and efficient transportation system that balances needs for all users	Participate in the design aspects of various transit, road and streetscaping projects (<i>BMFT Action 3.1.2</i>)
		Participate in optimization of local and regional roads plan by Engineering Department (<i>BMFT Action 3.1.4</i>)
		Participate in the implementation of the Active Transportation Master Plan recommendations (<i>BMFT Action 3.1.5</i>)
		Participate in the project to build of new Air Supported Tennis Structure at Markham Tennis Club
		Support the implementation of the sidewalk and MUP roll-out, and relevant policies in the City’s parks and road right-of-way
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Align departmental services and resources to effectively manage growth	Lead the design/build of a new Public Works Facility and improvements to the central yard to achieve service efficiencies and resource optimization
		Implement City-wide block pruning initiative as a result of the review of forestry services
		Participate in the feasibility review of Geothermal collection and heating system
		Support the implementation of the ILMP recommendations (<i>BMFT Action 3.2.4</i>), particularly
		Undertake the development of a 5-year rolling new parks capital plan with Planning & Urban Design – Parks Construction
		Assessing the modifications to the Engineering Design Guidelines in the planning of new communities (Future Urban Area - ELT, York Downs, Markham Centre, Buttonville, Langstaff) to ensure efficient and satisfactory service levels in order to minimize the total cost of ownership
3.3 Ensure business continuity of our services and		Continue to implement strategies to address impacts of extreme weather (<i>BMFT Action 3.3.3</i>)

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
infrastructure, and enable community resiliency and community safety.	Ensure the deployment of resources, programs, and services are reliable	Ensure departmental Business Continuity Plan is executable and current and staff trained in its implementation
		Participate in all required Emergency Preparedness Plan (EPP) exercises and training, including a departmental EOC exercise
		Further roll-out Provincial Basic Emergency Management (BEM) training for staff at all levels
3.4 Protect and enhance natural environment and built form.	Protect natural and built infrastructure and enhance their resilience	Monitor existing and emerging invasive species to identify risk factors, projected impacts and responses
		Participate in the development of a wildlife biodiversity strategy (<i>BMFT Action 3.4.1</i>)
		Increase tree canopy to mitigate climate change through the new Block Pruning Program and Trees for Tomorrow Program (<i>BMFT Action 3.4.2</i>)
		Enhance partnership and fundraising of the Trees for Tomorrow Program
		Support BMFT projects – Waste Diversion, Markham Centre Rouge River Trail and Urban Parks Strategy (<i>BMFT Action 3.4.4, 3.4.5, 3.4.6</i>)
		Participate in the planning and implementation of Rouge National Urban Park (<i>BMFT Action 3.4.7</i>)
		Complete review and update of the Tree Preservation By-law

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
% of paved lane kms where condition is rated good or above (As of 2014, no longer calculated by MPMP. 2014 data based on actuals)	74%	78%	74%	74%	75%	80%	2024
% of winter responses that meet/exceed road maintenance standards (As of 2014, this is no longer provided by MPMP. 2014 based on actuals)	100%	100%	100%	100%	100%	100%	2020
% of fleet utilizing hybrid technology (light duty vehicles under 10,000 lb GVW)	15%	16%	16%	16%	15%	15%	2020
Licensed fleet availability (in service rate in %)	96%	95%	95%	95%	90%	90%	2020
% Operations Management and Administration Staff that have received BEM training*	-	-	-	-	90%	100%	2024

Note: * New measure

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Maintain fiscally cost-effective service provisions which addresses the City's growth needs	Monitor and update fee schedule for permits and services to offset operating costs through benchmarking exercise
		Support the E3 Strategy
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Address impacts of growth on programs, services, and the bottom line	Continue to implement effective fleet life cycle strategies, including optimal replacement interval review
		Pilot ITS-developed app to collect data on tree pruning and municipal tree inventory
		Document City assets through EAM and meet legislative requirements on Asset Management Plan strategy (<i>BMFT Action 4.2.3</i>)
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		Update the Fleet Management and Maintenance Policy
		Review the fees structure at Milne Park, including cashless options

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Total costs for paved roads per lane kilometre (<i>As of 2014, MPMP no longer includes this info. 2014 data based on</i>	\$2,515	\$2,746	\$2,789	\$3,146	\$3,030	See Note*	2022
Operating costs of road winter maintenance per lane kilometre maintained (<i>As of 2014, MPMP no longer includes this info. 2014 data based on actuals.</i>)	\$3,687	\$4,067	\$4,677	\$5,039	\$7,400	See Note*	2022
Average annual operating cost per licensed unit in Fleet under 10,000 lb GVW	\$5,700	\$5,800	\$5,800	\$5,800	<\$6,000	<\$6,000	2020
Project Completion Rate (*newly approved by Directors Forum in 2017)	N/A	86%	71%	89%	90%	90%	2020

Note: * The Long-term Target is to have the costs increased by the rate of inflation only, as determined by Financial Services.

OPERATIONS LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align with the corporate Customer Experience Strategy to ensure exceptional service delivery	Undertake resident/user-group customer satisfaction survey for the departmental service monitoring and improvement <i>(BMFT Action 1.1.1)</i>	2021-2023
		Broadcast Operations' key messages to stakeholders utilizing social media tools <i>(BMFT Action 1.1.2)</i>	2021-2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Support multi-year roll-out of Corporate technology roadmap and maximize benefits for department	Support implementation of the Enterprise Asset Management (EAM) system, in order to optimize work management and job costing <i>(BMFT Action 1.2.1)</i>	2021
		Support implementation of a new customer response management (CRM) system to replace ACR <i>(BMFT Action 1.2.1)</i>	2021
		Support advancement of Digital Markham / Frictionless City and advocate for projects that will create effective and efficient service delivery <i>(BMFT Action 1.2.3)</i>	2021-2022
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Increase staff satisfaction and engagement and program effectiveness within the department	Complete improvement projects arising from staff satisfaction surveys	2021, 2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Ensure services are inclusive, accessible and engaging for the Markham population	Participate in the implementation of a Neighbourhood Partnership Strategy (<i>BMFT Action 2.1.1</i>)	2021-2022
		Support development of a major civic square (<i>BMFT Action 2.1.5</i>)	2021-2023
		Develop and implement future phases of the Park Renaissance program, leveraging data collected through Your Voice Markham	2021-2023
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Promote the identity of our community through the celebration, beautification, and enhancement of our public spaces	Support Public Arts Master Plan (<i>BMFT Action 2.2.1</i>)	2021-2023
		Implement subsequent Public Realm program phases (<i>BMFT Action 2.2.2</i>)	2021-2023
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.	Facilitate improved partnerships with other departments to assist with the promotion of the City	Research and explore grants or other funding opportunities to enhance City-wide gateways per the Gateway Master Plan	2021-2023
		Continue partnership between Parks Operations and Parks Planning (Development Services) to optimize cost effectiveness and create engaging parks for our community, in alignment with targets identified in the ILMP	2021-2023

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.	Promote a safe and efficient transportation system that balances needs for all users	Participate in the design aspects of various transit, road and streetscaping projects (<i>BMFT Action 3.1.2</i>)	2021-2023
		Participate in optimization of local and regional roads plan by Engineering Department (<i>BMFT Action 3.1.4</i>)	2021-2023
		Participate in the implementation of the Active Transportation Master Plan recommendations (<i>BMFT Action 3.1.5</i>)	2021-2023
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Align departmental services and resources to effectively manage growth	Support the implementation of the ILMP recommendations (<i>BMFT Action 3.2.4</i>)	2021-2023
		Lead the design/build of a new Public Works Facility and improvements to the central yard to achieve service efficiencies and resource optimization	2021-2023
		Participate in the establishment of a city-wide parking strategy (<i>BMFT Action 3.2.5</i>)	2021
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure the deployment of resources, programs, and services are reliable	Continue to implement strategies to address impacts of extreme weather (<i>BMFT Action 3.3.3</i>)	2021
3.4 Protect and enhance our natural environment and built form.	Protect natural and built infrastructure and enhance their resilience	Participate in the planning and implementation of Rouge National Urban Park (<i>BMFT Action 3.4.7</i>)	2021-2023
		Increase tree canopy to mitigate climate change (<i>BMFT Action 3.4.2</i>)	2021-2023
		Support BMFT projects – Waste Diversion and Markham Centre Rouge River Trail (<i>BMFT Action 3.4.4, 3.4.5</i>)	2021-2023

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Maintain fiscally cost-effective service provisions which addresses the City's growth needs	Consider alternate sources of revenue (<i>BMFT Action 4.1.2</i>)	2021-2023
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Address impacts of growth on programs, services, and the bottom line	Document City assets through EAM and meet legislative requirements on Asset Management Plan strategy (<i>BMFT Action 4.2.3</i>)	2021-2023
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.		Support the establishment of public reporting aligned to BMFT, including key metrics (<i>BMFT Action 4.3.1</i>)	2021-2023

RECREATION 2020 OPERATING BUDGET

Description (in \$000's)	2018 Actual	2019 Actual	2019 Budget	2020 Budget	2020 Bud. vs. 2019 Bud.		2020 Bud. vs. 2019 Act.	
					\$ Incr./(Decr.)	% Change	\$ Incr./(Decr.)	% Change
Revenues								
PROVINCIAL GRANTS & SUBSIDIES	\$52	\$67	\$63	\$42	(\$21)	-33.3%	(\$25)	-36.9%
USER FEES & SERVICE CHARGES	13,247	13,901	13,942	14,712	770	5.5%	811	5.8%
RENTALS	7,947	8,261	8,575	8,821	247	2.9%	560	6.8%
SALES	142	134	152	151	(0)	-0.2%	18	13.2%
RECOVERIES & CONTRIBUTIONS	221	116	64	88	24	37.2%	(28)	-23.8%
OTHER REVENUE	360	370	301	332	31	10.3%	(38)	-10.2%
INTER-DEPARTMENTAL RECOVERIES	889	913	889	889	0	0.0%	(24)	-2.6%
Total Revenues	\$22,859	\$23,762	\$23,987	\$25,037	\$1,051	4.4%	\$1,275	5.4%
Expenses								
SALARIES AND BENEFITS	\$22,672	\$23,158	\$22,899	\$23,363	\$465	2.0%	\$205	0.9%
PRINTING & OFFICE SUPPLIES	97	100	77	86	9	12.1%	(14)	-14.0%
PURCHASES FOR RESALE	89	92	87	96	9	10.8%	5	5.3%
OPERATING MATERIALS & SUPPLIES	1,158	1,295	1,296	1,332	36	2.8%	37	2.9%
VEHICLE SUPPLIES	30	34	33	32	(1)	-3.2%	(2)	-6.4%
UTILITIES	6,213	6,030	6,255	5,983	(272)	-4.3%	(47)	-0.8%
COMMUNICATIONS	49	47	59	58	(1)	-2.2%	11	23.4%
TRAVEL EXPENSES	6	12	5	5	0	3.9%	(6)	-55.0%
TRAINING	134	138	138	139	1	0.7%	1	0.7%
CONTRACTS SERVICES AGREEMENT	1,432	1,636	1,666	1,886	220	13.2%	249	15.2%
MAINT. & REPAIR - TIME & MATERIAL	1,628	2,041	1,638	1,826	187	11.4%	(215)	-10.6%
RENTAL/LEASE	142	148	164	163	(1)	-0.8%	15	10.1%
INSURANCE	0	0	1	0	(1)	-100.0%	0	0.0%
PROFESSIONAL SERVICES	20	28	47	47	0	0.0%	19	67.5%
LICENCES, PERMITS, FEES	71	63	61	58	(3)	-5.6%	(5)	-8.5%
CREDIT CARD SERVICE CHARGES	335	348	333	343	10	3.0%	(5)	-1.5%
PROMOTION & ADVERTISING	104	107	90	90	0	0.0%	(16)	-15.3%
CONTRACTED MUNICIPAL SERVICES	13	18	14	22	8	54.1%	4	21.7%
WRITE-OFFS	1	0	0	0	0	0.0%	0	0.0%
PMTS. TO CITIZENS/LOCAL GROUPS	61	50	45	45	0	0.0%	(5)	-9.5%
TRANSFERS TO/(DRAW FROM) RESER'	532	608	369	369	0	0.0%	(238)	-39.2%
OTHER EXPENDITURES	57	24	2	2	0	0.0%	(22)	-91.7%
Total Expenses	\$34,845	\$35,977	\$35,281	\$35,946	\$665	1.9%	(\$31)	-0.1%
Net Expenditures/(Revenues)	\$11,986	\$12,215	\$11,294	\$10,909	(\$385)	-3.4%	(\$1,306)	-10.7%
Full Time Complement	125	127	132	132				

Major changes in the 2020 Budget from the 2019 Budget:

User Fees & Service Charges and Rentals: Increase due to CPI and higher activity at Aaniin Community Centre (partially offset in Salaries and Benefits).

Salaries and Benefits: Increase for collective agreements, cost of living adjustment (COLA), and additional part time aquatic personnel at Aaniin (offset in higher revenues).

Utilities: Decrease due to historical usage and energy efficient initiatives.

Contracts & Services Agreements: Increase due to Aaniin moving from preventative maintenance to all inclusive.

Maintenance & Repair – Time & Material: Facility maintenance rightsized for 2020.

RECREATION BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align with the corporate customer experience strategy	Participate in an e-Blast Program for residents and the development of the Customer Relations Management (CRM) system (<i>BMFT Actions 1.1.2, and 1.2.1</i>)
		Complete a Customer Satisfaction Survey – Aquatics (<i>BMFT Action 1.1.1</i>)
		Update Service Standards for General Programs
		Evaluate and complete an assessment on the Recreation Fitness Membership Model
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Ensure continued registration process to protect/enhance revenues	Implementation of new the Registration and On line booking system – Legend (<i>BMFT Action 1.2.1</i>)
	Use technology to support the enhance business practices	Implement computer tablets for facility operators to tracking maintenance tasks and facility standards
		Implement the dedicated Older Adult website to access municipal and regional services, in support of the Older Adult Strategy
		Participate on the EAM implementation team (<i>BMFT Action 1.2.1</i>)
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Increase staff Satisfaction and engagement in the department	Support HR to expand functionality of MLC 2.0 system to support tracking of qualifications, and increase e-learning opportunities for facility maintenance staff
		Complete an Aquatic Wage review
		Develop a plan to address results of the 2020 staff satisfaction survey
		Continue to support training and professional development – Succession planning and knowledge transfer strategy

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action
		Work with HR and Fire departments on Peer-to-Peer Critical Incident Teams
		Continue to lead the annual corporate Employee Appreciation Day

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Overall satisfaction by program, facility and sport group users	73%	75%	93%	73%	85%	85%	2024
# of annual visits at recreation facilities (in millions)	8.3	8.3	8.3	9.2	9.4	9.4	2024
# of annual direct program registrations	62,494	63,972	79,220	94,873	94,000	94,000	2020
# of annual drop-in programs	660,967	808,691	782,696	834,998	850,000	850,000	2022
Completion of project within established framework	-	-	91%	92%	95%	95%	2019
Healthy Work Environment Index (Staff Survey) ¹	-	65%	-	64.5%	68%	70%	2022
Organizational Engagement Index (Staff Survey) ¹	-	68%	-	66%	69%	70%	2022
# of loss days due to injury (HR)	26	3	0	3	0	0	2020
# of corporate learning hours per regular full-time employees (HR)	3.9	5	3.8	3.6	3.8	4	2022

Note: ¹ - Data is generated every even year

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Deliver services that will promote active living and wellness to Markham residents	Continue implementation of Older Adult Strategy
		Lead the development and implementation of Neighbourhood Partnership Strategy and Program, including a Good Neighbours Brochure (<i>BMFT Action 2.1.1</i>)
		Support the completion and reopening of Morgan Outdoor Pool
		Support development of a major civic square (<i>BMFT 2.1.5</i>)
	Deliver leisure services that are inclusive, accessible, and safe and to provide enjoyable and sustainable leisure, learning, sport and cultural opportunities essential to vibrant places	Investigate opportunities for outdoor recreation programs and sport events
		Expand Community Hub Model through partnership with York University to undertake an assessment of Aaniin Community Hub and create a new framework for expanding the model city-wide
		Develop a more robust intake system for inclusion support
		Identify and work with potential para sport organizations to host events (<i>BMFT Action 2.1.3</i>)
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure fair and equitable access to programs and facilities that continue to support the growth of sport in our community	Revamp the Allocation policy to ensure it supports the principles of Long Term Athlete Development and accountability of groups
		Develop Corporate Fee Assistance Policy (subsidy program) for recreation, library and culture programs
		Lead the corporate volunteer program and opportunities to expand experiences (<i>BMFT Action 2.2.3</i>)
		Support update of the Diversity & Inclusion Action Plan (<i>BMFT Action 2.2.4</i>)

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

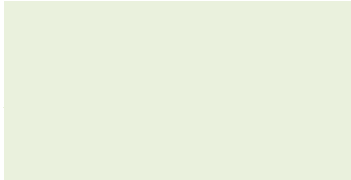
Strategic Objective	Departmental Objective	Departmental Action
2.3 Build Markham as the best place to live, invest, work, and experience rich diversity.		Investigate opportunities to continue to support art installations in our facilities (<i>BMFT Action 2.2.5</i>)
	Contribute to the Economic vitality of Markham through recreation and sport	Investigate partnerships to enhance sport opportunities in our community Work with local businesses to promote and attract sport events
	Support Destination Markham	Work with Destination Markham to enhance the sport hosting package that includes inventory of our sport assets (<i>BMFT Action 2.3.4</i>)

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Annual volunteers involved in Recreation Programs	-	-	447	447	600	700	2023
Total participant hours for recreation programs per capita	-	-	-	4.59	3.90	4.00	2022
Unique resident participation in registered programs per capita (includes Culture programs previously to 2017)	65,534	63,248	73,183	91,663	95,000	95,000	2022
Retention rate of Fitness Centre members	60%	58%	62%	56.58%	60%	60%	2022
# of annual provincial level and above events hosted	-	16	33	48	50	50	2022

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Support the Markham Cycling HUB (<i>BMFT Action 3.1.5</i>)
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Implement Integrated Leisure Master Plan	Support implementation of the ILMP recommendations (<i>BMFT Action 3.2.4</i>), including: <ul style="list-style-type: none"> • Development of a Sport Park • Markham Centre Neighbourhood Centre • Undertake Milliken Mills Renovation, subject to grant funding
	Participate in all Growth Management projects	Continue to provide input on recreation and sport fields requirements in Areas of Intensification
		Look for partnerships and co-location opportunities for the provision of recreation services in new communities
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Ensure the deployment of resources, programs, and services are reliable	Support the completion of the CHRM at Angus Glen Complete the Pan Am vestibule project
	Ensure Business Continuity in place	Update and keep current departmental business continuity plan and undertake departmental exercises on a regular basis
3.4 Protect and enhance natural environment and built form.	Ensure that facilities operate using sustainable practices	Pilot and implement autonomous floor scrubbers at one location within Recreation Services
		Complete the conversion of existing lights to LED at Pan Am, Angus Glen, Milliken, Cornell, Centennial and Pingle House (<i>BMFT Action 3.4.3</i>)



Support BMFT projects – Waste Diversion, Urban Parks Strategy, and RNUP partnerships (*BMFT Action 3.4.7*)
 Implement the final conversion of the existing BAS to corporate BAS system

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Kilowatt usage per square foot facility*	-	-	-	N/A	TBD	TBD	TBD

Note: * New measure and targets are being developed

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide accessible and affordable recreation and leisure opportunities that are fiscally responsible	Continue to seek partnership opportunities to support the delivery of recreation programs (<i>BMFT Action 4.1.2</i>), with a particular focus on ice, arena, and other high demand areas
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Maintain the quality and investment made to our facilities and equipment in a fiscally prudent manner	Update the facility lifecycle document and align lifecycle requirements as per Enterprise Asset Management (EAM) tool
		Ensure that Recreation services meets completion rate targets for all capital projects
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Comply with all financial and corporate policies	Implement Peer Review program to ensure ongoing facility standards are maintained
		Complete and implement training on corporate policies for staff
		Support Audits as required

Departmental Performance Measures in Support of Goal	2015	2016	2017	2018	2020 Target	Long-term Target	LT Target Year
Revenue as % of total gross Recreation operating expenditures	63%	65%	68%	64%	69.65%	70%	2022
Completion rate on approved capital projects	92%	98%	91%	87%	90%	90%	2020

RECREATION LONG-TERM BUSINESS PLAN

GOAL 1 - Exceptional Services by Exceptional People

Goal Statement: *We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.*

Strategic Objective	Departmental Objective	Departmental Action	Year
1.1 Deepen our understanding of what our community and stakeholders value and need to inform municipal leadership and continuously improve our services.	Align with the corporate customer experience strategy	Participate with I.T. in the development of the Customer Relations Management (CRM) system (<i>BMFT Action 1.2.1</i>)	2021
		Complete a Customer Satisfaction Survey – TBD (<i>BMFT Action 1.1.1</i>)	2021-2023
1.2 Leverage leading technologies to enable city building and evolution / transformation of our services.	Ensure continued registration process to protect/enhance revenues	Complete implementation of new the Registration and On line booking system – Legend (<i>BMFT action 1.2.1</i>)	2021-2022
	Use technology to support the enhance business practices	Implement the dedicated Older Adult website to access municipal and regional services, in support of the Older Adult Strategy	2021
		Participate on the EAM implementation team (<i>BMFT Action 1.2.1</i>)	2021
1.3 Attract and retain the right talent and invest in and empower our people to drive innovation and service excellence.	Increase staff Satisfaction and engagement in the department	Complete the Aquatic Wage review	2021
		Complete plan to address results of staff satisfaction survey	2021
		Continue to support training and professional development – Succession planning and knowledge transfer strategy	2021-2023
		Continue to lead the annual corporate Employee Appreciation Day	2021-2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.

Strategic Objective	Departmental Objective	Departmental Action	Year
2.1 Enhance community cohesion and inclusion by creating strong neighbourhoods that are connected to the broader community.	Deliver services that will promote active living and wellness to Markham residents	Continue implementation of Older Adult Strategy	2021-2023
		Lead the Neighbourhood Service teams (<i>BMFT Action 2.1.1</i>)	2021-2023
		Lead the development of community hubs in other facilities in Markham that support the community needs (<i>BMFT Action 2.1.2</i>)	2021-2023
	Deliver leisure services that are inclusive, accessible, and safe and to provide enjoyable and sustainable leisure, learning, sport and cultural opportunities essential to vibrant places	Investigate opportunities for outdoor recreation programs and sport events	2021-2023
		Identify and work with potential para sport organizations to host events	2021-2023
2.2 Support arts, culture, recreation and sport to enrich the fabric of our communities.	Ensure fair and equitable access to programs and facilities that continue to support the growth of sport in our community	Revamp the Allocation policy to ensure it supports the principles of Long Term Athlete Development and accountability of groups	2021
		Complete Implementation of the Program Fee Assistance Policy	2021
		Enhance the corporate volunteer program and opportunities (<i>BMFT Action 2.2.3</i>)	2021-2023
		Support update of the Diversity & Inclusion Action Plan (<i>BMFT Action 2.2.4</i>)	2021-2023
		Continue to investigate opportunities to continue to support art installations in our facilities	2021-2023
2.3 Build Markham as the best place to live, invest, work,	Contribute to the Economic vitality of	Investigate partnerships to enhance sport opportunities in our community	2021-2023

GOAL 2 - Engaged, Diverse, Thriving and Vibrant City

Goal Statement: 1) *We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past; and 2) We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.*

Strategic Objective	Departmental Objective	Departmental Action	Year
and experience rich diversity.	Markham through recreation and sport Support Destination Markham	Work with local businesses to promote and attract sport events	2021-2023
		Work with Destination Markham to enhance the sport hosting package that includes inventory of our sport assets (<i>BMFT Action 2.3.4</i>)	2021-2023

GOAL 3 – Safe, Sustainable and Complete Community

Goal Statement: *We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.*

Strategic Objective	Departmental Objective	Departmental Action	Year
3.1 Accelerate delivery of an enhanced comprehensive transportation network in partnership with other levels of government / private sector.		Support the Markham Cycling HUB	2021
3.2 Build complete communities that offer a range of housing and employment opportunities, transportation options and outstanding community amenities.	Participate in all Growth Management projects	Continue to provide input on recreation requirements in Areas of Intensification	2021-2023
		Look for partnerships and co-location opportunities for the provision of recreation in new communities	2021-2023
		Implement an Optimization of Sport Fields strategy.	2021
		Support the implementation of the ILMP recommendations, including the development of a Sport Park (<i>BMFT Action 3.2.4</i>)	2021-2023
3.3 Ensure business continuity of our services and infrastructure, and enable community resiliency and community safety.	Adopt risk management program		
	Ensure Business Continuity in place	Update departmental business continuity plan on a regular basis	2021-2023
3.4 Protect and enhance our natural environment and built form.	Protect natural and built infrastructure and enhance their resilience	Support BMFT projects – Waste Diversion, Urban Parks Strategy, and RNUP partnerships (<i>BMFT Action 3.4.7</i>)	2021-2023
		Support Net Zero Plan from the Sustainability and Asset Management department (<i>BMFT Action 3.4.3</i>)	2021-2023

GOAL 4 - Stewardship of Money and Resources

Goal Statement: *We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management, and policy development to mitigate risks while enabling efficient and effective service delivery.*

Strategic Objective	Departmental Objective	Departmental Action	Year
4.1 Align the short- and long-term financial strategy with BMFT and changes in the business environment to ensure the ongoing viability of the City.	Provide accessible and affordable recreation and leisure opportunities that are fiscally responsible	Continue to seek partnership opportunities to support the delivery of recreation programs (<i>BMFT Action 4.1.2</i>)	2021-2023
4.2 Proactively manage our assets to maximize the return (financial, social, environmental & cultural) on taxpayer investment.	Maintain the quality and investment made to our facilities and equipment in a fiscally prudent manner	Update the facility lifecycle document and align lifecycle requirements using the Enterprise Asset Management (EAM) tool	2021-2023
		Ensure that Recreation services meets completion rate targets for all capital projects	2021-2023
4.3 Increase transparency and accountability of our stewardship of services, policies, processes, money and resources.	Comply with all financial and corporate policies	Implement financial and corporate policies training plans for staff	2021-2023
		Support Audits as required	2021-2023

ACRONYMS

BAU	Business As Usual
BIA	A Business Improvement Area (BIA) is an association of business people within a specified district who join together with official approval of the City in a self-help program aimed at stimulating business.
BMFT	Building Markham's Future Together
BP	Business Plan
CAO	Chief Administrative Officer
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 City from developers.
DF	Director's Forum
ELT	Executive Leadership Team
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
GTHA	Greater Toronto and Hamilton Area
HST	Harmonized Sales Tax (13%)

ITS	Information Technology Services
KPI	Key Performance Indicators (Performance Measures)
LEED	Leadership in Energy and Environmental Design
MEC	<p>Markham Enterprises Corporation is a wholly owned subsidiary of the Corporation of the City of Markham. Markham Enterprises Corporation has a wholly owned subsidiary, Markham District Energy Incorporated, and a 15% shareholding in Alectra Inc. effective January 1, 2019. The principal activity of the Corporation and its subsidiaries is to distribute electricity in the areas of Alliston, Aurora, Barrie, Beeton, Bradford, Mississauga, Brampton, Hamilton, St.Catharines, West Gwillimbury, Markham, Penetanguishene, Richmond Hill, Thornton, Tottenham, Guelph and Vaughan in the Province of Ontario, under the licenses issued by the Ontario Energy Board (“OEB”). Other activities of the Corporation and its subsidiaries include street lighting services, water and sewage billing services, power generation, and to provide hot and chilled water to commercial and residential customers.</p>
MECO	<p>Markham Energy Conservation Office was established in 2005, with funding support from the City of Markham and Alectra Inc. (formerly PowerStream) and is responsible for leading, developing and implementing energy conservation programs</p>
MESF	Markham Environmental Sustainability Fund
MPFFA	<p>Markham Professional Firefighter’s Association – An association of Firefighter’s formed for protecting the rights of its members in their workplace environment.</p>
MTO	The Ontario Ministry of Transport
OMERS	<p>Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits for the City’s full-time employees. Employees and employers normally make equal contributions to the plan.</p>
PSAB	<p>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 City of Markham adheres to PSAB’s Public Sector Standards for Municipal Financial Reporting.</p>

RPRA The Resource Productivity and Recovery Authority was created in November 2016 by the Government of Ontario to support the transition to a circular economy and a waste-free Ontario. We receive our authority from the Resource Recovery and Circular Economy Act, 2016 (RRCEA) and the Waste Diversion Transition Act, 2016 (WDTA). Under the WDTA, we oversee three waste diversion programs- Blue Box, Municipal Hazardous or Special Waste (MHSW), and Waste Electrical and Electronic Equipment (WEEE) – and their eventual wind up. Under the RRCEA, we enforce individual producer responsibility (IPR) requirements for managing waste associated with products and packaging.

SWM Storm Water Management

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.
Administrative Expenses	Expenses incurred for the day-to-day operations e.g. Salaries, building rental, office expenses etc.,
Amortized	To gradually write off the initial cost of (an asset) over a period
Appropriation	A sum of money or total of assets devoted to a special purpose.
Assessment	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.
Audit	An objective examination and evaluation of the financial statements of an organization to make sure that the financial records are a fair and accurate representation of the transactions they claim to represent.
Bill 148	Legislation includes increases to the minimum wage, emergency leave, vacation pay, statutory holiday pay, equal pay for equal work and stand-by pay that impacts part-time, casual, temporary and seasonal employees.
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 equal total expenses in a fiscal year.
Budget	A financial plan for a given fiscal year showing revenues and expenditures for different funds of the City.
Capital Budget	The budget that provides for the funding of the City's expenditures on capital assets, i.e. assets which provide benefits to the City over several years.

Capital Assets	Represents non-financial assets having a useful life greater than 1 year. Examples: Land, Building, Machinery, etc.
Capital Receipts	Receipt of funds specifically for the creation of a Trust account.
Capital Expenditure	Money spent for replacement, purchase, construction or betterment of tangible capital assets.
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 a department on behalf of the benefitting department.
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.
Fund	A sum of money set aside and earmarked for a specified purpose.
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 City, 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 City'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
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 City 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	Reserves represent the means by which the City keeps track of monetary resources set aside by Council for specific future purposes. The inflows into these funds are generally from the operating budgets and the outflows are to fund capital projects and other initiatives approved by Council.
Surplus	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year are transferred to the appropriate reserve, based on Council direction.

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 City. 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 City for the use of City's facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees).

	Appendix 1: Financial Planning & Budgeting Policy	
	Policy Category: Finance	
	Policy No.:	Implementing Procedure No.:
Approving Authority: Chief Administrative Officer (CAO)	Effective Date: 2017	
Approved or Last Reviewed Date: January 2020	Next Review Year: 2025	
Area this policy applies to: City-wide	Owner Department: Financial Services	
Related Policies: <ul style="list-style-type: none"> • Capital Budget Control Policy • Expenditure Control Policy • Ontario Regulation 284/09 • Section 391 – Fee and/or Charges By-Law of the Municipal Act, 2001 • Section 326 – Special Service Charge By-law of the Municipal Act, 2001 		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The intent of this policy is to ensure that all City Staff responsible for their respective budgets, or in a position to impact budgets, understand the principles and guidelines that are the basis of budgets.

2. Applicability and Scope Statement

This policy applies to all City Staff involved in the development, review or evaluation of any of the six budget segments:

1. Primary Operating Budget
2. Building Standards Operating Budget
3. Engineering Operating Budget
4. Planning and Design Operating Budget
5. Waterworks Operating Budget
6. Capital Budget

3. Background

Each year the City develops balanced budgets such that total revenues are equal to total expenses.

In 2009, accounting standards and reporting requirements changed with the introduction of tangible capital asset accounting (PSAB 3150). The new standards, however, do not require budgets to be

prepared on the same basis. The City, like most municipalities, prepares budgets in the traditional basis of budgeting, and then restates it in PSAB 3150 format.

In 2009, Ontario Regulation 284/09 also came into effect stating that municipalities may exclude from budget, all or a portion of the estimated costs of amortization, post-employment benefits and solid waste landfill closure & post-closure expenses. However, the Regulation states that the impact of any of those expenses that are excluded from the budget, must be reported to Council under the new financial disclosure requirements.

4. Definitions

N/A

5. Policy Statements

OVERVIEW

All City of Markham (City) departments, on an annual basis, will collaborate with Financial Planning in the preparation of operating and capital budgets.

Budgets will be developed following all applicable guidelines and restrictions set out by the Municipal Act and other relevant legislation, and with consideration to Chartered Professional Accountants of Canada (CPAC) standards as recommended by the Public Sector Accounting Board (PSAB). Accordingly, the City's financial statements are prepared, following the accrual method of accounting.

The budget review process shall include the City's Budget Committee participation in the discussion and review of each of the above segments of the proposed budget, followed by a public hearing to enable community participation and input.

The budget process shall be planned over a sufficient time span to allow the Budget Committee to adequately review and address policies and fiscal issues.

The proposed Budget shall be presented by the Budget Committee to the General Committee for consent, and subsequently to City Council for approval. Upon receiving the recommendations from the General Committee, Council will adopt the budget by resolution, as the City'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.

BUDGETING PRINCIPLES

No New Debt - The City will not make a provision for the issuance of debt in the Budget. The City'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.

Use of One-Time Revenues - One-time revenues shall not be used 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 City provided it is duly approved by Council.

Sales Taxes - Municipalities are entitled to a 78% rebate on the PST component of HST, or 6.24%, and 100% federal GST rebate, or 5%. The total rebate is 11.24%. For example, a \$100 purchase that is subject to \$8.00 of PST will receive a rebate of \$6.24 (78% of the 8%); therefore, the net impact to the City is \$1.76 (\$8.00 - \$6.24).

HST also impacts the City's revenues from recreation programs such as ice rentals, facility rentals, fitness memberships and program registrations relating to participants aged 14 and above, as these services are subject to HST.

BUDGET SEGMENTS

1. Primary Operating Budget

This includes all City operations except for Building Standards, Engineering, Planning & Urban Design and Waterworks. Tax revenue is the main source of funding.

Any surplus realized at the end of a budget period will be transferred to reserves as approved by Council, in the following order:

- Corporate Rate Stabilization Reserve: to top up to a level equivalent to 15% of the current year local tax levy,
- Environmental Land Acquisition Reserve: to replenish in-year or prior years' spending,
- Life Cycle Replacement and Capital Reserve Fund: any remaining surplus funds

In the event of a deficit, the amount will be drawn from the Corporate Rate Stabilization Reserve to balance the year end results of operations.

2. Building Standards Operating Budget

This includes all building permit and inspection operations. Building permit revenues are the main source of funding. Budgeting a surplus or a deficit is permissible due to the variability in revenues and the relatively fixed nature of costs. In years where revenues exceed expenses, the surplus is transferred to the Building Fee Reserve. Conversely, in years when expenses exceed revenues, the deficit is funded by a draw from the Building Fee Reserve.

3. Engineering Budget

This includes all engineering operating activity which is funded from fee revenues. Budgeting a surplus or a deficit is permissible due to the variability in revenues and relatively fixed nature of costs. In years where revenues exceed expenses, the surplus is transferred to the Development Fee Reserve. Conversely, in years when expenses exceed revenues the deficit is funded by a draw from the Development Fee Reserve.

4. Planning and Urban Design Budget

This includes all planning and urban design operating activity which is funded from fee revenues. Budgeting a surplus or a deficit is permissible due to the variability in revenues and relatively fixed nature of costs. In years where revenues exceed expenses, the surplus is

transferred to the Development Fee Reserve. Conversely, in years when expenses exceed revenues the deficit is funded by a draw from the Development Fee Reserve.

5. Waterworks Budget

This includes all water and sanitary sewer operations. Water billings are the main source of funding. The water rate is set each year to fund all operating costs and a contribution to the waterworks reserve. The contribution to reserve, in accordance with the annual Waterworks Reserve Study, is to fund regular ongoing rehabilitation and replacement needs consistent with the City's policy of keeping fixed assets in good condition and to maximize the useful life of the assets.

6. Capital Budget

The capital budget includes all expenditures not considered part of day-to-day operations for all City departments. Tangible capital assets are capitalized at actual cost and are amortized over the estimated useful life of the asset.

Capital improvements shall be funded through developer contributions wherever possible. When such funds are not sufficient or if projects do not meet the criteria for developer funding, the City shall utilize dedicated reserves to fund the capital projects. The City shall transfer from its operating funds up to \$500,000 from the net annualized growth in assessment each year.

Rehabilitation and replacement project funds are to be set aside in accordance to the Life Cycle Reserve Study to finance regular ongoing rehabilitation and replacement needs consistent with the City's policy of keeping its fixed assets in good condition and to maximize the useful life of the assets.

STRATEGIC PLANNING

General - Development Services Commission manages the comprehensive planning of growth related development and conservation within the City. They coordinate 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 - 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.

OPERATING BUDGET GUIDELINES

The Operating 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 City'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.*

ESTABLISHING THE BASE BUDGET LEVEL

The base level for the current year budget will be the previous year's cost of providing all the services approved in the current year budget, except for one-time projects. For example, the current year base level budget is set by taking the inputs approved in the prior year budget and costing them, adjusting them for the annualized costs, growth and inflation, in that order.

Annualized Costs – Budgets must be adjusted to include the full year expectations of revenues and/or expenses from prior year operations.

- Example: a new program initiated in Q4 of the prior year may require an increase of revenues and expenses to allow for the full year (annualized) impact.

Growth - Allow for growth that will occur in the City in the current year. 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 - All Departments are expected to absorb this inflation within their approved budgets. However, exceptions are made for extraordinary commodity price increases and contractually related increases.

BUDGET INCREASES BEYOND BASE LEVEL

For any budget increases above the base level, Departments must complete a business case and budget increase 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 must clearly identify a corresponding incremental benefit to the City that the additional funds would generate. Each form requesting a change to the base budget, including completed business cases, will be approved at the Commissioner level before submission to Financial Planning.

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 the previous year's levels in their current year 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) - New headcount requests, above the current year's complement, must be filled out on the forms with any associated new revenue and cost savings identified. All new headcounts are reviewed and approved by Senior Management, CAO and Council.

MISCELLANEOUS BUDGETING ASSUMPTIONS

Identification of Major Service Contracts - Each year the identification of major service contracts up for renewal is completed by Financial Planning, with assistance from the Procurement Department, and are factored into the budget.

Part-Time Salaries - All permanent part-time staff are to be budgeted for by person/position. Current year 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.

Investment Income - The current year's forecasted interest rate is used for budgeting.

USE OF 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 is provided. The money for the rental will be collected in January next year.

User Fees and Service Charges - User Fees in Recreation and Culture, Engineering and Planning Departments are adjusted to reflect market conditions & general inflation where applicable.

ADMINISTRATIVE GUIDELINES

Budget Spending, Controls and Authorization - The City 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.

- The 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.

- 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 for ensuring that procedures are in place to prevent budget overspending.

The Executive Leadership Team (ELT) 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 - Monthly financial statements are delivered by Financial Reporting to each Commission by the 8th 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 budget status reports are prepared on a regular basis for ELT. These provide a comparison between actual revenues and expenditures to budgeted amounts. Further regular reports are presented to the General Committee, which include an analysis of variances and semi-annual projections to year-end.

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

CAPITAL BUDGET GUIDELINES

PROJECT CATEGORIES AND GUIDING PRINCIPLES*

PROJECT CATEGORY	GUIDING PRINCIPLES
Major	<ul style="list-style-type: none"> - Multi-year. - Non-recurring.
Minor	<ul style="list-style-type: none"> - Non-recurring. - Completed within 12 months of initiation date. - Invoices processed and projects “closed” 3 months after project completion.
Annual	<ul style="list-style-type: none"> - Recurring. - Completed within the calendar year of approval. - Invoices processed and project “closed” no later than Q1 of the year following approval.

*Refer to Capital Budget Control Policy for further details on Project Categories

Capital Database - Departments are required to complete the following fields on capital appropriation forms in the Capital Database for all projects planned:

- 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
 - Cash Flow Projection
 - Procurement Plan
 - ITS requirements
 - Link to Council priorities
 - Link to Life Cycle Reserve Study or DC Background Study
- Development Charge / 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 current capital project request against the year and costs that have been identified in the DC Background Study. An explanation is required when the year and/or costs deviate from the DC Background Study.
 - Applicable when Life Cycle Replacement and Capital Reserve Fund have been identified as a funding source for repair/replacement of assets. Departments are required to complete the worksheet which compares the current capital project request against the Asset Life Cycle Reserve Study. An explanation is required when the year and/or costs deviate from the Asset Life Cycle Reserve Study.
 - When Life Cycle Replacement and Capital Reserve has been identified as funding source the year of replacement identified in the Asset Life Cycle Reserve Study should be included.

- 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.

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 tax funded 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 have been reported to Council but pending Council decision
 - Projects that are politically sensitive
 - Projects that increase efficiency or reduce/eliminate risks
 - Projects that are deferred from previous year

Special Funding - Departments are required to identify projects in the Capital database that may require upfront financing by the City 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 identify 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.

Operations – Fleet - All business cases and current year 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 the current year.

Operations-Fleet will conduct condition assessments on replacement vehicles identified in the Asset Life Cycle Reserve Study as requiring replacement in the current year.

Council Request - Council members are encouraged to identify projects that should be included in the current year budget submission. The requests will be summarized and distributed to the respective departments for comments which will be addressed at the Budget Committee meetings.

DEVELOPMENT CHARGE PROJECTS – NON GROWTH DC RESERVE FUND

The City 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-growth 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% Development Fee funding or an alternative non-growth source such as other reserves. For example, a new park with a project cost of \$100,000, inclusive of taxes, would have Development Fee 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 City cost. For example, if a project requires that the City 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 City is to undertake the project, it must be budgeted.

DONATIONS AND DONATIONS-IN-KIND

Donations and Donations-In-Kind should be included in the 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.

POST BUDGET APPROVAL – CONTROLLING CAPITAL EXPENDITURES

The timely closing of capital projects is imperative to ensure that funds are not spent unnecessarily, and to ensure that any surplus funds are returned to their original source(s).

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(s) of the project.

Over Spending - Capital contract overruns that exceed budget must follow the Capital Budget Control Policy for Request for Additional Funding of an Approved Capital Project.

Invoice Post Close - Invoices received after the closure of a capital project requires Treasurer authority to approve payment of the invoice from the funding source(s) originally approved for the project; that is, providing the total cost of the project is within the original project budget. Invoices not within the original budget must be addressed according to the Expenditure Control Policy and other sections of the Capital Budget Control Policy.

6. Roles and Responsibilities

Roles and responsibilities are detailed within the Policy Statements.



Appendix 2: Capital Budget Control Policy

Policy Category: -

Policy No.: -

Implementing Procedure No.: -

Approving Authority:
Chief Administrative Officer (CAO)

Effective Date:
February 27, 2017

Approved or Last Reviewed Date:
January 2020

Next Review Year:
2025

Areas this policy applies to:
City-wide

Owner Department:
Financial Services

Related Policy:

- Expenditure Control Policy
- Ontario Construction Lien Act

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

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

2. Applicability and Scope Statement

This policy applies to all Staff involved in the management or reporting of capital projects.

This policy defines the following:

1. Project Categories and Guiding Principles for capital budgeting.
2. Process for requesting new capital projects after the annual budget has been approved.
3. Standardized Contingency Percentages for capital budgeting.
4. The return of surplus funds after a contract has been awarded.
5. Process for requesting the consolidation of capital projects with similar scope.
6. Process for requesting a change to the scope of an approved capital project.
7. Process for requesting additional funding for an approved capital project.
8. Process for closing capital projects and the return of unexpended funds to reserves.
9. Process to address non-compliant projects.
10. Capital Budget reporting requirement to Council.

3. Background

The life of a capital project can range anywhere from months to several years depending on the size and scope of the project. In order to maximize the City of Markham's ability to manage capital projects and cash flow, capital projects will be categorized according to the project nature and the amount of time required to complete the project.

In 2013 Finance conducted a comprehensive review to assess the effectiveness and efficiency of the capital project life cycle and provided recommendations to adopt best practices in capital project management and effective use of financial resources. The resulting policy and procedural changes for capital planning and project management, supported by Executive Leadership Team (ELT), have been incorporated into this policy version. Amendments to the policy were added in 2017 to provide clarification on Non-Compliant “Minor” capital projects and the closure of “Major” capital projects under Policy Statement section of this policy.

4. Definitions

Annual Projects – Recurring projects must be initiated and completed within the calendar year of budget approval.

Completion Date (month, year) – Defined as follows:

- For projects that have no warranty (e.g. studies, equipment purchases) = Substantial Completion Date
- For construction projects that have a warranty period = Substantial Performance Date

Closure Date (month, year) – Defined as when the project has reached Completion Date and all follow up activities have been addressed (e.g. deficiency correction, paying invoices, obtain closing documents such as as-builts).

Initiation Date (month, year) – Defined as when a transaction is entered in the General Ledger (GL) or a Purchase Order (PO) is issued. Project planning such as meetings and defining project scope does not constitute project initiation from a financial perspective. All capital projects must be initiated within the year of budget approval.

Major Projects – Non-recurring multi-year projects that require multiple years to complete. Projects must be initiated within the year of budget approval.

Minor Projects – Non-recurring projects must be initiated within the year of budget approval and must be completed within 12 months from the date of initiation.

Project – A Project is defined as an approved capital project (with an assigned capital project number and a budget) that has a set duration (start date and completion date) that may have multiple components.

Substantial Completion Date (month, year) – Defined as when the project meets the criteria under the Construction Lien Act:

When contract deemed completed

(3) For the purposes of this Act, a contract shall be deemed to be completed and services or materials shall be deemed to be last supplied to the improvement when the price of completion, correction of a known defect or last supply is not more than the lesser of,

- (a) 1 per cent of the contract price; and
- (b) \$1,000. R.S.O. 1990, c. C.30, s. 2 (3).

Substantial Performance Date (month, year) – Defined as when the project meets the criteria under the Construction Lien Act:

When contract substantially performed

2. (1) For the purposes of this Act, a contract is substantially performed,
- (a) when the improvement to be made under that contract or a substantial part thereof is ready for use or is being used for the purposes intended; and
 - (b) when the improvement to be made under that contract is capable of completion or, where there is a known defect, correction, at a cost of not more than,
 - (i) 3 per cent of the first \$500,000 of the contract price,
 - (ii) 2 per cent of the next \$500,000 of the contract price, and
 - (iii) 1 per cent of the balance of the contract price. R.S.O. 1990, c. C.30, s. 2(1)
- Typically aligns with the asset in-service date (i.e. available to be used by the public, can be used as intended), except in the case of community centres where opening to public may be later than Substantial Performance date
 - At the Substantial Performance date, there may still be deficiencies requiring repair and it is the time when warranty period starts.

5. Policy Statements

1. Project Categories and Guiding Principles

- i. All projects submitted for budget approval must be categorized as “Major”, “Minor” or “Annual”, according to the guiding principles for each category as defined in **Table 1** below.

Table 1

Project Category	Guiding Principles
Annual	<ul style="list-style-type: none"> • Recurring • Completed within the calendar year of approval plus no more than 3 months in order to pay outstanding invoices. <p>(e.g. 2020 approved project must be completed by December 31, 2020 and will be closed by March 31, 2021).</p>
Minor	<ul style="list-style-type: none"> • Non-recurring • Completed within 12 months from date of initiation plus no more than 3 months in order to pay outstanding invoices. <p>(e.g. 2020 approved projects must be initiated within 2020. Project initiated in May 2020 must be completed by April 2021 and will be closed by July 2021)</p>
Major	<ul style="list-style-type: none"> • Multi-year • Non-recurring

- ii. All capital projects requested and approved through the annual capital budget process must be initiated in the calendar year of approval. Project initiation is defined as when a financial transaction is booked in the GL or a procurement process has been initiated.
- iii. Capital Contingency percentages are standardized by project type and approval thresholds (refer to **Section 3, Table 2**).

- iv. If project funds available for a contract award exceed the actual amount, the remaining (surplus) funds will be returned to the project funding source(s) at the time of award.
- v. Following appropriate approval (**as outlined in Section 7**) project shortfalls will be funded from the applicable Capital Contingency project account approved by Council (Engineering DC Contingency, Waterworks Contingency, Non-DC Contingency, Planning & Design DC Contingency).

2. Request for New Capital Project after Annual Budget has been approved

Throughout the year, there may be the need to commence a project that was not anticipated during the annual capital budget process.

- Departments must submit their new project requests, supported by a business case, to the Treasurer.
- Depending on the timing of the submission and on the significance of the initiative, the request will be submitted for Council approval:
 - As part of the semi-annual capital project status report, OR
 - Directly to Council with the consent of the Treasurer.

3. Standardized Contingency Percentages

In 2013 Finance undertook an extensive analysis of the contingency PO's as a percentage of the awarded contracts to determine reasonable project contingencies, by project type and dollar thresholds.

- The standardized contingency percentages for hard costs (construction) are provided in **Table 2**.
- The standardized contingency percentage for soft costs (consulting & professional fees) is 10% for all project types and dollar thresholds.
- The appropriate contingency amount (as per the standardized contingency percentages for hard and soft costs) will be included in the capital project estimate submitted for budget approval.
- Project contingency amount(s) will be proportionally adjusted according to any approved changes to project budget amount.
- Consideration for a contingency in excess of the standardized amount must be submitted to the respective Commissioner and the CAO, with a business case to support the request for approval.

Table 2

Project Type	THRESHOLDS			
	Under \$500,000	\$500,000 to \$1 million	\$1 million to under \$5 million	\$5 million and over
Existing Facility	10%	10%	10%	5%
Roads / Bridges	10%	8%	5%	5%
New Facility	N/A	N/A	10%	5%
New Parks	7%	8%	6%	N/A
Sidewalks / Illumination	5%	9%	8%	N/A
Water – Relining / Cathodic	8%	9%	N/A	N/A
Watermain & Sewer Replacement	10%	4%	3%	N/A

4. Return of Surplus Funds after Contract Award

Estimated costs for contracted goods or services are included in the project submission during the annual capital budget process. In the event that the actual amount awarded for a contract is less than the amount included in the budget estimate, the excess funding will be returned to the original funding source(s). Also, the total project budget, including the standardized contingency amount, will be reduced accordingly.

5. Request to Consolidate Capital Projects with Similar Scope

Many capital projects are submitted each year as part of an asset repair or replacement program, and are not always completed within the calendar year in which they are approved. This results in multiple, active projects of similar scope and can be cumbersome to manage. Departments may request that projects of similar scope be consolidated. This option is available only for projects classified as “Major”.

- Requests for consolidation of Major projects of similar scope must be submitted to the Treasurer for review.
- The request should clearly outline the incomplete works of each project and their anticipated cost.
- Any identified budget excess will be returned to the original funding source(s).

6. 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. However, throughout the life of a capital project the scope may change (additional works, materials or expanded mandate) as the priorities of the organization and Community change.

- Departments must forward all scope change requests to the CAO for consideration. The request should 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.

7. Requesting Additional Funding for 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, emergency purchases or approved scope changes may prompt the need for additional funding. All approved budget increases will be funded from the established capital contingency project(s) appropriate to the project scope.

- Approval for the use of capital contingency project funds is governed by the signing authority levels in the corporate “Expenditure Control Policy”, (*Capital Overruns, section 6.03*).
- At the discretion of the Treasurer, a report to Council may be required (from the requesting Department) if the funding request will drive the capital contingency project into a negative balance.

Following is the list of the approved capital contingency projects, by funding type & use and the maximum funding amount for each.

Non-DC Contingency	\$250,000	Tax funded portion of requirement
Design DC Contingency	\$100,000	90% DC portion of requirement
Planning DC Contingency	\$50,000	90% DC portion of requirement
Engineering DC Contingency	\$100,000	DC portion of requirement
Waterworks Contingency	\$100,000	Waterworks Stabilization/Capital requirement

8. Closing Capital Projects and Return of Unexpended Funds

The timely closing of capital projects is imperative to ensure that funds are not spent unnecessarily, and to ensure that any surplus funds are returned to their original source(s).

In the event that an invoice is received after the closure of a capital project, the Treasurer has the authority to approve payment of the invoice from the funding source(s) originally approved for the project; that is, providing the total cost of the project is within the original project budget. Invoices not within the original budget must be addressed according to the Expenditure Control Policy and other sections of this Capital Budget Control Policy.

a) Closure of “Major” capital projects

The following guiding principles provide parameters on completion and closure dates for “Major” projects:

- i. Projects that do not have a maintenance/warranty period (e.g. studies): Closure Date is set as the Substantial Completion Date plus no more than 3 months in order to pay outstanding invoices.
- ii. Projects that have a maintenance/warranty period (e.g. Detail design tied to Construction, construction of an asset): Closure Date is set as the end of the Substantial Performance Date plus no more than 3 months in order to pay outstanding invoices.
- iii. Major facility capital projects (e.g. construction of a community Centre): Closure Date is set as the greater of end of maintenance / warranty period or 1 year from the Substantial Performance Date plus no more than 3 months in order to pay outstanding invoices.

b) Closure of “Annual” capital projects

Must be initiated and completed within the calendar year of budget approval plus no more than 3 months in order to pay invoices. (e.g. 2020 approved project must be completed by December 31, 2020 and will be closed by March 31, 2021).

c) Closure of “Minor” capital projects

Must be completed within 12 months from the date of initiation plus no more than 3 months in order to pay invoices. (e.g. 2020 approved projects starts May 1, 2020, must be completed by April 30, 2021 and will be closed by July 31, 2021).

9. Process to Address Non-Compliant Projects

On a semi-annual basis, Finance conducts a Capital Budget Status reporting process where Finance consolidates the information received from the Departments and provides a report to General Committee on closure of capital projects and an overview on the status of total open capital projects. As well, capital projects are evaluated against the project categories noted above for compliance and where applicable, a non-compliant project may be left open until completion.

Non-compliant “Minor” and “Major” projects will remain open when:

	Scenario	Criteria
A.	PO issued	<ul style="list-style-type: none"> • PO represents a minimum 50% of the total approved budget
B.	PO not issued / Project not initiated	<ul style="list-style-type: none"> • Capital Project is included in the procurement plan, and • Future PO represents a minimum 50% of the total approved budget, and • Commitment that the PO will be issued by March 1

Example under Scenario B:

Capital Project X was approved in the amount of \$100,000 as part of the 2020 Budget. On January 1, 2021, Project X has not been initiated, and therefore it is non-compliant.

The project will only remain open if the following criteria is met:

- i. the capital project is included in the procurement plan in the month of January 2021; and
- ii. the PO will be \$90,000 of the total approved budget (> 50%); and
- iii. PO will be issued no later than March 1, 2021.

Project X will be closed if PO is not issued by March 1. Departments can request the project again in the next year's Capital Budget process.

Despite the conditions set out in Sections 8 and 9 above, a non-compliant project may be kept open at the discretion of the Treasurer.

10. Capital Budget 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 informed decisions on all capital related items requiring their approval.

The use of capital contingency funds will be reported to the CAO and Commissioners on a regular basis. The amounts required to top up the contingency projects to their respective maximum funding amounts, will be included in the semi-annual capital status report to Council.

i. Status Updates from Departments

To accurately administer and report on the capital budget, Departments will be required to forward to Finance, on a quarterly basis, an accurate status of each project owned or managed by them. The status must include a description of the work in progress, 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.

ii. Semi-annual Status Report to Council


On a semi-annual basis, Finance will consolidate the information received from the Departments and report to Council on the status of capital works.

The report will include a summary of the encumbrances to date, the percentage of budget encumbered, the known commitments and expenditures, and a detailed listing of capital projects to be closed. The information provided will also include all changes to reserves and reserve funds resulting from project closures.

The particulars in the report will be provided for information purposes only.

6. Roles and Responsibilities

Roles and responsibilities are detailed within the Policy Statements.

	Appendix 3: Investment Policy	
	Policy Category:	
	Policy No.:	Implementing Procedure No.:
Approving Authority: Council	Effective Date: March, 2009	
Approved or Last Reviewed Date: January 2020	Next Review Year: 2025	
Area(s) this policy applies to: Financial Strategy & Investments, Financial Services	Owner Department: Financial Strategy & Investments, Financial Services	
Related Policy(ies):		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

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

1. Legality of Investments
2. Preservation of Principal
3. Maintenance of Liquidity
4. Competitive Rate of Return

2. Applicability and Scope Statement

N/A

3. Background

N/A

4. Definitions

None

5. Policy Statements

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 Appendix A:

Investments made by the City are further restricted by the limitations and terms outlined in this policy. Where the City 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.

Additionally, the City may use funds to cover shortfalls in the City's Development Charge reserves so long as the interest charged to such reserves are at a competitive interest rate.

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 City 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 City 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 City of Markham. This list will be maintained and updated as the business environment changes:

1. TD Canada Trust
2. CIBC World Market Inc.
3. Scotia McLeod Inc.
4. RBC Dominion Securities Inc.
5. Royal Bank of Canada
6. Bank of Montreal
7. HSBC Bank Canada
8. 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.

Appendix A

ELIGIBLE INVESTMENTS UNDER THE MUNICIPAL ACT

ONTARIO REGULATION 438/97

ELIGIBLE INVESTMENTS AND RELATED FINANCIAL AGREEMENTS

1. A municipality does not have the power to invest under section 418 of the Act in a security other than a security prescribed under this Regulation. O. Reg. 438/97, s. 1; O. Reg. 399/02, s. 1.

2. The following are prescribed, for the purposes of subsection 418 (1) of the Act, as securities that a municipality may invest in:

1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by,

i. Canada or a province or territory of Canada,

ii. an agency of Canada or a province or territory of Canada,

iii. a country other than Canada,

iv. a municipality in Canada including the municipality making the investment,

iv.1 the Ontario Strategic Infrastructure Financing Authority,

v. a school board or similar entity in Canada,

v.1 a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000,

v.2 the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002,

vi. a local board as defined in the Municipal Affairs Act (but not including a school board or a municipality) or a conservation authority established under the Conservation Authorities Act,

vi.1 a board of a public hospital within the meaning of the Public Hospitals Act,

vi.2 a non-profit housing corporation incorporated under section 13 of the Housing Development Act,

vi.3 a local housing corporation as defined in section 2 of the Social Housing Reform Act, 2000, or

vii. the Municipal Finance Authority of British Columbia.

2. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if,

i. the bond, debenture or other evidence of indebtedness is secured by the assignment, to a trustee, as defined in the Trustee Act, of payments that Canada or a province or territory of Canada has agreed to make or is required to make under a federal, provincial or territorial statute, and

ii. the payments referred to in subparagraph i are sufficient to meet the amounts payable under the bond, debenture or other evidence of indebtedness, including the amounts payable at maturity.

3. Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid no later than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,

- i. a bank listed in Schedule I, II or III to the Bank Act (Canada),
- ii. a loan corporation or trust corporation registered under the Loan and Trust Corporations Act, or
- iii. a credit union or league to which the Credit Unions and Caisses Populaires Act, 1994 applies.

3.1 Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid more than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,

- i. a bank listed in Schedule I, II or III to the Bank Act (Canada),
- ii. a loan corporation or trust corporation registered under the Loan and Trust Corporations Act,
- iii. a credit union or league to which the Credit Unions and Caisses Populaires Act, 1994 applies.

4. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by an institution listed in paragraph 3.

5. Short term securities, the terms of which provide that the principal and interest shall be fully repaid no later than three days after the day the investment was made, that are issued by,

- i. a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000,
- ii. the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002, or
- iii. a board of a public hospital within the meaning of the Public Hospitals Act.

6. Bonds, debentures, promissory notes, other evidence of indebtedness or other securities issued or guaranteed by the International Bank for Reconstruction and Development.

6.1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by a supranational financial institution or a supranational governmental organization, other than the International Bank for Reconstruction and Development.

7. Asset-backed securities, as defined in subsection 50 (1) of Regulation 733 of the Revised Regulations of Ontario, 1990 made under the Loan and Trust Corporations Act.

7.1 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than five years after the date on which the municipality makes the investment.

7.2 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the

principal and interest shall be fully repaid more than one year and no later than five years after the date on which the municipality makes the investment.

8. Negotiable promissory notes or commercial paper, other than asset-backed securities, maturing one year or less from the date of issue, if that note or commercial paper has been issued by a corporation that is incorporated under the laws of Canada or a province of Canada.

8.1 Shares issued by a corporation that is incorporated under the laws of Canada or a province of Canada.

9. Bonds, debentures, promissory notes and other evidences of indebtedness of a corporation incorporated under section 142 of the Electricity Act, 1998.

10. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if the municipality first acquires the bond, debenture, promissory note or other evidence of indebtedness as a gift in a will and the gift is not made for a charitable purpose.

11. Securities of a corporation, other than those described in paragraph 10, if the municipality first acquires the securities as a gift in a will and the gift is not made for a charitable purpose.

12. Shares of a corporation if,

i. the corporation has a debt payable to the municipality,

ii. under a court order, the corporation has received protection from its creditors,

iii. the acquisition of the shares in lieu of the debt is authorized by the court order, and

iv. the treasurer of the municipality is of the opinion that the debt will be uncollectable by the municipality unless the debt is converted to shares under the court order. O. Reg. 438/97, s. 2; O. Reg. 265/02, s. 1; O. Reg. 399/02, s. 2; O. Reg. 655/05, s. 2; O. Reg. 607/06, s. 1; O. Reg. 39/07, s. 1.

3. (1) A municipality shall not invest in a security under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 or paragraph 3.1 or 4 of section 2 unless the bond, debenture, promissory note or evidence of indebtedness is rated,

(a) Revoked: O. Reg. 265/02, s. 2 (1).

(b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b.1) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 3 (1); O. Reg. 265/02, s. 2 (1); O. Reg. 399/02, s. 3 (1); O. Reg. 655/05, s. 3 (1, 2); O. Reg. 607/06, s. 2; O. Reg. 39/07, s. 2.

(2) Revoked: O. Reg. 655/05, s. 3 (3).

(2.1) A municipality shall not invest in a security under paragraph 6.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AAA";

(b) by Fitch Ratings as "AAA";

(c) by Moody's Investors Services Inc. as "Aaa"; or

(d) by Standard and Poor's as "AAA". O. Reg. 655/05, s. 3 (4).

(3) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures more than one year from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AAA";

(a.1) by Fitch Ratings as "AAA";

(b) by Moody's Investors Services Inc. as "Aaa"; or

(c) by Standard and Poor's as "AAA". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (2); O. Reg. 655/05, s. 3 (5).

(4) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures one year or less from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "R-1(high)";

(a.1) by Fitch Ratings as "F1+";

(b) by Moody's Investors Services Inc. as "Prime-1"; or

(c) by Standard and Poor's as "A-1+". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (3); O. Reg. 655/05, s. 3 (6).

(4.1) A municipality shall not invest in a security under paragraph 7.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "A" or higher;

(b) by Fitch Ratings as "A" or higher;

(c) by Moody's Investors Services Inc. as "A2"; or

(d) by Standard and Poor's as "A". O. Reg. 655/05, s. 3 (7).

(4.2) A municipality shall not invest in a security under paragraph 7.2 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher. O. Reg. 655/05, s. 3 (7).

(5) A municipality shall not invest in a security under paragraph 8 of section 2 unless the promissory note or commercial paper is rated,

(a) by Dominion Bond Rating Service Limited as "R-1(mid)" or higher;

(a.1) by Fitch Ratings as "F1+";

(b) by Moody's Investors Services Inc. as "Prime-1"; or

(c) by Standard and Poor's as "A-1+". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (4); O. Reg. 655/05, s. 3 (8).

(6) If an investment made under paragraph 7 or 8 of section 2 falls below the standard required under subsection (3), (4) or (5), as the case may be, the municipality shall sell the investment within 30 days after the day the investment falls below the standard. O. Reg. 265/02, s. 2 (2).

(7) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made and as long as it continues, the investment ranks, at a minimum, concurrently and equally in respect of payment of principal and interest with all unsecured debt of the corporation. O. Reg. 265/02, s. 2 (2).

(8) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made, the total amount of the municipality's investment in debt of any corporation incorporated under section 142 of the Electricity Act, 1998 that would result after the proposed investment is made does not exceed the total amount of investment in debt, including any interest accrued on such debt, of the municipality in such a corporation that existed on the day before the day the proposed investment is to be made. O. Reg. 265/02, s. 2 (2).

(9) Any investment made under paragraph 9 of section 2, including any refinancing, renewal or replacement thereof, may not be held for longer than a total of 10 years from the date such investment is made. O. Reg. 265/02, s. 2 (2).

(10) Subsections (7), (8) and (9) do not prevent a municipality from holding or disposing of a security described in paragraph 9 of section 2 issued by a corporation incorporated under section 142 of the Electricity Act, 1998, if the municipality acquired the security through a transfer by-law or otherwise under that Act. O. Reg. 655/05, s. 3 (9).

(11) A municipality shall sell an investment described in paragraph 10 or 11 of section 2 within 90 days after ownership of the investment vests in the municipality. O. Reg. 655/05, s. 3 (9).

(12) If an investment described in subsection (1), (2.1), (4.1) or (4.2) falls below the standard required by the subsection, the municipality shall sell the investment within 90 days after the day the investment falls below the standard. O. Reg. 655/05, s. 3 (9).

4. (1) A municipality shall not invest more than 25 per cent of the total amount in all sinking and retirement funds in respect of debentures of the municipality, as estimated by its treasurer on the date of the investment, in short-term debt issued or guaranteed by the municipality. O. Reg. 438/97, s. 4 (1).

(2) In this section,

"short-term debt" means any debt, the terms of which provide that the principal and interest of the debt shall be fully repaid no later than 364 days after the debt is incurred. O. Reg. 438/97, s. 4 (2).

4.1 (1) A municipality shall not invest in a security under paragraph 7 of section 2 or in a promissory note or commercial paper under paragraph 8 of section 2 unless, on the date that the investment is made,

(a) the municipality itself is rated, or all of the municipality's long-term debt obligations are rated,

(i) by Dominion Bond Rating Service Limited as "AA(low)" or higher,

(i.1) by Fitch Ratings as "AA-" or higher,

(ii) by Moody's Investors Services Inc. as "Aa3" or higher, or

(iii) by Standard and Poor's as "AA-" or higher; or

(b) the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing Corporation to act together as the municipality's agent for the investment in that security, promissory note or commercial paper. O. Reg. 265/02, s. 3; O. Reg. 399/02, s. 4; O. Reg. 655/05, s. 4 (1, 2).

(1.1) A municipality shall not invest in a security under paragraph 7.1 or 8.1 of section 2 unless, on the date the investment is made, the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing corporation to act together as the municipality's agent for the investment in the security. O. Reg. 655/05, s. 4 (3).

(1.2) Subsection (1.1) does not apply to investments in securities by the City of Ottawa if all of the following requirements are satisfied:

1. Only the proceeds of the sale by the City of its securities in a corporation incorporated under section 142 of the Electricity Act, 1998 are used to make the investments.

2. The investments are made in a professionally-managed fund.

3. The terms of the investments provide that,

i. where the investment is in debt instruments, the principal must be repaid no earlier than seven years after the date on which the City makes the investment, and

ii. where the investment is in shares, an amount equal to the principal amount of the investment cannot be withdrawn from the fund for at least seven years after the date on which the City makes the investment.

4. The City establishes and uses a separate reserve fund for the investments.

5. Subject to paragraph 6, the money in the reserve fund, including any returns on the investments or proceeds from their disposition, are used to pay capital costs of the City and for no other purpose.

6. The City may borrow money from the reserve fund but must repay it plus interest. O. Reg. 655/05, s. 4 (3).

(2) The investment made under clause (1) (b) or described in subsection (1.1), as the case may be, must be made in the public sector group of funds of the Local Authority Services Limited and the CHUMS Financing Corporation with,

(a) another municipality;

(b) a public hospital;

(c) a university in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000;

(d) the board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002;

(e) a school board; or

(f) any agent of an institution listed in clauses (a) to (d). O. Reg. 265/02, s. 3; O. Reg. 655/05, s. 4 (4); O. Reg. 607/06, s. 3.

5. A municipality shall not invest in a security issued or guaranteed by a school board or similar entity unless,

(a) the money raised by issuing the security is to be used for school purposes; and

(b) Revoked: O. Reg. 248/01, s. 1.

O. Reg. 438/97, s. 5; O. Reg. 248/01, s. 1.

6. (1) A municipality shall not invest in a security that is expressed or payable in any currency other than Canadian dollars. O. Reg. 438/97, s. 6 (1).

(2) Subsection (1) does not prevent a municipality from continuing an investment, made before this Regulation comes into force, that is expressed and payable in the currency of the United States of America or the United Kingdom. O. Reg. 438/97, s. 6 (2).

7. (1) Before a municipality invests in a security prescribed under this Regulation, the council of the municipality shall, if it has not already done so, adopt a statement of the municipality's investment policies and goals. O. Reg. 438/97, s. 7.

(2) In preparing the statement of the municipality's investment policies and goals under subsection (1), the council of the municipality shall consider,

(a) the municipality's risk tolerance and the preservation of its capital;

(b) the municipality's need for a diversified portfolio of investments; and

(c) obtaining legal advice and financial advice with respect to the proposed investments. O. Reg. 265/02, s. 4.

(3) Revoked: O. Reg. 655/05, s. 5.

(4) In preparing the statement of the municipality's investment policies and goals under subsection (1) for investments made under paragraph 9 of section 2, the council of the municipality shall consider its plans for the investment and how the proposed investment would affect the interest of municipal taxpayers. O. Reg. 265/02, s. 4.

8. (1) If a municipality has an investment in a security prescribed under this Regulation, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council, each year or more frequently as specified by the council, an investment report. O. Reg. 438/97, s. 8 (1).

(2) The investment report referred to in subsection (1) shall contain,

(a) a statement about the performance of the portfolio of investments of the municipality during the period covered by the report;

(b) a description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;

(c) a statement by the treasurer as to whether or not, in his or her opinion, all investments are consistent with the investment policies and goals adopted by the municipality;

(d) a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security; and

(e) such other information that the council may require or that, in the opinion of the treasurer, should be included. O. Reg. 438/97, s. 8 (2); O. Reg. 655/05, s. 6.

(3) Upon disposition of any investment made under paragraph 9 of section 2, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council a report detailing the proposed use of funds realized in the disposition. O. Reg. 265/02, s. 5.

8.1 If an investment made by the municipality is, in the treasurer's opinion, not consistent with the investment policies and goals adopted by the municipality, the treasurer shall report the inconsistency to the council of the municipality within 30 days after becoming aware of it. O. Reg. 655/05, s. 7.

9. (1) Despite this Regulation, an investment by a municipality in bonds, debentures or other indebtedness of a corporation made before March 6, 1997 may be continued if the bond, debenture or other indebtedness is rated,

(a) Revoked: O. Reg. 265/02, s. 6.

(b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b.1) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or


(d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 9 (1); O. Reg. 265/02, s. 6; O. Reg. 399/02, s. 5; O. Reg. 655/05, s. 8.

(2) If the rating of an investment continued under subsection (1) falls below the standard required by that subsection, the municipality shall sell the investment within 90 days after the day the investment falls below the standard. O. Reg. 438/97, s. 9 (2).

6. Roles and Responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy
- Reporting to Council
- Adherence to the Municipal Act

	Appendix 4: Development Charge Borrowing Policy	
	Policy Category:	
	Policy No.:	Implementing Procedure No.:
Approving Authority: Council	Effective Date: September 2010	
Approved or Last Reviewed Date: May 2019	Next Review Year: 2024	
Area(s) this policy applies to: Financial Strategy & Investments, Financial Services	Owner Department: Financial Strategy & Investments, Financial Services	
Related Policy(ies):		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The objective of this policy is to provide a framework with respect to borrowing funds to complete Development Charge (DC) related capital projects.

2. Applicability and Scope Statement

N/A

3. Background

Every five years, Council is required to approve a Development Charges Background Study and associated by-laws.

As part of these updates, multi-year capital programs are approved by Council. Due to the timing of these capital programs, it is regularly communicated that there will be significant borrowing required to fund these projects in advance of the City collecting the related DCs.

There are really only two funding options available to the City. The first is to borrow funds through debenturing or government agency sponsored loans (i.e. Canada Housing and Mortgage Corporation for certain projects). The second is to borrow internally. Under either method, the interest on the borrowed amount can be charged back to the Developers, under the Development Charge Act.

Debentures (External Borrowing)

For the majority of its external funding requirements, the Town would have to borrow through the Region of York (the Region has an AAA credit rating; Markham does not have a rating). The disadvantages of this approach are that the City would have to borrow in advance of needing the cash and in significant sizes that would result in situations of having borrowed money (at higher

rates) sitting in the bank (at lower rates) for prolonged periods of time. As well, there would be an uncertainty regarding the required term of the borrowing. If the City collects DC's faster than expected, that money will be sitting in the bank waiting to repay the external debt at maturity. Or alternatively, the City collects less DC's than expected and does not have enough money to repay the debt at maturity and requires further borrowing. Under this method, the Developers may end up paying more interest than necessary. The disadvantages of external borrowing can be negated by combining the approach with an internal borrowing strategy.

Internal Borrowing

This general portfolio balance is a potential source of borrowing for the DC reserves. Under the right conditions, this type of internal borrowing can benefit both the City and Developers since it allows for greater flexibility as it does not require the involvement of York Region and the comparatively longer lead times for borrowing.

Internal borrowing will be capped at a maximum of 25% of the previous year's average general portfolio balance, in order to not restrict the City's ability to invest in other opportunities. The internal borrowing rate will be determined by the York Region debenture rate at the time that borrowing is required. This policy will allow the City to reap higher rates of return for its general portfolio, while still allowing the DC reserves to borrow at market rates but with greater flexibility.

The strategy will be to take advantage of external borrowing when rates are low and to use internal borrowing when rates are higher. The attached DC Borrowing Policy combines both the internal and external approaches.

Any internal borrowing will be tracked and accounted for in the same manner as the City's existing money market and bond investments.

4. Definitions

None

5. Policy Statements

SOURCES OF BORROWING

This section outlines the sources of funding available when the DC Reserves are in (or are approaching) a deficit balance.

Internal Borrowing

The City may loan the DC reserves up to a cumulative maximum of 25% of the previous year's average general portfolio balance (i.e. the City's cash and investments, as defined under the Eligible Investments section of the Municipal Act, that are not attributable to interest bearing reserves, reserve funds, and trust funds). For example if the average general portfolio balance was \$200 million, the City could provide up to \$50 million of funds to the DC reserves. The 25% limit was chosen as it still allows the City to maintain a high level of liquidity and mirrors the 25% annual repayment limit decided upon by the Ministry of Municipal Affairs and Housing.

Term of Borrowing

The internal borrowing provided from the City's General Portfolio will act as a loan for a predetermined period of time. DC Reserves will be able to continue to use these funds while there is a negative balance. At any time, the City can decide to call upon these funds if the money is

needed elsewhere. It would be at this point, the DC Reserve would turn to external borrowing. (Note: there would need to be enough time to secure external borrowing before the loan could be called).

Internal Borrowing Interest Rate

The Prime Rate will be applied when the borrowing is deemed to be less than five years in duration. The York Region debenture rate will be applied when the borrowing is deemed to be greater than five years in duration. The specific York Region debenture rate should match the forecasted duration of the loan.

External Borrowing

Any funding requirements not covered by internal borrowing will require external borrowing. The determination of the source of the funds (i.e. debenturing through the Region of York or borrowing through a bank or government agency) will be made at that time depending on the length of term required, market conditions and rates. All external borrowing needs to be coordinated through the Region of York.

ADMINISTRATION

Any external borrowing will be brought to Council for approval. Any internal borrowing will be approved by the Treasurer and be reported to Council no fewer than twice per year. The determination of the borrowing source will be at the discretion of the Treasurer of the City of Markham.


Any internal borrowing will be tracked and accounted for in the same manner as the City's existing investment portfolio.

As per the Municipal Act, before authorizing any specific work or class of work or any increase in the expenditure for a previously authorized specific work or class of work that would require a long term debt or financial obligation, the Treasurer will calculate an updated annual repayment limit using the most recent debt and financial obligation limit determined by the Ministry of Municipal Affairs and Housing.

6. Roles and Responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy

	Appendix 5: Investment Interest Allocation Policy	
	Policy Category:	
	Policy No.:	Implementing Procedure No.:
Approving Authority: Council		Effective Date: October 2009
Approved or Last Reviewed Date: May 2019		Next Review Year: 2024
Area(s) this policy applies to: Financial Strategy & Investments, Financial Services		Owner Department: Financial Strategy & Investments, Financial Services
Related Policy(ies):		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The objective of this policy is to provide a framework with regards to the recording and allocation methods of the City's Investment Interest income (including bonds, money market, interest earned on bank balances, etc).

2. Applicability and Scope Statement

3. Background

This policy has been designed to provide a framework with respect to the recording and allocation methods of the City's Investment Interest Income. The main purpose of developing this policy is to create a process that will be used to smooth year-to-year fluctuations in the Investment Interest budget through the use of a Capital Gains Reserve.

The City invests in both short-term (money market) and long-term (bond market) investments. Since the long term investments are held over multiple years, the rate of return on the bond portion of the portfolio does not fluctuate significantly year over year.

Because of the large swing in portfolio balances throughout the year (due to the timing of the collection and disbursement of taxes), there will always need to be a significant portion of the City's funds invested in the money market.

The City's practice has been to allocate money market rates to the interest bearing reserves and apply bond interest to the general portfolio. The reasons for this are 1) over the long term, bond rates generally outperform money market rates, therefore the City is able to achieve higher rates of return in its general portfolio and thereby reducing the immediate need for tax increases; 2) bond market rates are more stable which allows for smoother budgeting; and 3) reserves and reserve

funds can more easily absorb these money market rate fluctuations as the requirements for these funds are longer term in nature.

This policy maintains the current practice of allocating money market interest (typically around prime less 1.7%) to interest bearing reserves and reserve funds. This policy also prescribes that reserves with negative balances be charged interest at a rate of prime (which is more reflective of the rate for borrowing).

Capital Gains Reserve

Over the past 10 years, the City has been averaging approximately \$840,000/year. Historically these surpluses were simply amalgamated into the City’s year-end operating surplus/deficit. A Council resolution from March 2005 dictates that “year-end operating surpluses, if any, be used first to top-up the Corporate Rate Stabilization Reserve...and secondly to replenish the expenditures in the Environmental Land Acquisition Reserve Fund, and finally transferred to the Life Cycle Replacement and Capital Reserve Fund”.

The attached policy seeks to give staff flexibility in taking investment income surpluses (or a portion thereof) and transferring to a special Capital Gains Reserve. The purpose of this would be to provide a method of applying surpluses earned in one year to a subsequent year’s budget. It allows for smoother budgeting, as well as promoting the best buy/sell decisions for the City since the impact to future year’s budgets can be managed better.

For example, a 5-year \$1.0 million, 6% coupon bond purchased at par earns the City \$60,000/year in interest (\$300,000 over a 5 year period). If the City can sell that bond for \$1.1 million and reinvest the \$1.1 million at 4%, the City earns \$44,000/year plus the \$100,000 in capital gains for a total of \$320,000 over 5 years. This is the best decision for the City to make but has the following effect on interest income revenues:

Current	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Buy and Hold (A)	\$60 K	\$60 K	\$60 K	\$60 K	\$60 K	\$300 K
Sell and Reinvest (B)	\$144 K	\$44 K	\$44 K	\$44 K	\$44 K	\$320 K
Difference (D)	\$84 K	(\$16 K)	(\$16 K)	(\$16 K)	(\$16 K)	\$20 K

Budget (B)	\$44 K	\$44 K	\$44 K	\$44 K
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By being able to take a portion of the \$100,000 of capital gains in Year 1 and transferring \$20,000 to each of following years, it can help offset the reduction in income in Years 2-5 which allows for higher annual Investment Interest budgets each year (by \$20,000 per year in this example)

Proposed	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Buy and Hold (A)	\$60 K	\$60 K	\$60 K	\$60 K	\$60 K	\$300 K
Sell and Reinvest (B)	\$144 K	\$44 K	\$44 K	\$44 K	\$44 K	\$320 K
Transfer to/from Reserve (C)	(\$80 K)	\$20 K	\$20 K	\$20 K	\$20 K	\$0 K
Difference (D)	\$4 K	\$4 K	\$4 K	\$4 K	\$4 K	\$20 K

Budget (B + C)	\$64 K	\$64 K	\$64 K	\$64 K
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There is no long term financial impact to this policy as it simply outlines the methods of allocating interest. As outlined above, it will have an impact on budget setting in future years.

4. Definitions

None

5. Policy Statements

INTEREST ALLOCATION

This section outlines the methods for allocating interest to various City Reserves and Reserve Funds.

Development Charges Reserves

The Development Charge Reserves have its own segregated investment pool. The interest generated from these investments is fully allocated to the Development Charge Reserves on a monthly basis. In cases where there is internal borrowing to the Development Charges reserves, the Prime Rate will be applied when the borrowing is deemed to be less than five years in duration. The York Region debenture rate will be applied when the borrowing is deemed to be greater than five years in duration. The specific York Region debenture rate should match the forecasted duration of the loan.

Interest Bearing Reserves and Reserve Funds

There are no specific investments made on behalf of reserve and reserve funds. Interest is calculated and allocated monthly. The amount of interest is determined by applying the average money market rate earned by the City in a given month to the previous month's ending reserve balance. Any reserves or reserve funds with negative balances will be charged at a rate of prime.

Varley Trust

Through a past agreement with the Varley Trust, interest is calculated and allocated monthly by applying the average bond market rate (exclusive of capital gains) earned by the City in a given month to the previous month's ending reserve balance.

General Portfolio

The remaining interest not allocated to the above reserves and trusts is deemed to be the interest earned on the general portfolio.

CAPITAL GAINS RESERVE

City staff have the authority to transfer surpluses in the Capital Gains account to a Capital Gains Reserve.


The Capital Gains reserve can only be drawn upon in the following situations:

- a) Funds are required to make up for a deficit in the Investment Interest or Capital Gains accounts
- b) Approval is given through the budget process to use the funds in the reserve to help set the Investment Interest budget
- c) Funds can be drawn from the reserve to be allocated to other reserves using either of the following methodologies:
 - i. to all interest bearing reserves and reserve funds on a prorated basis; or
 - ii. in a method similar to the process of allocating year end surpluses (i.e. first to top-up the Corporate Rate Stabilization Reserve to a level equivalent to 15% of local tax revenues and secondly to replenish the expenditures in the Environmental Land Acquisition Reserve Fund, and finally transferred to the Life Cycle Replacement and Capital Reserve Fund)

6. Roles and Responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy

	Appendix 6: Reserve Policy	
	Policy Category: Finance	
	Policy No.:	Implementing Procedure No.:
Approving Authority: Chief Administrative Officer (CAO)		Effective Date: 2017
Approved or Last Reviewed Date: December 1, 2019		Next Review Year: 2024
Area(s) this policy applies to: City-wide		Owner Department: Financial Services
Related Policy(ies):		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The primary objective is to ensure that monies are set aside for the long-term goals (e.g. to replace & rehabilitate infrastructure, to smooth tax rate impacts, etc) of the City and that those funds will be available when needed.

2. Applicability and Scope Statement

The policy applies to all Reserve and Reserve Funds in the City.

3. Background

Asset Life Cycle Reserve Study In 2005, Council approved a reserve study that examined the City's Reserves and Reserve Funds with the purpose of:

- Determining the adequacy of the City's Reserves to meet known future expenditures (Infrastructure/Capital Asset Rehabilitation/Replacements) for 25 years based on projected inflows
- Determining the adequate level for the City's corporate rate stabilization/contingency reserve based upon comparisons and benchmarking with other Municipalities and "best practices"
- Reviewing, consolidating and refining policies for the City's various reserves and reserve funds

4. Definitions

N/A

5. Policy Statements

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 City's aging infrastructure and for major capital expenditures approved by Council.

- Funding for this reserve will come from the following sources
- The City'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

Corporate Rate Stabilization Reserve

The purpose of this reserve is to maintain the City'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

Non-DC Growth Reserve Fund – intended for the purpose of funding the non DC component of growth related projects. See "Development Charge (DC) Projects – Non-DC Reserve Funding" section in the Capital Budget Guidelines section for further information on the City'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. Balance at the end of each fiscal year will be transferred to the Corporate Rate Stabilization Reserve.

Environmental Land Acquisition Reserve Fund – a new reserve established in 2005 to provide a source of financing for the City to acquire/protect environmentally sensitive land. On an annual basis, \$250,000 of interest income from a long-term loan to a related company, Alectra, will be the source of funding for this reserve. As well, any remaining year end surpluses

after topping up the stabilization reserve will be used to replenish expenditures in the Reserve Fund.

Environmental Sustainability Reserve Fund – intended to provide a source of funding for internal (City) and external (e.g. Community groups) initiatives that are environmental in nature. A base level of \$150,000 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 City to acquire land that is strategic in nature, non-growth (and thus cannot be DC-funded), and not environmentally sensitive. On an annual basis, \$250,000 of interest income from a long-term loan to a related company, Alectra, 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. The 2005 Reserve study established a target balance for the Corporate Rate Stabilization reserve at 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 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 and 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 City’s Waterworks Reserves to meet known future expenditures for 25 years

Based on the future replacement and rehabilitation program as identified in the Water and 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, to be phased-in over 10 years. Any potential increase to the approved surcharge will be brought forward to Council through the annual reserve study update and the annual Budget process.

6. Roles and Responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy

	Appendix 7: Debt Policy	
	Policy Category: Finance	
	Policy No.:	Implementing Procedure No.:
Approving Authority: Chief Administrative Officer		Effective Date: 2006
Approved or Last Reviewed Date: January 2020		Next Review Year: 2025
Area(s) this policy applies to: Financial Strategy & Investments, Financial Services		Owner Department: Financial Services
Related Policy(ies):		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

Borrowing has its appropriate place in making prudent financing decisions. The City 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.

2. Applicability and Scope Statement

N/A

3. Background

N/A

4. Definitions

N/A

5. Policy Statements

Policy on Debt Issuance

Markham will strive to maintain its status as a “Pay As You Go” Community and the City 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 for 2019 was approximately \$88.0 million.

6. Roles and Responsibilities

The Financial Services Department shall be responsible for:

- Future updates to this policy

	Appendix 8: Expenditure Control Policy	
	Policy Category: Finance Services - Administration	
	Policy No.:	Implementing Procedure No.:
Approving Authority: ELT	Effective Date: June 2011	
Approved or Last Reviewed Date: May 2019	Next Review Year: 2022	
Area(s) this policy applies to: Corporate-wide	Owner Department: Financial Services	
Related Policy(ies): Business Expense & Conference Policy Code of Ethic and Conduct Petty Cash Policy Procurement and Corporate Card Policy Purchasing By-law #2017-8		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

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

2. Applicability and Scope Statement

This policy applies to all authorized individuals or designates authorizing payments on behalf of **Markham**.

3. Background

To establish internal controls over the authorization of expenses, **contract overruns**, **purchase order** adjustments and **change order** requirements.

4. Definitions

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

“**Change Order**” means a component of the change management process whereby changes in the scope of work agreed to by **Markham** and the vendor(s);

“**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 **Markham** 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;

“**Cost Centre Manager**” means a person holding a position that has staff reporting directly to him/her and has authority over the scheduling of work and is responsible for the work that these staff produce (e.g., Supervisor, Coordinator, etc.);

“**Criteria**” means a set of rules the conformance to which will govern the authority limits to award a contract

“**Council**” means the Council of the Corporation of the City of **Markham**;

“**Designate**” means the staff member who may be temporarily appointed to act 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, Deputy Fire Chief, Solicitor, Clerk, Architect and Chief Information Officer (CIO), and any other title approved by Human Resources as a staff position equivalent to that of a Director;

“**ELT**” means the Executive Leadership Team;

“**Manager**” means a person holding a management position of Manager within a department and includes the Project Manager, Assistant Solicitors and Deputy Clerk and any other title approved by Human Resources as a staff position equivalent to that of a Manager;

“**Markham**” means the Corporation of the City of Markham’

“**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 in costs resulting from unforeseen additional services or materials and includes all addenda, change orders, 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;

“**Purchase Order**” means a purchase order (blanket, fixed, regular) issued by the Purchasing Department that confirms **Markham’s** intent to procure goods and services for a price and from the vendor as stated in the purchase order;

“**Treasurer**” means the **Council** appointed Treasurer of the Corporation of the City of **Markham**;

“**User Department**” means the department within **Markham** requiring goods and services.

5. Policy Statements

5.0 COMMITMENTS

5.01 The general level of authority to authorize awards within **Markham’s** approved Operating and **Capital budgets** will be as follows:

a) Value <\$5,000

The **user department Commissioner** or **designate** delegate shall award purchases of goods and services under \$5,000.

b) Contract awards that are within the Established Criteria:

Contract Value	Approval Authority
\$5,000 - 25,000	Manager
\$25,001 - \$100,000	Director
100,001 - \$350,000	Commissioner
>\$350,000	CAO

c) Contract awards that are outside the established criteria:

Contract Value	Approval Authority
\$5,000 - \$25,000	Manager
\$25,001 - \$50,000	Director
\$50,001 - \$100,000	Commissioner
100,001 - \$350,000	CAO
>\$350,000	Council

Established Criteria

The following criteria must be met to enable award of contracts:

- The expenses relating to the goods/services is included in the budget (Operating/Capital)
- The award is within budget
- The award results from the normal tendering process
- The award is to the lowest priced proponent
- The term of the contract is for a maximum of four(4) years
- There are no litigation between the successful bidder and **Markham**
- There is no disqualified Bidder (which disqualified Bidder is also the lowest priced or highest ranked Bidder (as applicable) pursuant to the Quotation process) at the time of Contract Award

5.02 Contingencies

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

5.03 Capital Overruns

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

Dollar Threshold*	Approval Authority
\$0 - \$10,000	Director
\$10,001 - \$50,000	Commissioner
\$50,001 - \$100,000	CAO
>\$100,000	Council

*The dollar threshold limits are cumulative in nature. Two individual capital **overruns** at \$9,000 each for a cumulative total of \$18,000 will require the **Commissioner's** authorization.

- a) Approval for a capital overrun must be obtained from the appropriate authority level via an email and a **Purchase Order** Adjustment Authorization Form (POAAF) must be completed within 10 business days with the email attached.
- b) The **Treasurer** will review compliance and report any exceptions periodically to ELT.

5.04 Operating Overruns

1. 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.

5.05 Purchase Order Increase with Budget Remaining Including Contingencies

- a) The approval authority level for a purchase order increase is as follow: Dollar Threshold Approval

Dollar Threshold	Approval Authority
\$0 - \$50,000	Director
\$50,001 - \$100,000	Commissioner
\$100,001 to limit	CAO

5.06 Single Change Order With Budget Remaining Including Contingencies

- a) The approval authority level for a single change order is as follow:

Dollar Threshold	Approval Authority
\$0 - \$50,000	Director
\$50,001 - \$100,000	Commissioner
\$100,001 to limit	CAO

5.1 PROCEDURES

5.11 Goods and Services less than \$100 (excluding Taxes)

- a) 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.
- b) All withdrawals from **Petty Cash** and all expenditures using **Petty Cash** must be authorized by the employee's next level of authority.
- c) Invoices will be approved by the appropriate authority and sent to the Accounts Payable Department for payment.

5.12 Goods and Services greater than \$100 and less than \$5,000 (excluding Taxes)

Goods and services costing more than \$100 and less than \$5,000, required in the normal course of business, may be purchased without a **purchase order** either through normal invoice procedures or by using the Corporate Procurement Card, except in the case of regular predictable expenses such as rent or utilities.

- a) Invoices will be approved by the appropriate authority and sent to the Accounts Payable Department for payment.

5.13 Goods and Services greater than \$5,000 (excluding Taxes)

- a) For goods and services costing more than \$5,000, a **purchase order** must be issued. The **purchase order** could be either a blanket, fixed or regular **purchase order** depending on the type of purchase.
- b) For purchases using a blanket or regular **purchase order**, invoices duly approved by the appropriate level of authority (sign off on the invoice), will be sent to Accounts Payable for payment processing.
- c) For **fixed purchase orders**, the invoices will be paid automatically by the Accounts Payable Department without the need for approval by the **User Department**. It is the responsibility of the **User Department** to inform Accounts Payable to stop payment for any reason before the payment is due.

5.14 Contingencies

- a) 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**.

5.15 Invoice Authorization for Payment

- a) All invoices less than \$5,000 must be authorized by an employee who has been approved by the appropriate **Director** and **Commissioner** to have signing authority up to \$5,000.
- b) All invoices greater than \$5,000 must have two authorizers as per the following:
 - i. The first authorizer can be any staff member within the **User Department** who has been authorized by the appropriate **Director** and **Commissioner** to have signing authority up to \$5,000.

- ii. The second authorizer for invoices less than \$100,000 must be the appropriate **Manager** or **Director** or **Commissioner** or the **CAO**.
 - iii. For invoices greater than \$100,000 the second authorizer must be the appropriate **Director** or **Commissioner** or the **CAO**.
- c) Invoices that do not have the correct **purchase order** and line item number noted may be returned to the Vendor for correction.

All invoices must include approver(s) printed name, signature and date the invoice was signed.

5.16 Write-Offs of Non-Tax Items

Authorization to make a write-off of outstanding Non-Tax items owing to **Markham** is as follows:

- a) Write-off of any non-tax related invoices up to \$10,000 will be reviewed and authorized by the **Treasurer** and/or delegate, and where it is concluded that they are uncollectable, the Treasurer and/or delegate shall be authorized to write-off the invoice as uncollectable.
- b) Write-off of any non-tax related invoices in excess of \$10,000, the **Treasurer** and/or delegate shall recommend to the **Council** that the outstanding amount be deemed as uncollectable, and that **Council** direct the write-off of the amount as uncollectable.

5.17 Write-Offs of Tax Items

- a) Write-off of any tax related items, where **Treasurer** and/or delegate concludes that certain taxes are uncollectable, the **Treasurer** and/or delegate shall, under the provisions of S.354 of the Municipal Act, 2001, recommend to the **Council** that such outstanding taxes be removed from the Roll, and that **Council** direct the write-off of taxes as uncollectable.

5.18 Property Tax Adjustments

Treasurer and/or delegate shall be authorized to approve required tax adjustments, resulting from appeals, rebates and/or errors or overpayments.

- a) Authorization to make tax adjustments is as follows:

In Addition to the **Treasurer**, two additional staff members be delegated authority to authorize the approval of tax adjustments;

- 1. Senior Manager, Revenue & Property Tax
- 2. Manager, Tax & Cash Management

- b) Delegated approval thresholds are set as follows:

- 1. Manager, Tax and Cash Management \$0 - \$50,000
- 2. Senior Manager of Revenue and Property Tax \$50,001 - \$100,000
- 3. **Treasurer/Commissioner**, Corporate Services > \$ 100,001

5.2 MISCELLANEOUS AUTHORITIES

5.21 Accounting

a) Personal Expense Claims

	Authority
a) Personal Expense Claims	
Staff member	Manager
Manager	Next Level/Director
Director	Next Level/Commissioner
Commissioner	Chief Administrative Officer
Chief Administrative Officer	Commissioner of Corporate Services
Councillor	Councillor
b) Cheque requisitions	Manager/Director as per clause 5.15
c) Procurement Card Purchase	Manager and/or Director
d) Petty Cash Expenditures	Manager

5.22 Payroll / Personnel

	Authority
a) Time Sheets	Cost Centre Manager
b) Overtime	Cost Centre Manager
c) Vacation	Cost Centre Manager
d) Salary Memorandums	Director - Human Resources
e) Termination/Leave of Absence	Director - Human Resources

5.23 Letters of Credit – Draws, Reductions, Releases

	Authority
a) up to \$100,000	Manager
b) up to \$350,000	Director
c) up to requested value	CAO, Commissioner, Treasurer

5.24 Miscellaneous

	Authority
a) Disposal of surplus assets	Chief Administrative Officer or Treasurer
b) Acquisition of computer equipment and software	Chief Administrative Officer

5.25 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:

- a) all salaries, wages and benefits due to any person in the employ of **Markham**;
- b) all retiring allowances and mandatory sick pay grants upon Human Resources approval due to any person previously in the employ of **Markham**;
- c) all accounts for telephones, postage and utilities supplied to **Markham**;

- d) all accounts for fees and levies payable to the federal, provincial or other municipal government, or to any agency, board or commission thereof;
- e) all accounts for payments of principal or interest on debentures, loans or overdrafts, including foreign exchange;
- f) all accounts for payments to the school boards of amounts raised for them by tax;
- g) all accounts relating to employee pension deductions and employer pension contributions in respect of the salaries and wages of those persons who are paid by or employed by **Markham**, and which are payable in respect of any duly authorized registered pension plan on behalf of the respective employee.

5.3 AUDIT

Expenses, **contract overruns**, **purchase order** adjustments and **change order** requirements may be audited by Finance Staff or the Auditor General to ensure compliance.

5.4 ATTACHMENTS

- Cheque Requisition Form
- Expenditure Control Form
- **Purchase Order** Adjustment Authorization Form (POAAF)


6. Roles and Responsibilities

Staff - individuals approved by the appropriate **Commissioner** or Chief Administrative Officer (CAO) will have signing authority. Those individuals responsible for approving expenditures are also responsible for the legitimacy of the expenses.

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

Treasurer - is responsible for the administration of this Policy and recommend to the CAO any amendments that may be required.

CAO - is authorized to approve any amendments suggested by the **Treasurer**.

	Appendix 9: Tangible Capital Asset Policy	
	Policy Category: Finance	
	Policy No.:	Implementing Procedure No.:
Approving Authority: Chief Administrative Officer (CAO)	Effective Date: January 1, 2009	
Approved or Last Reviewed Date: January 2020	Next Review Year: 2025	
Area(s) this policy applies to: City-wide	Owner Department: Financial Services	
Related Policies:		
<ul style="list-style-type: none"> Public Sector Accounting Board (PSAB), Section 3150 		

Note: Questions about this policy should be directed to the Owner Department.

1. Purpose Statement

The purpose of this policy is to provide clear direction to ensure the City of Markham's (City's) assets are recorded in a fixed asset register, at historic values and amortized over their useful lives, in a consistent manner in accordance with the guidelines of public sector accounting standards, established in the Public Sector Accounting Board (PSAB) handbook, Section 3150.

This policy will provide the framework to achieve the following outcomes:

- Compliance with PSAB 3150
- Consistent accounting treatment of asset related expenditures
- Gather and maintain information needed to prepare financial statements
- Fiscal responsibility
- Users of the financial report are able to discern information about investments in property, plant and equipment, and the changes in such investments.
-

2. Applicability and Scope Statement

This policy will apply to all City departments, boards and commissions, agencies and other organizations falling within the consolidated reporting entity of the City.

3. Background

The PSAB, a branch of the Canadian Institute of Chartered Accountants, created in 1981, is an independent body with the authority to set accounting standards for the public sector. In June 2006, PSAB approved the revisions to Section 3150 of the Public Sector Accounting Handbook - Tangible Capital Assets stating that effective January 1, 2009 all municipal governments would be required to capitalize tangible capital assets (TCA) at historic cost and amortize these assets over their useful lives.

In order to be fully compliant with the new requirements, all tangible capital assets owned by the City of Markham (City) were inventoried and valued at their historic costs. The useful life of each asset, or asset class, was determined and accumulated amortization was calculated from the time the asset was put into service. The City's 2009 Financial Statements included 2008 comparative numbers. The City's 2008 Financial Statements were restated to be PSAB 3150 compliant.

Effective January 1, 2009, the City's Capital Budget must include only projects which meet the criteria laid out in this document for tangible capital assets. All other expenditures must be included in the operating budget and be expensed in the period in which they are incurred.

7. Definitions

Amortization is the accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Amortization expense is an important part of the cost associated with providing services, regardless of how the acquisition of tangible capital assets is funded. Depreciation accounting is another commonly used term to describe the amortization of tangible capital assets.

Assets are economic resources controlled as a result of past transactions or events and from which future economic benefits may be obtained. Assets have three essential characteristics:

- a) they embody a future benefit that involves a capacity, singly or in combination with other assets, to provide future net cash flows, or to provide goods and services
- b) the City can control access to the benefit, and
- c) the transaction or event giving rise to the control of the benefit has already occurred.

Asset impairment occurs when conditions indicate that a tangible capital asset no longer contributes to the City's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value.

Betterment is a cost incurred to enhance the service potential of a tangible capital asset. Betterments increase service potential (and may or may not increase the remaining useful life of the tangible capital asset). Such expenditures would be included in the tangible capital asset's cost.

Capitalization threshold (recognition threshold) is the value above which assets are capitalized and reported in the financial statements.

Capital lease is a lease with contractual terms that transfer substantially all the benefits and risks inherent in ownership of property to the City. For substantially all of the benefits and risks of ownership to be transferred to the lessee, one or more of the following conditions must be met;

- a) There is reasonable assurance that the City will obtain ownership of the leased property by the end of the lease term.
- b) The lease term is of such duration that the City will receive substantially all of the economic benefits expected to be derived from the use of the leased property over its life span.
- c) The lessor would be assured of recovering the investment in the leased property and of earning a return on the investment as a result of the lease agreement.

Carrying costs are costs directly attributable to an asset's acquisition, construction or development activity where, due to the nature of the asset, it takes a long period of time to get it ready for its intended use. Typical carrying costs could include:

- technical and administrative work prior to commencement of and during construction
- overhead charges directly attributable to construction or development, and
- interest.

Conveyed assets include all assets which are constructed by a developer and where ownership is transferred to the City in accordance with the registered subdivision agreement. These assets could include land, roads, stormwater ponds, sidewalks, street signs, water, waste water and sanitary sewage systems.

Component is a part of an asset with a cost that is significant in relation to the total cost of that asset. Component accounting recognizes that each part might have a different useful life and requires separate accounting for each component that has a different useful life than the whole asset does.

Cost is the gross amount of consideration given up to acquire, construct, develop or better a tangible capital asset, and includes all costs directly attributable to the asset's acquisition, construction, development or betterment, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed tangible capital asset, including a tangible capital asset in lieu of a developer charge, is considered to be equal to its fair value at the date of contribution. Capital grants would not be netted against the cost of the related tangible capital asset. The cost of a leased tangible capital asset is determined in accordance with Public Sector Guideline 2 (PSG-2) Leased Tangible Capital Assets.

Depreciation is the expense in an accounting period arising from the application of depreciation accounting.

Directly attributable costs refers to direct incremental expenses incurred for technical and administrative activities related to the construction of a tangible capital asset. These costs could include the salaries and benefits for internal staff doing design work related to the construction project. It would not include an allocation of fixed costs such as occupancy costs for the design department or an allocation of the costs of corporate departments such as human resources, legal, purchasing and accounting. These latter costs are incurred whether or not the construction project is undertaken and, therefore, would not be incremental overhead expenses directly attributable to the cost of the project. Refer also to the definitions of direct costs and indirect costs.

Direct costs are incremental costs incurred for the acquisition, construction or development of a tangible capital asset. Direct costs would not have been incurred other than to acquire, construct or develop the tangible capital asset. For example, materials and supplies, equipment, temporary site buildings, legal and other professional fees, etc., could be considered direct costs.

Expenses, including losses, are decreases in economic resources, either by way of outflows or reductions of assets or incurrence of liabilities, resulting from the operations, transactions and events of the accounting period. Expenses include transfer payments due where no value is received directly in return. Expenses include the cost of economic resources consumed in, and identifiable with, the operations of the accounting period. For example, the cost of tangible capital

assets is amortized to expenses as the assets are used in delivering programs. Expenses do not include debt repayments or transfers to other local governmental units in the City's reporting entity.

Fair value is defined in accounting standards as the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction who are under no compulsion to act.

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets include but are not limited to, cash, investments, accounts receivable, inventory held for resale.

Full accrual basis of accounting recognizes the financial effects of transactions in the period(s) in which they occur irrespective of when the cash has been received or paid.

It requires that tangible capital assets be reported on the balance sheet (statement of financial position) at historical cost and expensed (amortized) in the annual results of operations over their estimated useful lives.

Gains can arise from peripheral or incidental transactions and events affecting a local government. Such transactions and events include the disposition of assets purchased for use and not for resale, and the liquidation or refinancing of debt.

Indirect costs are costs incurred for a common or joint purpose and, therefore, can not be identified readily and specifically with an activity related to the acquisition, construction or development of a tangible capital asset. For example, executive management, occupancy costs for general administrative buildings, corporate services (accounting, payroll, legal, technology, etc.), general local government, etc., would be considered indirect costs.

Liabilities are present obligations to others arising from past transactions or events, the settlement of which is expected to result in the future sacrifice of economic benefits. Liabilities have three essential characteristics:

- a) they embody a duty or responsibility to others, leaving little or no discretion to avoid settlement of the obligation
- b) the duty or responsibility to others entails settlement by future transfer or use of assets, provision of goods or services, or other form of economic settlement at a specified or determinable date, on occurrence of a specified event, or on demand, and
- c) the transactions or events obligation have already occurred.

Losses can arise from peripheral or incidental transactions and events. Such transactions and events include the disposition of assets purchased for use and not for resale, and the liquidation or refinancing of debt.

Market value is defined as the estimated amount for which a property would be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction wherein the parties had each acted knowledgeably, prudently and without compulsion.

Maintenance and repairs maintain the predetermined service potential of a tangible capital asset for a given useful life. Such expenditures are charged in the accounting period in which they are made.

Net book value of a tangible capital asset is its cost, less accumulated amortization and the amount of any write-downs.

Non-financial assets include tangible capital assets and other assets such as prepaid expenses and inventories of supplies. Non-financial assets are acquired, constructed or developed assets that are normally employed to deliver services, may be consumed in the normal course of operations and are not for sale in the normal course of operations.

Pooled assets are assets that have a unit value below the capitalization threshold but have a material value as a group. Although recorded in the financial systems as a single asset, each unit may be recorded in the asset sub-ledger for monitoring and control of its use and maintenance. Examples could include personal computers, furniture and fixtures, small moveable equipment, etc.

Residual value is the estimated net realizable value of a tangible capital asset at the end of its useful life.

Revenues, including gains, can arise from: taxation; the sale of goods; the rendering of services; the use by others of economic resources yielding rent, interest, royalties or dividends; or receipt of contributions such as grants, donations and bequests. Revenues do not include borrowings, such as proceeds from debt issues or transfers from other local governmental units.

Service potential is tangible capital asset's output or service capacity, normally determined by reference to attributes such as physical output capacity, quality of output, associated operating costs and useful life.

Straight-line amortization allocates the cost less estimated residual value of a capital asset equally over each year of its estimated useful life.

Useful life is the estimate of either the period over which a tangible capital asset can be used, or the number of production or similar units that it can obtain from the tangible capital asset. The life of a tangible capital asset may extend beyond its useful life. The life of a tangible capital asset, other than land, is finite, and is normally the shortest of the physical, technological, commercial and legal life.

Write-down is a reduction in the cost of a tangible capital asset to reflect the decline in the asset's value due to a permanent impairment.

5. Policy Statements

All assets owned by the City of Markham, which meet the definition of a tangible capital asset will be capitalized and amortized over their useful life.

1. TCA Definition

According to PSAB 3150 Section .05, tangible capital assets are defined as non-financial assets having physical substance that:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets
- Have useful economic lives extending beyond an accounting period

- Are to be used on a continuing basis, and
- Are not for sale in the ordinary course of operations.

1.1 Assets Exclusions

The following assets are to be excluded from the TCA policy:

- Intangible assets including copyrights, trademarks, patents, goodwill and easements
- Natural resources – trees, woodlots(land value capitalized only)
- Works of Art, Historical Treasures, Archival records – as they have cultural, aesthetic or historical value that is worth preserving in perpetuity, but has no direct future benefit which is measurable. The existence and nature of this property must be disclosed on the Financial Statements (Section PS 3150.42(e))
- Studies, including environmental assessments, which are not directly related to an acquisition of a TCA
- Assets listed for sale if the following conditions are met:
 - The asset is in a condition to be sold
 - There is an active market for the asset
 - There is a plan for selling the asset, and
 - It is reasonably anticipated that the sale to a purchaser external to the City will be completed within one year of the reporting date.

2.0 Asset Categories

An asset category is a grouping of assets of similar in nature or function in the City's operation.

The following is a list of the City's asset categories:

- | | |
|--------------------------------|-----------------------------|
| • Building | • Library Media Collection |
| • Equipment | • Parks & Pathways |
| • Furniture & Fixtures | • Vehicles |
| • Infrastructure | • Waterworks Equipment |
| • Land | • Waterworks Infrastructure |
| • Library Furniture & Fixtures | • Waterworks Vehicles |

3.0 Capitalization

Tangible capital assets will be capitalized (recorded in the fixed asset register) according to the following thresholds:

- All land
- All buildings
- Civil infrastructure systems (built assets such as roads, bridges, sewers, water, parks etc. with unit cost of \$25,000 or greater, assets less than \$25,000 should be pooled where their pooled value exceeds \$50,000)
- All others with unit cost of \$5,000 or greater
- Assets between \$1,000 and \$5,000 where their pooled value exceeds \$50,000.

Betterments (see Section 12) to existing assets will be capitalized when unit costs exceed the approved threshold.

Thresholds will be reviewed on an annual basis. Changes to the thresholds will require the approval of the Treasurer.

4.0 Opening Valuations

In order to meet PSAB compliance, the following information was collected during the initial recognition and set up of individual asset:

- Description of asset
- Year of acquisition
- Serial ID (or unique asset ID)
- Original historical cost including betterments
- Amortization calculations to date

5.0 Valuation

A tangible capital asset will be recorded at cost plus all charges necessary to place the asset in its intended location and condition for use.

5.1 Purchased assets

Cost is the gross amount of consideration paid to acquire an asset. It includes all non-refundable taxes and duties, freight and delivery charges, installation and site preparation costs, and any other costs necessary to put the asset in the condition necessary for its intended use. It is net of any trade discounts or rebates.

Cost of land includes purchase price plus legal fees, land registration fees and transfer taxes. Also, any costs to make the land suitable for intended use, such as pollution mitigation, demolition and site improvements that become part of the land will be included. In the case of park land, the cost of all landscaping required to put the park into service will be added to the cost of the land.

When two or more assets are acquired for a single purchase price, it is necessary to allocate the purchase price to the individual asset acquired. Allocation will be based on the market value of each asset at the time of acquisition or some other reasonable basis if market value is not readily determinable.

5.2 Acquired, Constructed or Developed Assets

The value of an asset will include all costs directly attributable (e.g., construction, architectural and other professional fees) to the acquisition, construction or development of the asset.

The cost associated with internal staff time for design, inspection, administrative and other similar costs will be capitalized when the value can be determined. TCA related projects which are undertaken by the City's Engineering & Urban Design departments will be charged as a percentage of the project cost to cover internal staff time. This rate will be reviewed on an annual basis and adjusted at the discretion of the Treasurer.

Capitalization of general administrative overhead, for example an allocation of fixed costs such as occupancy costs for the design department or an allocation of the costs of corporate departments such as human resources, legal, purchasing and accounting, is prohibited. Capitalization of carrying costs ceases when no construction or development is taking place or when the tangible capital asset is ready for use.

Any cost that is not necessary for the completion of the acquisition, betterment or construction of an asset cannot be capitalized.

All eligible costs will accumulate within the City's Work in Progress (see Section 6.0) account until such time as the asset is put into service.

5.3 Capitalization of Interest Costs

Borrowing costs incurred by the acquisition, construction and production of an asset that takes a substantial period of time to get ready for its intended use will be capitalized as part of the cost of that asset.

Capitalization of interest costs will commence when expenditures are being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use are in progress. Capitalization will be suspended during periods in which active development is interrupted. Capitalization will cease when substantially all of the activities necessary to prepare the asset for its intended use are complete. Substantially all of the activities are complete when only minor or no modifications are outstanding.

5.4 Donated or Conveyed Assets

The cost of donated assets that meet the criteria for recognition will be equal to the fair value at the time of donation. Fair value for donated assets will be determined using market values, appraisal values, or an estimate of replacement cost.

Infrastructure assets conveyed to the City by developers will be recognized on the City's Financial Statements in the year they are accepted by the City for maintenance. These conveyed assets will be valued using the approved engineering consultant's estimates provided by developers at the time of subdivision registration.

The cost of land acquired by the City without consideration, including donated or conveyed land, will be equal to fair value at the time of acquisition. Fair value will be determined using an estimate of the current market value.

Ancillary costs associated with the donated/conveyed asset will also be capitalized.

6.0 Capital Work in Progress

The total cost of TCA, which meet the defined thresholds, currently under construction and not ready to be put into service at the end of the reporting year, will be reported as Work-In-Progress (WIP) on the City's Statement of Financial Position.

Eligible pre-construction costs incurred prior to the actual acquisition or construction of a TCA will be accumulated for each TCA or project as WIP. If in a subsequent period it is determined that the acquisition, development or construction of the TCA will not proceed, the costs accumulated as WIP will be immediately expensed.

7.0 Componentization

Tangible capital assets may be accounted for using either the single asset or component approach. Whether the component approach is to be used will be determined by the usefulness of the information versus the cost of collecting and maintaining information at the component level.

Factors to consider when determining whether to use a component approach include:

- Major components may have significantly different useful lives and consumption patterns than the related tangible capital asset.
- Value of components in relation to the related tangible capital asset.

Major components will be grouped when the assets have similar characteristics and estimated useful lives or consumption rates.

Expenditures, regardless of value, related to assets capitalized using the single asset approach but do not extend the useful lives or improve the economic benefit of the assets must be expensed in the period in which they occur.

Please see Appendix A for a detailed list of asset groups and components.

8.0 In Service Date

The in service date for a TCA is the date at which the City begins to utilize the TCA. Confirmation that a TCA is in service could include such indicators as the receipt of an occupancy permit, certificate of substantial completion or certificate of acceptance by the City.

Conveyed linear assets will be considered in service by the City when a registered plan is accepted for maintenance through a Council resolution.

Land conveyed to the City through registered subdivision agreements will be recognized when there is evidence that land title has been transferred.

9.0 Useful Life

Useful life is the period over which an asset is expected to be available for use by the City. It is normally the shortest of the asset's physical, technological, commercial or legal life. Some of the factors that are considered when determining an asset's useful life are the asset's intended use, construction type, current maintenance policies and technological changes.

A comprehensive list of useful life of the City's assets, by category, is attached (Appendix A).

The appropriate amortization period for each assets category has been determined at a corporate level with input from user departments. The useful lives of the City's assets will be reviewed on a regular basis and revised, with the approval of the Treasurer, when the appropriateness of a change can be clearly demonstrated.

10.0 Amortization/Depreciation

Amortization is an accounting process that allocates the cost of an asset over accounting periods, as an expense of its useful life. Amortization charges are included in the cost of operations and contribute directly to the net annual operating results.

In general, the City uses or consumes a TCA relatively evenly over the life of the asset. Hence, the most appropriate method for calculating amortization is the straight-line method.

Amortization will begin in the year an asset is put in service. For projects with distinctive phases, amortization will begin with the completion of each phase. Regardless of the month an asset is put in service, half of the annual amortization expense will be charge in the first year.

The amortization method will be reviewed on a regular basis and will be revised when the appropriateness of a change can be clearly demonstrated.

11.0 Disposal

The guidelines for the disposal of tangible capital assets are governed by the Purchasing Bylaw.

Pooled assets will continue to be depreciated over their full lives regardless of the service status of the individual asset in the pool. Non-pooled assets will be accounted for as outlined below:

The gain or loss on the disposal of an asset is the difference between the net book value of the asset (at the time of disposal) and the proceeds from the disposal. The gain or loss on disposal of the asset will be charged to the appropriate operating account.

In cases where the tangible capital assets are permanently taken out of service, destroyed or replaced due to obsolescence, scrapping or dismantling, the department head or designate must notify Finance Department of the asset ID, asset description and effective date. The Finance department is responsible for adjusting the asset registers and writing down the asset to the estimated residual value.

Amortization of assets which are temporarily taken out of service should continue to be recorded as if the asset were in use. If the asset is redeployed, the useful life should be determined based upon the new usage of the asset.

12.0 Write Down/Write Off

Pooled assets will continue to be depreciated over their full lives regardless of the service status of the individual asset in the pool. Non-pooled assets will be accounted for as outlined below:

The value of a tangible capital asset will be written down when conditions indicate that the service potential to be derived from the asset has been diminished. These conditions include but are not limited to:

- A change in the extent to which the TCA is used
- A change in the manner in which the TCA is used
- Significant technological developments
- Physical damage
- Removal of the TCA from service
- A decline in or cessation of the need for the services provided by the TCA
- A decision to halt construction of the TCA before it is complete or in useable or saleable condition
- A change in the law or environment affecting the extent to which the tangible capital asset can be used.

The impairment to the tangible capital asset must be permanent in nature and the rationale must be documented. The TCA would be written down to the revised estimate of the value of the asset's remaining service potential.

A write down cannot be reversed.

13.0 Maintenance vs. Betterment

PSAB 3150 .21 states that the following basic distinctions can be used to identify maintenance and betterments:

- Maintenance and repairs maintain the predetermined service potential of a TCA for a given useful life. Such expenditures are expensed in the accounting period in which they are incurred.

- Betterments increase service potential (and may or may not increase the remaining useful life of the tangible capital asset). Such expenditures would be included in the cost of the related asset.

Expenditures, regardless of value, which do not extend the useful life or improve the economic benefit of the asset, must be expensed in the period in which they occur.

14.0 Capital Leases

A capital lease is a lease with contractual terms that transfer substantially all the benefits and risks inherent in ownership of property to the City. For substantially all of the benefits and risks of ownership to be transferred, one or more of the following conditions must be met:

- There is reasonable assurance that the City will obtain ownership of the leased property by the end of the lease term.
- The lease term is of such duration that the City will receive substantially all of the economic benefits expected to be derived from the use of the leased property over its life span.
- The City would be assured of recovering the investment in the leased property and of earning a return on the investment as a result of the lease agreement.

The process to account for a capital lease is the same as acquiring a capital asset and incurring a liability.

Notwithstanding the above, leases will be considered operating leases, therefore expensed, when the net present value of the future minimum lease payments or fair value, whichever is less, is less than \$10,000.

6. Roles and Responsibilities

Operating departments are responsible for:

- Providing information on capital request forms identifying all information required for the eventual calculation of amortization
- Advising the Senior Manager of Financial Planning and Reporting of all acquisitions, disposals and asset life expectancy changes
- Ensuring proper control of tangible capital assets is maintained
- Providing information about the availability, condition and usage of the asset as required
- Correct allocation of all expenses whether capital or operating. Note that all expenses charged to a capital WIP project must meet the definition of eligible costs for a TCA
- Ensuring expenses are charged to the correct WIP account. Department must bear in mind that all WIP transactions will be audited for eligibility as part of the annual external audit.

Finance is responsible for:

- Maintaining the City's asset register
- Accounting for all TCA in accordance with this policy
- Reporting of all TCA in the financial statements of the City
- Establishing policies in compliance with PSAB, the Municipal Act and other Ministry guidelines
- Updating this policy as required and monitoring compliance on an ongoing basis
- Recording capital assets appropriately, confirming departments are charging expenses correctly, and that all asset costs are valid

- Ensuring reporting requirements for provincially, federally or other funding sourced programs appropriately and accurately reflecting the impacts of PSAB (if any)
- Regular review of the useful life of each asset class
- Periodic physical inventories, including spot-checks where feasible, to ensure all assets are still in use and available
- Reporting to departments regarding capital assets
- Ensuring that assets conveyed through development agreements are captured including the required values needed for PSAB compliance.

Appendix A

Category 1	Category 2	Category 3	Recording Method	Useful Life-Years	Components	
Buildings			Single Asset (by Building)	40		
Equipment	Facility Equipment		Pooled by Year	10	Indoor Cleaning/Maintenance, Kitchen, Theatre, etc.	
	Facility Recycling Containers		Pooled by Year	10		
	Fire Services Equipment		Pooled by Year	11		
	ITS Equipment		Pooled by Year	7	Audio/Visual, Computers, Fire Dispatch, Library 3M HW, Network Device, Peripherals, Print Shop Equip, Printers, Servers & Telecomm.	
	Non-Licensed Construction/Maintenance Equipment		Pooled by Year	7		
	Parking Machines		Pooled by Year	10		
	Recreation Fitness & Program Equipment		Pooled by Year	5		
	Solar PV Panels		Single Asset (by location)	20		
	Air-Supported Structure		Single Asset (by location)	20		
	Artificial Turf		Single Asset (by location)	15		
Furniture & Fixtures	Facility Furniture		Pooled by Year	10		
	Office Furniture		Pooled by Year	15		
Infrastructure	Bridges	Substructure	Single Asset (by Bridge #)	75		
		Superstructure	Single Asset (by Bridge #)	25		
	Culverts		Pooled by Year	50		
	Fencing		Pooled by Year	20		
	Guide Rails		Pooled by Year	20		
	Masonry/Precast Concrete Features		Pooled by Year	40		
	Parking Lots	Paved Surface		Pooled by Year	25	
		Sub-base		Pooled by Year	45	
	Pedestrian Bridges		Pooled by Year	40		
	Retaining Walls		Pooled by Year	20		
	Right-Of-Ways (ROW's)	Road Surface		Pooled by Year	25	Asphalt surface-roads & laneways, curbs and speed humps.
		Sidewalks		Pooled by Year	45	Concrete surface of sidewalks
		Sub-base		Pooled by Year	45	Drainage, aggregate & earthwork.
	Signals	Controllers		Pooled by Year	10	
		Electrical, Poles & Heads		Pooled by Year	22	
	Signs		Pooled by Year	10		
	Storm Sewer Systems		Pooled by Year	88		
	Stormwater Lift Stations	Building Structure		Single Asset (by Station)	100	
		Electrical		Single Asset (by Station)	50	
		Process Mechanical		Single Asset (by Station)	25	
		Substructure - Concrete		Single Asset (by Station)	100	
		Substructure - Misc. Metals		Single Asset (by Station)	50	
	Street Lights		Pooled by Year	35		
SWM Ponds		Single Asset (by Pond)	10			
Traffic Islands		Pooled by Year	25			
Land	Land Parcels		Single Asset (by Roll #)	n/a		
	Park Landscaping		Pooled by Year	n/a		
	Land Under ROW's		Pooled by Year	n/a		
Library Furniture & Fixtures	Library Furniture & Fixtures		Pooled by Year	10		
Library Media Collection	Library Media Collection		Pooled by Year	7		
Parks & Pathways	Other Structures	Lighting	Pooled by Year	30	Pathway & sportfield lighting.	
		Park Furnishings	Pooled by Year	10	Benches, waste receptacles, signage.	
		Shelters	Pooled by Year	40	Park buildings, gazebos, arbors.	
		Skate Parks	Pooled by Year	25		
		Sportsfield Structures	Pooled by Year	10	Fencing, Court surfaces, Bleachers, Goal posts.	
	Pathways		Pooled by Year	15		
	Playground Structures		Pooled by Year	15		
	Site Servicing & Drainage		Pooled by Year	60	Water supply & drainage.	
Waterplay Structures		Pooled by Year	20			

Category 1	Category 2	Category 3	Recording Method	Useful Life-Years	Components
Vehicles	Fire Apparatus		Pooled by Year	9	
	Licensed Vehicles		Pooled by Year	7	
Waterworks Equipment	O&M Tools and Equipment		Pooled by Year	9	
Waterworks Infrastructure	Drinking Water Distribution System		Pooled by Year	60	
	Sanitary Sewage Collection System		Pooled by Year	85	
	Sanitary Sewage Pumping Stations	Architecture	Single Asset (by Station)	50	
		Building Mechanical	Single Asset (by Station)	25	
		Building Structure	Single Asset (by Station)	100	
		Civil access area	Single Asset (by Station)	50	
		Civil - Fence and Pavement	Single Asset (by Station)	20	
		Civil - Underground Piping (100)	Single Asset (by Station)	100	
		Civil - Underground Piping (50)	Single Asset (by Station)	50	
		Electrical (25)	Single Asset (by Station)	25	
		Electrical (50)	Single Asset (by Station)	50	
		Instrumentation & Control	Single Asset (by Station)	15	
		Machinery	Single Asset (by Station)	50	
		Process Mechanical	Single Asset (by Station)	25	
		Substructure - Concrete	Single Asset (by Station)	100	
Substructure - Misc. Metals		Single Asset (by Station)	50		
Waterworks Vehicles	Licensed Vehicles		Pooled by Year	7	



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